

**COMMUNITY
ACTION PLAN**

RECREATION ECONOMY
for
RURAL COMMUNITIES

Buena Vista, Virginia

August 23, 2023



**Northern Border
Regional Commission**



**Appalachian
Regional
Commission**



PROJECT CONTACTS

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

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

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Cover photo credit: City of Buena Vista

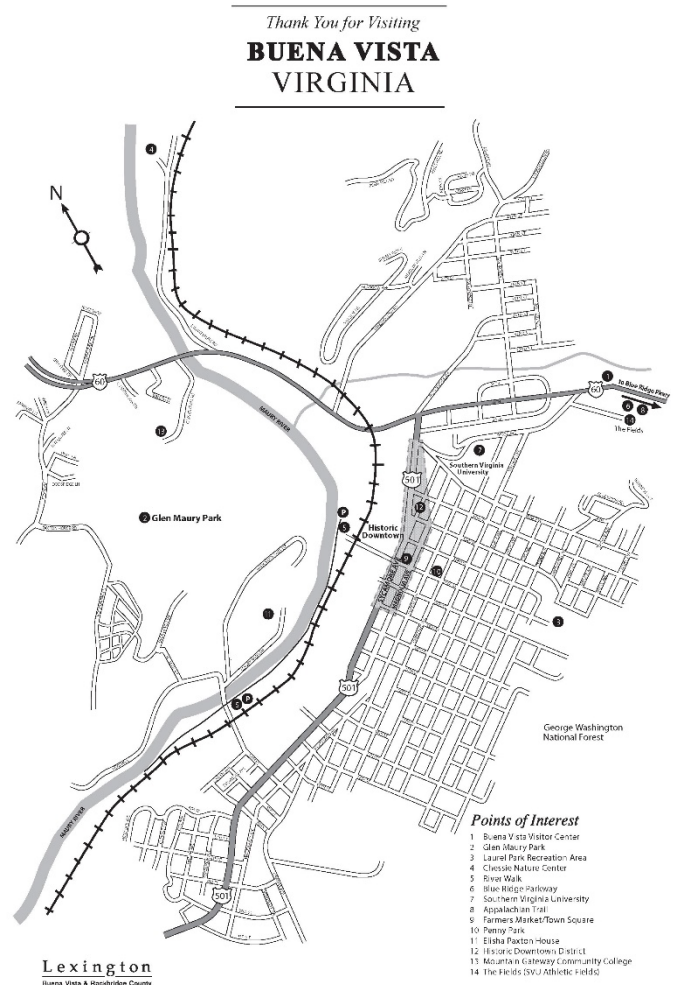
PLAN CONTEXT

Buena Vista, Virginia was selected as one of 25 communities across the nation to receive planning assistance through the second round of the Recreation Economy for Rural Communities (RERC) program. This program, sponsored by the U.S. Environmental Protection Agency (EPA), the USDA Forest Service, and the Northern Border Regional Commission (NBRC), and the Appalachian Regional Commission (ARC), helps communities develop action plans to strengthen their outdoor recreation sectors and revitalize their downtowns. Buena Vista requested planning assistance to support efforts to strengthen connections between its downtown and outdoor recreation opportunities.

Established in 1891 as a manufacturing and rail town, Buena Vista thrived in the region as a commercial and industrial hub for many years. However, like many communities across the country, the city's industry declined, causing its downtown to struggle to remain active and relevant. Buena Vista's participation in the RERC program is part of a larger effort to shift the narrative, capture momentum of growth, and establish a sustainable path in the modern global economy. Its downtown and numerous outdoor recreation assets are central to attracting and retaining residents and businesses.

Buena Vista boasts incredible natural and recreational assets such as Blue Ridge Parkway and the Appalachian Trail, which are only three miles away, and the Maury Scenic River that runs through the City. Additionally, Glen Maury Park (GMP) offers over eight miles of hiking and biking trails, a 9-hole disc golf course, an Olympic size swimming pool, sports fields, tennis courts, a campground and RV park, and multiple pavilions for picnicking and events.

In the late 2010's, the City took steps to focus efforts on downtown revitalization. To support this vision, Buena Vista completed a downtown revitalization plan funded through a Community Development Block Grant, in 2021. The following year, the City received another \$1M to fund streetscape improvements, wayfinding, and façade improvements to private buildings. In the same



Map of Buena Vista, by Rockbridge Regional Tourism. A larger version of this will be available in Appendix B.



Buena Vista Mural. Photo Credit: Revive Strategies

year, the City was also granted funding from the Virginia Outdoors Foundation to purchase a vacant lot to convert to a public gathering and event space. These revitalization efforts have sparked an increase in building renovations, new businesses, and overall interest. In addition, the City has completed several smaller plans and projects related to both its downtown businesses and outdoor recreation areas.

Despite the progress, the community recognized the need for more planning and strategy for its outdoor recreation facilities and businesses, and better connection with downtown efforts. To that end, leaders collaborated to apply for Technical Assistance from the EPA through the RERC program. The intention of this effort is to help create a vision and action plan to move the community towards this unique development opportunity.

Over the course of six months, a local Steering Committee worked with a Planning Assistance Team made up of planning consultants and federal and state agency partners to assess opportunities and challenges, set goals to strengthen Buena Vista's recreation economy and invigorate its downtown, and convene a public workshop on April 4-5, 2023. This community action plan was developed through a grassroots, collaborative process starting at the workshop and continuing in follow-up meetings to refine the plan and identify resources.

This report documents the workshop process and community feedback and includes a set of specific actions—complete with initial steps and timeframes, lead and support roles, and measures of success—to guide further development of the recreation economy in Buena Vista over the next two to three years.

THE OPPORTUNITY

Nestled in the Blue Ridge Mountains, Buena Vista is a serene and picturesque town located between the Shenandoah Valley region of Virginia and the Alleghany Mountains. With its proximity to the Appalachian National Scenic Trail and the Blue Ridge Parkway, Buena

STEERING COMMITTEE

Community POC | **Kristina Ramsey**, Economic Development Director, City of Buena Vista

Tom Roberts, Community Development Director, City of Buena Vista

Jason Tyree, City Manager, City of Buena Vista

Edward Armentrout, Parks and Recreation Director, City of Buena Vista; Glen Maury Park

Jamie Goodin, Director, Main Street Buena Vista

Jean Clark, Director, Tourism for Lexington, Rockbridge, and Buena Vista

Anne Herring, Community Development Specialist, USDA Rural Development

James Dick, Chairman, Rockridge Outdoors

Melvin Henson, City Council Member, City of Buena Vista; Parks and Rec. Committee

Michelle Mahaffey, Campus Wellness Manager, Southern Virginia University,

Brooke Dalton, Executive Director for Main Street Buena Vista

Jessi Whipple, Director of Operations for the Office of Development and the Executive, Director of the Alumni Association

Key point: With thoughtful planning and coordinated action, Buena Vista can make its downtown a key asset for its outdoor recreation experience.

Vista serves as a gateway to unending outdoor recreation opportunities all year round.

Beyond its natural beauty, Buena Vista boasts a charming downtown area with historic architecture, growing local businesses, as well as community events like the annual Labor Day Parade and Festival, Mountain Day, and multiple music festivals.

The Maury River Boat Launch and the Chessie Nature Trail are just two examples of the many outdoor recreation opportunities. The Boat Launch is a public access point along the Maury River, where visitors can launch kayaks, canoes, or small boats. It provides a convenient entry point for water-based activities such as fishing, paddling, and boating. The Chessie Nature Trail, a multi-use trail, follows the path of the former Chesapeake and Ohio Railway. It is a popular destination for hikers, joggers, bikers, and nature enthusiasts. The trail spans approximately 7 miles and offers picturesque views of the Maury River, starting at the Buena Vista trailhead near the boat launch and extending towards Lexington, Virginia. Along the way, visitors can enjoy stunning views of the Maury River, forested areas, and abundant wildlife.

“We have all the perfect natural elements. Great trail opportunities, a river right by downtown, and a biking trail nearby. It could become a great hub for hiking, kayaking and biking if the proper support systems were in place.” - Survey Respondent

Buena Vista has laid the groundwork for the next phase of Outdoor Recreation planning. They've begun much work over the last few years, including:

Recreation Additions:

- *Upgraded electric and water infrastructure*
- *48 new camp sites*
- *New playground*
- *New kayak, bike, and tube rentals*
- *Completion of trail network*
- *New "Kids in Parks" Track Trail with the Blue Ridge Parkway Foundation*
- *New River Access*

FEDERAL/ STATE AGENCY PARTNERS

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Julie Judkins, Just-Trails, julie.judkins@just-trails.org

Cora Gnegy, Consultant, Tourism and Economic Development Specialist, CoraGnegy@outlook.com

Downtown & Workforce

- Completed downtown plan & begun implementation
- Developed a Main Street program
- Acquired a parcel to design a Town square
- Started beautification efforts
- Seen increased business activity
- Virginia Innovation Accelerator
- Mountain Gateway's Wilson Workforce Center

The Steering Committee laid out four goals to focus their action plan. These goals include enlivening downtown and engaging business owners, improving infrastructure connectivity between Glen Maury Park and other assets, branding and marketing Buena Vista's unique identity, and expanding education and recreation offerings. The goals they developed and approved, shown in the text box to the right, guided the workshop and this action plan. With these goals, the community seeks to re-create a thriving working landscape and vibrant downtown that provides ample job opportunities and recreational opportunities for residents and visitors.

PLANNING PROCESS

The RERC planning assistance process consists of three phases, illustrated in the diagram below: Assess, Convene, and Implement. The "Assess" phase includes three conference calls with the Steering Committee and Planning Assistance Team to gain a baseline understanding of the community, clarify local goals, and arrange workshop logistics. The "Convene" phase is focused on the capstone event—a two-day public workshop. The "Implement" phase entails three follow-up conference calls to finalize the community action plan and strategize on how to maintain the momentum generated at the workshop and implement the plan. Buena Vista's workshop are described briefly below. The workshop contact list is provided in Appendix A, workshop exercise results are detailed in Appendix B, funding and technical assistance resources are in Appendix C, recreation- and downtown-related references are in Appendix D, and Appendix E contains the pre-workshop survey results.



Day 1 workshop activities at the Buena Vista Fire Department.
Photo Credit: Just-Trails.

WORKSHOP GOALS

Enlivening Downtown:

Engage business and property owners downtown to rally around outdoor recreation as an economic driver and draw new businesses to support community needs for the outdoor recreation economy, and make Buena Vista a desirable place to visit and live.

Improving Infrastructure:

Make improvements to outdoor recreation, critical tourism, and connectivity infrastructure in Buena Vista to better serve residents and visitors. Create a comprehensive master plan for Glen Maury Park and/or overall parks and recreation in the city to make improvements and connections to other outdoor assets in the region.

Marketing, Branding, Promotion: Consider how you want to position and promote Buena Vista's best assets (natural, cultural, recreation) and its identity as a destination and gateway community to both locals and visitors, in coordination with regional efforts.

Expand Outdoor Recreation Activities and Education Offerings:

Envision and plan for what would be needed to expand youth, local, and visitor experiences around outdoor recreation and stewardship, allowing people of all ages, races, and abilities enjoy the outdoors and support the economy.

THE WORKSHOP

COMMUNITY TOUR

The RERC workshop with Buena Vista took place on April 4-5, 2023. The first day began with a community tour organized by the Steering Committee and included the Planning Assistance Team, Federal and State Partners. The tour began at Southern Virginia University (SVU), where participants heard about the impact of the growing school. Established in 1867 as Bowling Green Female Seminary, in 1900, it relocated to a former resort hotel in Buena Vista and underwent a name change to Southern Seminary. The hotel, constructed in 1890, remains Main Hall and is recognized on the National Register of Historic Places. After nearly a century as a small women’s college, the private school was sold to new management in 1996. Today, it is a thriving and growing coeducational liberal arts college with enrollment of nearly 1,200.

The group then hopped on a bus and drove to the Maury River Boat Launch and Chessie Trailhead. On this stop the group heard about the partnership of Rockbridge Outdoors, which promotes networks of trails, parks, water trails, bikeways and other outdoor recreational activities in Rockbridge, Buena Vista, and Lexington. The partnership is a consortium among governments, community leaders, and stakeholders, private businesses and local residents. Next stop: Laurel Park.

Hearing from Chad Coffey, the Rockbridge Area Recreation and the opportunities for the park and programs to connect to 21st street, Brushy Blue and the national forest. New programs are being offered for building skill sets for outdoor recreation.

At lunchtime, the group was able to rest and prepare for the tour of Glen Maury Park. The park spans over 315 acres and features beautiful natural surroundings, including forests, fields, and the scenic Maury River.

- *Campground: The park has a campground that is expanding with sites for tents, RVs, and camps. It provides amenities such as picnic*



Group shot, Glen Maury Park. Photo Credit: Revive Strategies



New trails at Glen Maury Park. Photo Credit: Revive Strategies



Buena Vista is zoned for golf carts through the entire town! Photo Credit: Just-Trails

tables, fire pits, and access to restroom and shower facilities.

- *Trails: Glen Maury Park offers hiking and walking trails that wind through the park's scenic landscape. These trails provide opportunities for exercise, wildlife observation, and enjoying nature.*
- *Picnic Areas: The park has designated picnic areas equipped with tables and grills, making it a great spot for family gatherings, picnics, and outdoor meals.*
- *Sports Facilities: Glen Maury Park features various sports facilities, including baseball and softball fields, soccer fields, basketball courts, and tennis courts. These facilities provide organized sports, recreational games, and physical activity opportunities. Pickle Ball courts are being developed.*
- *Playground: The park includes a new playground area with equipment designed for children, offering a safe and enjoyable space for them to play and have fun.*
- *Event Spaces: Glen Maury Park has event spaces and pavilions available for rent, which can accommodate gatherings, weddings, parties, and other special occasions.*

Led by Edward Armentrout, Director of Parks and Recreation, via golf carts! The City is golf cart friendly, and tour participants were able to drive to the double decker pavilion for a scenic view of the City, see the new "Kids in Parks" Track Trail as an engagement opportunity for youth, see the event infrastructure and build-out of the campground, as well as drive along the flood levee system viewing the new river access.

Hopping out of the carts downtown, the group viewed the Virginia Innovation Accelerator, developed to foster entrepreneurship and support the growth of early-stage startups by providing resources, mentorship, and networking opportunities, The group was able to meet with one of the new graduates of this program and see their new business in the City of Buena Vista.



Glen Maury Park offers wooded and river park trails, a disc golf course, pool, sports fields, tennis courts, a campground and RV park, and multiple pavilions for events. Photo Credit: RERC



Town Planner Tom Roberts holding up a rendering of the future town square. Photo Credit: Revive Strategies

A walking tour concluded the program, spotlighting the newly acquired parcel where the city is designing a town square.

DAY ONE: April 4

Over 70 Buena Vista residents and federal and state partners attended the workshop. The opening community meeting was held on April 4th at the Buena Vista Fire Department. Kristina Ramsey, the lead point of contact and Steering Committee member for the RERC project and Jason Tyree, City Manager, welcomed attendees and emphasized the exciting opportunity that this workshop provided to further Buena Vista's success.

After participant introductions, where everyone said one word about their community, the Planning Assistance Team gave an overview of the RERC program, highlighted the opportunities presented by the growing outdoor recreation economy both nationally and locally, shared reflections from the community's pre-workshop public survey, youth survey, Steering Committee's self-assessment, as well as the community tour they took earlier that day, and presented the draft workshop goals. They also requested participants to define what outdoor recreation means to them.

Participants visioned what was possible for the community by crafting aspirational headlines of what they might see in 3-5 years on the front pages of the local news. Headlines varied from:

Former Bontex property redeveloped with Chessie Trail connection river walk to Buena Vista - out of available downtown storefront locations!

Discussions highlighted the desire to enhance communication and cooperation at a regional level between the many people and organizations that are already actively working on local projects. Participants also noted the gaps in education and skills training. Finally, it was suggested that these initiatives include educational components to help community members

REFLECTIONS FROM THE TOUR

*"Buena Vista, true and fine,
SVU shines, faith aligns.
Outdoors draw, beauty's might,
Gather, lift, launch, day and night.*

*Service thrives, volunteers adore,
SVU seeks growth, self-sufficiency's core.
Rockbridge Outdoors, partnership's blend,
Trails connect, adventure extend.*

*RARO, sports complex grand,
Youth skills grow, barriers disband.
Coffee shop, Main Street's change,
Glen Maury Park, ready to rearrange.*

*RV slips expand, facilities rise,
Pool's a hotspot, joy never dies. Innovation
sparks, streetscape anew,
Main Street buzzes, opportunities accrue.*

*Buena Vista, a town so fine
Outdoor recreation, so divine
Come and see what it's all about
Faithful, Honest, Kind, without a doubt."*

Figure 1 - Facilitators took notes from the tour and used Chat BGT to generate this poem, with human editing to correct context. Credit: Julie Judkins+Chat GBT



Buena Vista packed the house the evening of April 4th. Great turn out. Photo Credit: Revive Strategies

better understand the purpose and benefits of outdoor recreation and conservation.



Workshop participants were asked to describe what outdoor recreation means to them. The results of that exercise are represented in this word cloud, and full text is in Appendix B.



Workshop participants were asked to choose one word that expressed their favorite thing about Buena Vista. The results of that exercise are represented in this word cloud.

Survey Data: The average rating of satisfaction outdoor recreation was 4.25 (out of 10), showing most residents see the need for improvement.

DAY TWO: April 5

Day 2 of the workshop was also held at the Buena Vista Fire Department. Day 2 was an interactive day of small group exercises, asset mapping, itinerary development, brainstorming and planning for actions to make the community's goals a reality.

The day kicked off with a recap of Day 1 and the discussion and ultimate approval of the workshop goals. The Planning Assistance Team then presented several case studies relevant to Buena Vista's interests, including river-access improvements in Giles County, Virginia and Trail Center development and infrastructure enhancement in Damascus, Virginia, and youth engagement from a 4-H camp to produce wayfinding and mapping in Unicoi, Tennessee.

This action plan is rooted in the opportunities to overcome challenges for Buena Vista residents and community stakeholders, so the community engaged in several exercises to identify these factors. The self-assessment, a public survey, and discussion within day 1 of the workshop brought forward several themes. Activities to enhance these opportunities were asset mapping and itinerary development. The following page summarizes the various challenges and opportunities identified. The full results of these exercises are available in Appendix B.

Opportunities identified included an engaged community, connection through trails, changing the narrative and enhancing the community's identity, and leveraging regional partnerships.

Several challenges facing Buena Vista were also acknowledged. Although many miles of rivers and trails can be found the community, attendees noted a scarcity of public and well-marked signage and transportation to the assets. Another challenge that was identified capacity and infrastructure for managing funding and maintenance. Participants also discussed a

CHALLENGES

Lack of Vision: A clear and comprehensive vision for the lodging and facilities in Glen Murray Park.

Access: Insufficient access points or limited accessibility assets, as well as transportation to them and the amenities can hinder visitor satisfaction and limit the potential to attract a diverse range visitors.

Capacity and infrastructure: Securing adequate funding for initiatives, such as maintaining and upgrading existing facilities or constructing new ones, can be a significant challenge

Promotion: Effectively promoting city's history and culture, the lodging options available within Glen Murray Park and raising awareness among potential visitors can be a challenge, particularly if there is a limited marketing budget or inadequate strategies in place to reach target audiences.

Lack of education on events and places to visit, and awareness for youth.



Small group asset mapping exercise on day two of the workshop. Photo Credit: Just-Trails

lack of education among the general population about the purpose and benefits of conservation efforts, as well as the existence of economic barriers that limited the access of many community members to outdoor recreation opportunities.

On Day 2, workshop participants also engaged in a small group mapping exercise to uncover additional opportunities and ideas. Groups marked up maps of Buena Vista locally, and the surrounding region with recreation and other community assets; supportive partners, businesses, organizations, infrastructure, and services; opportunities or big ideas; and gaps, needs, or fixes they'd like to see.

Itinerary Planning was another small group exercise that participants actively created. The summary of these exercises are in Appendix B.

ACTION PLANNING

The action planning process during the workshop consisted of a few phases of work. First, participants reflected on their own, using post-it notes to brainstorm specific actions that would advance one or more goals. They were instructed to begin each action with a verb, be as specific as possible, think in the near-to medium-term (within 2 years), and consider actions they could help with. Attendees then placed their post-it notes onto posters for each goal, and the Planning Assistance Team grouped and consolidated alike or similar actions. Once this organization was complete, each participant was given ten dot stickers and asked to vote on the highest-priority actions. The Planning Assistance Team tallied the votes and announced the totals. Following this, participants broke into small groups to assess the voting results and flesh out the details of the top three to five actions for each goal, including initial next steps and deadlines, measures of success, lead and supporting roles, and potential needs and resources. This work began at the workshop and continued on follow-up Zoom calls until every action included sufficient details for implementation.

OPPORTUNITIES

Engaged Community: Fostering a sense of community and participation in the development of Glen Murray Park through events, volunteer opportunities, and collaborative decision-making.

Trails: Creating a diverse and extensive trail system, catering to hikers, walkers, runners, and mountain bikers, to promote outdoor recreation and exploration of the natural surroundings.

Changing the Narrative: Utilizing social media platforms to promote community assets, share positive experiences, and shift public perception by showcasing the park as a desirable destination for outdoor activities and community engagement.

Partnerships and Nature: Forging partnerships with local and regional groups to



During mid-day of April 5th the many visiting federal and state agency partners gave short overviews of their offerings. Here is Anne Herring of USDA Rural Development speaking. Photo Credit: Revive Strategies

The action planning process during the workshop consisted of a few phases of work. First, there was a brainstorming session, where participants were asked to write down potential actions to help advance one or more goals. The next phase was a dot voting exercise where participants were given a set number of dots and were asked to vote on which actions either were most important or needed immediate attention. In the third phase, small working groups assessed the prioritization voting and fleshed out the details of the top two to five actions for each goal, such as importance, timeframe, lead role, etc. In the final phase, each small working group reported back its progress and shared any questions encountered. The tables that follow provide additional background information and detail for each goal and action. Following are the full, completed action tables.



Cora Gnegy, one of the facilitators reading off opportunities and challenges brainstormed by the group. Photo Credit: Revive Strategies



After prioritization, small working groups at tables worked to detail each action, with license to re-phrase or combine actions of similarity. Here is one group reporting out the results of Goal 1. Photo Credit: Revive Strategies



Day two one activity in the morning included asset mapping. Results of maps are in Appendix B. Photo Credit: Revive Strategies



The afternoon of April 5th involved brainstorming actions by goal, putting them on the wall and then participants voted on which ones they wanted to spend time on this day. Photo Credit: Revive Strategies

COMMUNITY ACTION PLAN

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

Goal 1 – Enlivening Downtown: Engage business and property owners downtown to rally around outdoor recreation as an economic driver and draw new business to support community needs for the outdoor recreation economy and make Buena Vista a desirable place to visit and live.

- Action 1.1 – Conduct a study and attract independent developer to develop lodging establishment in Buena Vista
- Action 1.2 – Revise and market the existing incentive program (Tourism Zone) and develop new incentives to attract outdoor recreation businesses to fill downtown business gaps.
- Action 1.3 – Develop a volunteer system and a volunteer to serve as primary coordinator.
- Action 1.4 - Develop business support programs to ensure a vibrant economic community, with attractive storefronts and that embrace outdoor recreation opportunities.

Goal 2 – Improving Infrastructure: Make improvements to outdoor recreation, critical tourism, and connectivity infrastructure in Buena Vista to better serve residents and visitors. Create a comprehensive master plan for Glen Maury Park and/or overall parks and recreation in the city to make improvements and connections to other outdoor assets in the region.

- Action 2.1 – Completion of study or master plan for Glen Maury Park – electric/water upgrades, trails, kids programming.
- Action 2.2 – Connect the Chessie Trail with the River Walk.
- Action 2.3 – Inventory parks within the City and conduct planning to improve and/or develop parks to enhance safe neighborhood park access for all areas of the community.
- Action 2.4 – Develop needed resources to support Buena Vista as an Appalachian Trail Community and attract more hikers to the community.

Goal 3 – Marketing, Branding, Promotion: Consider how you want to position and promote Buena Vista's best assets (natural, cultural, recreation) and promote this identity as a destination and gateway community to both locals and visitors in coordination with regional efforts.

- Action 3.1 – Use and encourage local use of social media for marketing and promotions.
- Action 3.2 – Tell the historical and cultural story of Buena Vista.
- Action 3.3 – Empower organizations and small businesses to cross-promote and cross-market.

- Action 3.4 – Develop and foster *Buena Vista voice/brand*.

Goal 4: Expand Outdoor Recreation Activities and Education Offerings: Envision and plan for what would be needed to expand youth, local, and visitor experiences around outdoor recreation and stewardship, allowing people of all ages, races, and abilities to enjoy the outdoors and support the economy.

- Action 4.1 – Expand offerings for gear rentals and attract outdoor outfitters.
- Action 4.2 – Connect Current education offerings with local providers.
- Action 4.3 – Create a service day with schools.
- Action 4.4 – Expand RARO capacity and offerings, connecting them to regional partners.

Goal 1: Enlivening Downtown: Engage business and property owners downtown to rally around outdoor recreation as an economic driver and draw new businesses to support community needs for the outdoor recreation economy and make Buena Vista a desirable place to visit and live.

Buena Vista, is located in the Shenandoah Valley region of Virginia, known for its natural beauty and charming downtown area. Its strong natural beauty, highlighted by being situated between the Blue Ridge Mountains and the Alleghany Mountains, provides stunning scenery and outdoor recreational opportunities, including hiking, fishing, and kayaking. The downtown hosts historic architecture, including the Trail Station and Main Street, growing local businesses, shops, and restaurants as well as community events like the annual Labor Day Parade and Festival, the Rockbridge Regional Fair and Farm Show, and the Virginia State Chili Championship. Workshop participants discussed the need to draw more local residents and visitors in to expand amenities, like lodging and neighborhood parks, as well as patronize those established.

Action 1.1 – Conduct a study and attract independent developer to develop lodging establishment in Buena Vista

<p>What this is. Why it is important. Who benefits?</p>	<p>A lodging establishment will increase revenue and satisfy a need for lodging by both the University and prospective visitors. Increase in lodging revenue will also support the existing tourism program and allow for increased marketing of our area.</p>
<p>Initial next steps and deadlines (Present >24 mos.)</p>	<ul style="list-style-type: none"> • Identify locations and talk to property owners • Develop market/feasibility study for potential location for hotel (old bank, old City Hall); 6-12 months <ul style="list-style-type: none"> ○ Determine a range of rooms that are needed ○ Rental rate suggestions

Action 1.1 – Conduct a study and attract independent developer to develop lodging establishment in Buena Vista

	<ul style="list-style-type: none"> • Prepare a package with study and support resources for use in conversations with developers • Contact developers
Measures of success	<ul style="list-style-type: none"> • A completed market/feasibility study • List of developers • Meetings completed with 10 of developers; potentially have a developer secured
Lead Role	<ul style="list-style-type: none"> • Kristina Ramsey – Buena Vista Economic Development
Supporting cast	<ul style="list-style-type: none"> • Bill Braddy - Southern Virginia University • Brooke Dalton – Buena Vista Main Street • Jean Clark – Director of Tourism at Lexington and the Rockbridge Area Tourism • Tom Roberts - Director of Community Development • Tracy Lyons - Regional Chamber of Commerce • Short term rentals/lodging partners • Member of Economic Development Authority
Potential needs and resources	<ul style="list-style-type: none"> • Funding to conduct study OR Virginia Tech or James Madison University Hospitality offices to conduct • Virginia Tech –Hospitality department Victor Mangini at Virginia Tech • Carrie Staton – Director at Northern WV Brownfields Assistance Center; WVU Hospitality Program; Technical Assistance to Brownfield (TAB) • Incentive packages & support from state/federal agencies • Historic Presentation tax credit • Mountain Gateway Community College • Southern Virginia University: Hospitality Program – “Teaching Hotel” • Workforce development • USDA Rural Development might be may be able to fund a hotel with their B & I program once the study is done.

Action 1.2 – Revise and market the existing incentive program (Tourism Zone) and develop new incentives to attract outdoor recreation businesses to fill downtown business gaps.

What this is. Why it is important. Who benefits?	<p>Creating useful, well-marketed incentives will attract businesses to make the community more attractive to visitors and improve the quality of life for residents. Additionally, it will help increase the tax base and fill an existing market gap.</p>
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Action 1.2 – Revise and market the existing incentive program (Tourism Zone) and develop new incentives to attract outdoor recreation businesses to fill downtown business gaps.

Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Coordinate team to revise an incentive program • Ask community/business owners what gaps there are/conduct an assessment <ul style="list-style-type: none"> ○ Develop a survey to send out or develop a list of questions for in person “focus groups” • Research other community incentive programs and their impact • Get changes to existing program and new programs approved by City Council and/or the appropriate official • Develop marketing materials for the program • Distribute materials
Measures of success	<ul style="list-style-type: none"> • Feedback from business community • Incentive program updated/ revised and/ or new programs developed • Successful attraction of gap businesses
Lead Role	<ul style="list-style-type: none"> • Kristina Ramsey – Director of Economic Development
Supporting cast	<ul style="list-style-type: none"> • Tom Roberts - Director of Community Development • Brooke Dalton – Main Street • Tracy Lyons – Regional Chamber • Jean Clark – Director of Tourism at Lexington and the Rockbridge Area Tourism • Brent Styler - Chairman, Buena Vista Economic Development Authority • City council member
Potential needs and resources	<ul style="list-style-type: none"> • Virginia Tourism Corporation Tourism Development Financing Program, https://vatc.org/tdfp/ • Access to ordinances and programs from other communities

Action 1.3 – Develop a volunteer system and a volunteer to serve as primary coordinator.

What this is. Why it is important. Who benefits?	<p>There is a need for extra capacity to keep Buena Vista clean and beautiful through litter cleanups and volunteer support. Developing a structured plan for volunteer projects and someone to lead the effort will help fill the gap and build a sense of community.</p>
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Research models used by other communities <ul style="list-style-type: none"> ○ “sponsor” model v. “friend groups”, with regards to how they operate and what their end goals are • Identify point of contact coordinator

Action 1.3 – Develop a volunteer system and a volunteer to serve as primary coordinator.

	<ul style="list-style-type: none"> • Establish and market a calendar with set clean up days that the community can participate in • Establish/identify a method for submitting shovel-ready volunteer projects to a public list for groups/individuals to accomplish
Measures of success	<ul style="list-style-type: none"> • Creation of volunteer program and coordinator • Easily accessible, ongoing list of volunteer projects • Cleaner, more beautiful community
Lead Role	<ul style="list-style-type: none"> • Brooke Dalton – Main Street Buena Vista • Kristina Ramsey - City of Buena Vista Economic Development
Supporting cast	<ul style="list-style-type: none"> • Main Street Buena Vista Placemaking Committee • Sam Hirt - Citizen, bvgetoutside instagram • United Way Rockbridge • Local high schools for volunteer hour • Southern Virginia University • Lion Clubs/Rotary • Local Churches • Boy Scout/Girls Scout • Ed Armentrout – Parks and Recreation Director, City of Buena Vista • Community garden • Farmers market • Homeschool moms • Daryanne Nielson - Owner of Bluebell Bakery • Kathy Wirtanen – Owner of Earth Magic Recycling
Potential needs and resources	<ul style="list-style-type: none"> • A platform to host the list and sign ups • A volunteer to serve as primary coordinator • Keep VA Cozy – potential charter partnership “Trashy Tuesday” • Lauren/Plinio US Forest Service, suggest Leave No Trace representation • Example organization: ReNew the New, https://renewthenew.org/

Action 1.4 - Develop business support programs to ensure a vibrant economic community, with attractive storefronts and that embrace outdoor recreation opportunities.

<p>What this is. Why it is important. Who benefits?</p>	<p>Strong business support services to provide education, incentives, and general support will help attract new businesses and retain existing businesses to ensure a strong business community. Additionally, ensuring resources are available to keep buildings maintained will help with long-term sustainability of the City’s downtown district and beyond downtown. Work with business owners to consider how they can promote or utilize nearby outdoor recreation amenities.</p>
<p>Initial next steps and deadlines (Present >24 mos.)</p>	<ul style="list-style-type: none"> ● Storefront beautification - longevity of facade program, ● Provide education for businesses to learn how to better engage in outdoor recreation <ul style="list-style-type: none"> ○ Appalachian Trail Conservancy to teach how to get engaged with hikers ○ Other communities to share how it works there ○ Airbnb experiences
<p>Measures of success</p>	<ul style="list-style-type: none"> ● Regular classes and/or workshops with keynote speakers to educate and support businesses ● Greater presence as an AT Community (more AT branded items, hiker log books, listings in AT guides, etc).
<p>Lead Role</p>	<ul style="list-style-type: none"> ● Brooke Dalton – Main Street Buena Vista ● Kristina Ramsey - City of Buena Vista Economic Development
<p>Supporting cast</p>	<ul style="list-style-type: none"> ● Local business owners ● Appalachian Trail Conservancy ● Chamber of Commerce ● Rockbridge Regional Tourism ● Shenandoah Valley Small Business Development Center (SBDC) ● City Council ● Jason Tyree, City Manager ● Tom Roberts, Director of Community Development
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> ● Small Business Administration ● The Advancement Foundation could be a potential supporter. https://theadvancementfoundation.org/ ● Buena Vista’s new innovation center could provide services. ● Check into possible USDA Rural Building Development Grant program for potential.

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

- Effective chamber of commerce
- Aid for Kristina Ramsey – Buena Vista Economic Development
- Create/plan a green space for warehouse by Habitat for Humanity's Restore
- Pocket Parks: support 2175 Magnolia with funding for pocket park (which is already happening) and in conjunction develop 2-4 pocket parks within the city. Some could be downtown, some in the residential area, near Riverwalk across 21st street, near Stone with Insurance (this area is owned by Fire Department)
- Can utilize funds from USDA Forestry Grants
- Improve library facilities to draw more people to live in Buena Vista
- Add trees on sidewalk
- Business Attraction:
 - Decrease reticence (great or perceived) to micro-brew/coffee house establishments
 - Engage with potential business owners for a local breakfast restaurant
 - Turn Bontex into a brewery/outdoor destination like Nantahala Outdoor Center
 - Bring more food options: fast food – chipotle or sit down
 - Open a hiker hostel downtown
 - try to provide more lodging option and draw more hotels, motels, or mixed-use development to Buena Vista with economic incentives
 - Open a business to rent golf carts to campers.
 - Expand outdoor outfitters for kayaks and bikes.
 - Provide lodging for people that come to the area for business and for recreation (ball tournaments) - from goal 4 "other ideas"
- Create an incentive program to attract outdoor recreation business
- Lodging: Establish Airbnb group to coordinate and educate hosts on needs of guests (hikers, parents, bikers)
- Identify funding opportunities to preserve and revitalize historically significant buildings as opportunities for commercial or lodging use
- Sustain the Main Street director position to coordinate business activities

Goal 2: Improving Infrastructure: Make improvements to outdoor recreation, critical tourism, and connectivity infrastructure in Buena Vista to better serve residents and visitors. Create a comprehensive master plan for Glen Maury Park and/or overall parks and recreation in the city to make improvements and connections to other outdoor assets in the region.

Workshop participants prioritized the infrastructure improvements needed given the vast opportunities within a connection from the Chessie Trail to Glen Maury Park, and to support a master planning effort for the park's assets and needs. *"We have all the perfect natural elements. Great trail opportunities, a river right by downtown, and a biking*

trail nearby. It could become a great hub for hiking, kayaking and biking if the proper support systems were in place.”

- Survey Respondent

Action 2.1 – Completion of study or master plan for Glen Maury Park – electric/water upgrades, trails, kids programming.

<p>What this is. Why it is important. Who benefits?</p>	<p>Glen Maury Park is a big asset in sheer acreage, as a natural area with a river it contains 200 RV slots, tent camping EAAS, a pool, disc golf, pavilions, picnic shelters, bathroom, tennis courts, trails, playground, and softball field. It is Buena Vista’s largest outdoor recreation amenity currently, but a recreation jewel of the town for citizens and tourists. It benefits both the physical and mental health of residents. Current needs for the space include roadways, asphalt, gravel, signage, pickleball courts, improved tennis courts, expanded primitive camping, mountain bike skills course/pump track, and adult play equipment/fitness course/ropes course. Re-entering the conversation on getting a part time ranger for peak periods who can offer guided hikes, nature walks is another idea.</p>
<p>Initial next steps and deadlines (Present >24 mos.)</p>	<ul style="list-style-type: none"> • Form a GMP master plan committee to manage process/strategic vision • Identify funding to hire a consultant to conduct community engagement and develop master plan and business plan <ul style="list-style-type: none"> ○ Meet with Anne Herring, USDA Rural Development, and Lauren Stuhldreher, Economic Development Administration, and CSPDC, to discuss funding options with state government-owned and corporate organizations in real estate • Focus more on outdoor recreational opportunities and activities
<p>Measures of success</p>	<ul style="list-style-type: none"> • Completed Master plan to serve as a guide for future improvements • Enhanced facility – an even brighter jewel for OR in Buena Vista • Usage is up; tracking usage • Treasured resource • Good revenue stream
<p>Lead Role</p>	<ul style="list-style-type: none"> • Ed Armentrout, Director of Parks and Recreation • Tom Roberts, Director of Community Development, and Kristina Ramsey, Director of Economic Development • Parks and Recreation committee
<p>Supporting cast</p>	<ul style="list-style-type: none"> • Southern Virginia University • Rockbridge Pickleball Club • Rockbridge Outdoors • Central Shenandoah Planning District Commission (CSPDC) • National Park Service (gateway communities)

Action 2.1 – Completion of study or master plan for Glen Maury Park – electric/water upgrades, trails, kids programming.

	<ul style="list-style-type: none"> • Rockbridge Area Recreation Organization (RARO)
Potential needs and resources	<ul style="list-style-type: none"> • Needs revenue sources to cover operating and maintenance (pickleball can bring in revenue) • Middletown Ohio is an example • Need funding for new amenities; revenue streams could come from outdoor events, races, tournaments, rentals, and revenue streams will be directed back to the park • Partner with the career technical education teachers at PMHS to create signage for Glen Maury Park

Action 2.2 – Connect the Chessie Trail with the River Walk.

What this is. Why it is important. Who benefits?	Connecting Buena Vista to the Chessie Trail will further the Brushy Blue Greenway connection, connecting the Chessie Trail to Glen Maury Park and Downtown. It will also connect the City to over 80,000e Chessie trail users each year.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • The Bontex property creates a barrier for this connection. City staff continue to work with the owners of the Bontex property to develop the property and allow the Chessie Trail to pass through. <ul style="list-style-type: none"> ○ Get the property listed on the historic register to allow use of historic tax credits that make the property more attractive for developers ○ Conduct a comprehensive environmental assessment ○ Complete a concept design with the help of the property owner ○ Develop a comprehensive package about the property, incentives available, and the City ○ Create a list of developers and contact them with information about the property and why they should pursue it • Better mark (signs, markers, etc.) and market the existing “interim” Chessie connection until Bontex connection is made <ul style="list-style-type: none"> ○ Perhaps Rockbridge Outdoors logo
Measures of success	<ul style="list-style-type: none"> • Increase Chessie trail traffic along interim route • Completed environmental assessment, historic designation, and concept design for Bontex property • A package of information with incentives and property info for Bontex Property • Completed meetings with developers; potentially developer secured

Action 2.2 – Connect the Chessie Trail with the River Walk.

Lead Role	<ul style="list-style-type: none"> • Kristina Ramsey – Director of Economic Development • Tom Roberts – Director of Buena Vista Community Development
Supporting cast	<ul style="list-style-type: none"> • Department of Environmental Quality • Environmental Protection Agency • City Attorney • Friends of the Chessie • Rockbridge Outdoors
Potential needs and resources	<ul style="list-style-type: none"> • EPA Brownfield • West Virginia University Technical Assistance to Brownfield Phase I + II; Carrie Staton Director at Northern WV Brownfields Assistance Center • Environmental Protection Agency – market analysis

Action 2.3 –Inventory parks within the City and conduct planning to improve and/or develop parks to enhance safe neighborhood park access for all areas of the community.

What this is. Why it is important. Who benefits?	<ul style="list-style-type: none"> • There are multiple existing recreation facilities within the City that are in need of improvements to make them safer and more engaging for users. Improving these facilities will create safe parks for all areas of the community, make sports facilities more usable for youth and adult sports, and enhance general access. Additionally, there is a need to develop additional facilities to meet the needs of all areas (dog park, skatepark, pickleball, etc) • Existing facilities include, but are not limited to: <ul style="list-style-type: none"> ○ Penny Park ○ Laurel Park ○ 34th Street Park ○ 12th Street Park ○ River Walk ○ 16th Street Basketball Courts
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Conduct community input (park walk, community roundtables, etc.) within neighborhoods to establish needs and wants • Inventory and Conditions assessment of existing parks and recreational facilities - examine what exists, what is needed to improve, etc. • Identify potential locations for new facilities • Identify funding source to complete master plan and fund improvements/additions • Create a master plan of parks and recreation

Action 2.3 –Inventory parks within the City and conduct planning to improve and/or develop parks to enhance safe neighborhood park access for all areas of the community.

	<ul style="list-style-type: none"> • Conduct usability study that - # of visitors, safety, access (e.g., 13th street traffic) • Identify “neighborhood champions” to lead each park project
Measures of success	<ul style="list-style-type: none"> • Increased number of kids playing • Completed master plan • New and improved park facilities • Secured funding • Number of volunteers
Lead Role	<ul style="list-style-type: none"> • Tom Roberts – Director of Buena Vista Community Development
Supporting cast	<ul style="list-style-type: none"> • Chad Coffey _ Rockbridge Area Recreation Organization (RARO) • Bryson Adams - RARO Rep & Citizen • Daryanne Nielson and Michael Nielson – Owner of Bluebell Bakery; South Side • Corey Bachman - Chamber of Commerce • Apartment Managers • Ed Armentrout – Director of Parks and Recreation General Manager for the City of Buena Vista • Juli Gibson - Student Service Counselor Buena Vista City Public Schools • Local Churches
Potential needs and resources	<ul style="list-style-type: none"> • Funding sources <ul style="list-style-type: none"> ○ Dan Goldeen – USDA Forestry Grants ○ Eddie Gonzales – National Park Service Director of Partnerships and Grants; Chesapeake Public Access Plans ○ Ursula Lemanski – National Park Service: Rivers, Trails, and Conservation Assistance Program ○ Kaboom ○ Holly Ostby - Carilion Rockbridge Community Hospital • Families - mothers, fathers, and grandparents • Regional Commission/Planning Commission representatives (to support traffic count or usability study) • Radford University and James Madison University’s Park and Recreation Departments for student support and planning.

Action 2.4 – Develop needed resources to support Buena Vista as an Appalachian Trail Community and attract more hikers to the community.

<p>What this is. Why it is important. Who benefits?</p>	<p>Buena Vista is an A.T. Community but lacks the needed resources to easily get hikers from the trail to the City and places to purchase needed supplies once they are here. In addition, there are few things that scream “outdoor community” that make it fun and attractive.</p>
<p>Initial next steps and deadlines (Present >24 mos.)</p>	<ul style="list-style-type: none"> • Have conversations with business owners to inform them of AT hiker needs and how they can better support the hiking community (resupply items, “Community Supporter” through ATC, murals, etc.) • Attract an entrepreneur to create a shuttle service for hikers from the AT OR empower existing groups or services to begin shuttles (RATS, students, etc.) • Attract an entrepreneur to develop a golf cart rental business that can be available to hikers since BV is a golf cart friendly community • Host an event targeted for hikers and promote it • Create public art that highlights the A.T. and outdoor community • Promote Buena Vista as an A.T. Community in all marketing materials • Ensure Buena Vista is well covered in A.T. guidebook • Lodging/hostels, etc.
<p>Measures of success</p>	<ul style="list-style-type: none"> • Increased number of hikers in Buena Vista • New event and businesses targeted at hikers and outdoors • Greater community understanding of the benefits of being an A.T. community and how they can help
<p>Lead Role</p>	<ul style="list-style-type: none"> • Kristina Ramsey - Buena Vista Economic Development • Brooke Dalton - Main Street Buena Vista
<p>Supporting cast</p>	<ul style="list-style-type: none"> • VDOT Office of Trails • Elizabeth Kohl - Holy Cow Ice Cream • Glasgow A.T. Community folks, Kathryn Herndon kherndon@appalachiantrail.org <ul style="list-style-type: none"> ○ Scottos ○ Hostel
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> • Contact person for guidebooks • Funding for new events and art • Funding to build out resources

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

- Appalachian Trail:
 - Discover insurance providers for shuttles for A.T. hikers, airport rides, and local tourist activities
 - Establish free WIFI at a public location which is inviting to A.T hikers
 - Initiate transportation services to connect hiking trails (A.T.) to downtown
 - Search for hiking access trail into Buena Vista from AT
- Locate and engage shuttle services and/or transportation options
- Trail Connection, Development, Maintenance
 - Construct a trail connecting Southern Virginia University, Laurel Park, Reservoir Hollow, and the High School
 - Connect the Reservoir Hollow Trail to other trails including the Appalachian Trail
 - Have a bridge connecting downtown to Glen Maury Park that is pedestrian/cart access only
 - Develop and find volunteers to maintain trails near Buena Vista
 - Create a program for trail stewardship in coordination with the city
 - Engage Southern Virginia University students in trail building and maintenance as volunteers
 - Connect volunteer trail clubs to Southern Virginia University for stewardship maintenance days
 - Long-term: complete Buena Vista's portion of the Brushy Blue Trail – Chessie Trail to Riverwalk to the Blue Ridge Parkway or ATC
- Maintenance:
 - Camden Field Space: bleachers are unusable but is a great space to expand outdoor recreation/adult playground
 - Increase caretaking of outdoor spaces that already exist. Ex: weed, mulch, upkeep of current park spaces
 - Fix potholes on Route 60 towards Blue Ridge
- Glen Maury Park
 - Develop a "Friends of Glen Maury Park" group to help with ongoing trail maintenance + ongoing park maintenance to allow more capacity
 - Create quiet camp areas for hiker midnight. - from goal 4 "other ideas"
- New Facilities:
 - Locate and build skate park and viewing bleachers
 - Dog park in the field (10th street near wastewater treatment plan); add dog waste station, trash receptacles + benches throughout the city to make it more walkable
 - Create kayak/backpack storage for hikers and boaters
 - Improve sports facilities for youth and adult sports, including an interior space for bad weather days
 - Maury Portage around Moomaw Dam
 - Add dedicated pickle ball courts to Glen Maury or Laurel Park
 - Some low cost recreation offerings like pickle ball courts, half court basketball, volley ball or shuffle board - from goal 3 "other ideas"

- Create an adventure course including ropes course, zip line, and “high adventure” classes. - from goal 4 “other ideas”
- Walkability and safety for pedestrians is needed. This means adding more stop signs or speed bumps to help control speed, encouraging a safer environment for walkers, adding a cross walk at the 10th and Magnolia intersection for safer crossing into Glen Maury Park, and adding sidewalks in heavy pedestrian zones.

Goal 3: Marketing, Branding, Promotion: Consider how you want to position and promote Buena Vista’s best assets (natural, cultural, and recreation) and promote this identity as a destination and gateway community to both locals and visitors in coordination with regional efforts.

Community participants shared interest in having local information accessible and easy to use. While having a unified brand and information that promotes and markets Buena Vista, participants also expressed the importance of protecting community culture and resources.

“I think the gaps have far less to do with access, transportation and related "barriers" but really come down to the need for more and better marketing and communication... I once heard someone say that Buena Vista is one of the best kept secrets of Rockbridge County.” Survey Respondent

Action 3.1 – Use and encourage local use of social media for marketing and promotions.	
What this is. Why it is important. Who benefits?	There is a need to put information that is quick and easy to share. Marketing efforts should be inexpensive, adaptable, and have a large reach for visitors and locals.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Audit of social papers (who, what) 6-9 months ● Create a content calendar (annual) ● Citizens/local audience education on how to find + engage on social (what # to use, what page to go to...) ● Specific/targeted campaigns (AT, outdoor recreation, Downtown)
Measures of success	<ul style="list-style-type: none"> ● Having a directory of audit results ● Tangible handout of what to use ● Tracking reach – 20%; have followers growth ● Polling of businesses, increase Return on Investment (ROI), # of partners
Lead Role	<ul style="list-style-type: none"> ● Kristina Ramsey – Buena Vista Economic Development
Supporting cast	<ul style="list-style-type: none"> ● Brooke Dalton - Main Street Buena Vista ● Julie Jenkins - Chamber of Commerce

Action 3.1 – Use and encourage local use of social media for marketing and promotions.

	<ul style="list-style-type: none"> • Patty Williams – Director of Marketing for Rockbridge Area Tourism Rockbridge Outdoors + Partners • Farmers Market • Public Library (Rockbridge Regional Library System) • Blue Library (at PMHS) • Paxton House
Potential needs and resources	<ul style="list-style-type: none"> • Virginia Tourism Corporation - talk to them to determine which programs may fit • Marketing Leverage Program • Content Calendar tools to align with VTC: https://docs.google.com/presentation/d/1ZfxOI2nN5FPBIDCiM4N-V_C4OKIzXemArlNBR0M1ikU/view#slide=id.g123144ae8cd_0_0 • Funding • Buy in from businesses • Time

Action 3.2 – Tell the historical and cultural story of Buena Vista.

What this is. Why it is important. Who benefits?	<p>There is a need to establish a community identity for locals and visitors. Fostering community engagement will close this gap and insert pride in the place. Several ideas were shared on Emphasize research to market/promote all areas of City. Some ideas shared were:</p> <p>*Install historic and cultural interpretive signage on River Walk</p>
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Find support for Technical Assistance (TA) • Complete historical research and develop written plan • Engage supporting signage/murals • Determine feasibility of tours, programming, activations
Measures of success	<ul style="list-style-type: none"> • TA secured • Supporting casts has communication structure to work together • Signs are in place (24 months) • Resource to connect story signs information
Lead Role	<ul style="list-style-type: none"> • Tom Roberts – Director of Community Development • Kristina Ramsey - Director of Economic Development
Supporting cast	<ul style="list-style-type: none"> • Melvin Henson

Action 3.2 – Tell the historical and cultural story of Buena Vista.

	<ul style="list-style-type: none"> • Paxton House • Rockbridge Historical Society • Pat and Keith Gibson • Blue Library • BV Colored School • Friends of Greenwood Cemetery • W& L (curator) • Southern Virginia University • Mainstreet Buena Vista • BV Ministerial Alliance • Civic Organizations
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> • National Park Service, Rivers, Trails, and Conservation Assistance Program • Conservation Assistance Programs • National Paker Service Chesapeake Gateways grants program https://www.nps.gov/locations/chesapeakebaywatershed/grants.htm • VATC Content Resources: https://vatc.org/marketing/contentmarketing/ • Keep Delegate Terry Austin in mind for VTC & historical resources VA250 Resources and Network: https://va250.org/resources/ • USDA Rural Development Community Facilities grants for signage.

Action 3.3 – Empower organizations and small businesses to cross-promote and cross-market.

<p>What this is. Why it is important. Who benefits?</p>	<p>There is a need to reach a larger audience, however, cost effectively for businesses. Creating synergy in sharing awareness will increase foot traffic and revenue all around building on connections to the outdoor recreation offerings of the city and region.</p>
<p>Initial next steps and deadlines (Present >24 mos.)</p>	<p>After completion of marketing strategy</p> <ul style="list-style-type: none"> • Develop handouts/marketing materials with key information • Host workshops and educational offerings <ul style="list-style-type: none"> ○ Tourism items ○ Google listings – business claiming ○ Educate/encourage signing up as Appalachian Trail Community Supporters ○ Promote city as golf cart friendly for visitors and locals to help decrease carbon footprint

Action 3.3 – Empower organizations and small businesses to cross-promote and cross-market.

	<ul style="list-style-type: none"> ○ Create a golf cart map signage to define 25 mph zones connecting GMP to Downtown ○ Promote mountain biking trails, and install bike racks downtown to assist in promotion.
Measures of success	<ul style="list-style-type: none"> ● Increased online presence ● # of registered/enrollment for classes ● Increase in revenue ● Increase in Chamber memberships ● AT stickers in shop windows
Lead Role	<ul style="list-style-type: none"> ● Brooke Dalton, Director Main Street Buena Vista ● Kristina Ramsey, Director of Economic Development
Supporting cast	<ul style="list-style-type: none"> ● Tracy Lyons, Chamber of Commerce ● Advancement Foundation, Farmers Market ● Main Street Buena Vista, Promotions and Business Solutions Committees ● Diane McCarthy, Small Business Development Centers resources ● Marketing professors at SVU, W&L, and VMI ● Hannah Becker, Becker Digital?
Potential needs and resources	<ul style="list-style-type: none"> ● Comprehensive business/organization list ● Destination Development Association: https://www.destinationdevelopment.org/ ● Virginia Tourism Corporation Microbusiness Marketing Leverage Program: https://vatc.org/mmlp/

Action 3.4 – Develop and foster Buena Vista voice/brand.

What this is. Why it is important. Who benefits?	Consistent storytelling is needed to develop a city identity and city pride that can also be used as a marketing tool to raise awareness.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Consultant RFP – 24 months; requires city council approval ● Committee/self-discovery (ongoing) ● Launch/education of the board ● Public relations effort
Measures of success	<ul style="list-style-type: none"> ● New tagline logo

Action 3.4 – Develop and foster Buena Vista voice/brand.

	<ul style="list-style-type: none"> • Supporting adoption of the brand • Buy in across the board
Lead Role	<ul style="list-style-type: none"> • City of Buena Vista • Kristina Ramsey – Buena Vista Economic Development
Supporting cast	<ul style="list-style-type: none"> • Buena Vista City Council • Main Street Buena Vista
Potential needs and resources	<ul style="list-style-type: none"> • Funding/consultant • Virginia Tourism Corporation Marketing Leverage Program: https://vatc.org/grants/leverageprogram/

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

- Create a #beauty for the Maury to encourage visitors + community activities
- Consider, create, and submit ads for our community on the national stage ex: magazines, websites, etc.
- Students create podcasts + stories
- Have small events in downtown and larger events at the park; link events at G.M. Park and downtown; event downtown during the day/that would encourage hanging around for a bigger event at the park

Goal 4: Expand Outdoor Recreation Activities and Education Offerings: Envision and plan for what would be needed to expand youth, local, and visitor experiences around outdoor recreation and stewardship, allowing people of all ages, races, and abilities to enjoy the outdoors and support the economy.

Several actions at the workshop and barriers listed in the community survey that identified the need for increased educational and skill training activities for youth, local, and visitors to take advantage of. One survey response noted the “Need for more youth and family-oriented activities such as splash pads, outdoor programs, and short and easy/accessible trails.”

Actions address these needs and barriers, to ensure that youth, local residents, and visitors alike have the chance to experience and learn about the outdoors in a meaningful and engaging way.

Action 4.1 – Expand offerings for gear rentals and attract outdoor outfitters.

What this is. Why it is important. Who benefits?	Expanding access for outdoor recreation gear, equipment, and apparel, will allow the community, including youth, as well as visitors, the ability to access and visit local assets.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Use marketing materials created for incentives to reach out to existing and potential outfitters • Determine locations and feasibility for types of outfitters and gear • Develop a policy for public/private partnerships to make it more attractive for partnerships at a City park or property • Install tracking tools at existing parks, river access, etc. to develop metrics to help attract businesses
Measures of success	<ul style="list-style-type: none"> • List of locations for potential outfitters • Completed policy for public/private partnerships • Advertising to recruit outfitters • Tracking devices placed at all river access points and key outdoor amenities • New outfitter(s) in Buena Vista
Key Partners	<ul style="list-style-type: none"> • Ed Armentrout - Director of Parks and Rec (GMP) • Tom Roberts • Kristina Ramsey
Supporting cast	<ul style="list-style-type: none"> • Rockbridge Area Recreation Organization (RARO) – Chad Coffey • Jean Clark, Rockbridge Regional Tourism • Main Street Buena Vista • Twin River Outfitters (where we went wrong in past, what works in Buchanan, etc.) • Business Owners
Potential needs and resources	<ul style="list-style-type: none"> • Funding • Examples of other public/private partnership policies

Action 4.2 – Connect Current education offerings with local providers.

What this is. Why it is important. Who benefits.	<p>There is a need to educate all areas of the community about outdoor recreation offerings, outdoor safety (plant identification, what to do if encounter bears), how to take part in different recreational offerings (backpacking 101, paddling, etc.),</p> <ul style="list-style-type: none"> • Promoting healthy life-long activities • Educating and involving youth and families • Fosters connections and opportunities outside school walls (field trips)
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Action 4.2 – Connect Current education offerings with local providers.

<p>Initial next steps and deadlines (Present >24 mos.)</p>	<ul style="list-style-type: none"> • Find best lead person to coordinate, ensure offerings are listed, send to schools, etc • Create listing of potential providers • Connect all potential providers to emphasize need and encourage them to host educational offerings • Have a discussion/presentation at a Rockbridge Outdoors meetings • Create a location to list current offerings (applicable for schools, e.g. farmers market on Tuesdays)
<p>Measures of success</p>	<ul style="list-style-type: none"> • Metrics: How many students are active, e.g., visiting Maury Park. • Coordinator found and mobilized • Completed list of providers • Ongoing list being kept of current and future education offerings
<p>Key Partners</p>	<ul style="list-style-type: none"> • School system lead role • City lead role (Chamber of Commerce)
<p>Supporting cast</p>	<ul style="list-style-type: none"> • Rockbridge Outdoors • Upper James River Water Trail Committee • Rockbridge Conservation • James River Association • Community Emergency Response Team (CERT) • Emergency Services (Rescue Squad, Fire Dept, etc.) • Principals (Tony Francis to reach out to involve Todd Jones, Debbie Gilbert, Devon Nicely, Brenda Walton) • Maury River Senior Center • Jennifer Palmer - Live Healthy Rockbridge Kids (also has funding available to do a community training) • Holly Ostby - Carilion Community Health & Outreach • RARO - Chad Coffey • US Forest Service - Lauren Stull • National Park Service • Wild Turkey Federation
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> • Need a local lead contact and organizer for all local providers.

Action 4.3 – Create a service day with schools.

<p>What this is. Why it is important. Who benefits.</p>	<p>Youth and greater community members learn about stewardship opportunities, investing in that as an ethic and learn about local organizations.</p> <p>Focus on environmental stewardship and outdoor projects</p>
<p>Initial next steps and deadlines (Present >24 mos.)</p>	<ul style="list-style-type: none"> • Designate a day for youth throughout the City, specifically focusing on youth and college student • Connect with SVU, W&L, VMI, and MGCC outdoors clubs/program to host and provide educational offerings <ul style="list-style-type: none"> ○ Create a full day event that includes stewardship activities, as well as education • Invite list of offerings and partners (fall) • Need list of shovel ready projects and needs in community. • Service day to take place in May.
<p>Measures of success</p>	<ul style="list-style-type: none"> • Number of participants • Number of projects completed. • Number of partner organizations.
<p>Key Partners</p>	<ul style="list-style-type: none"> • Michelle Mahaffey
<p>Supporting cast</p>	<ul style="list-style-type: none"> • High School principals • SVU, W&L, VMI, MGCC outdoors clubs/programs • James Dick • Michelle Mahaffey • Ben Worth • Rockbridge Outdoors partners • SVU/LDS young adult wards • ESRI • Students, High School Administration • Sherri Wheeler, Director of Operations • Master gardeners • Local A.T. Trail Club
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> • Need funding for supplies and marketing • Need partner organizations • Ongoing example for reference- making trash bags available & pickup by public service authority, example- virtual clean-up: https://renewthenew.org/projects/

Action 4.4 – Expand RARO capacity and offerings, connecting them to regional partners.

What this is. Why it is important. Who benefits.	Expanding youth and adult opportunities in the community which serves greater education, recreation, and safety for the Buena Vista.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Evaluate what programs would be feasible and of interest. • Create and distribute an interest survey to prioritize activities • Establish programs. • Identify funding opportunities
Measures of success	<ul style="list-style-type: none"> • Number of participants • Number of activities offered.
Key Partners	<ul style="list-style-type: none"> • Chad Coffey, Rockbridge Area Recreational Organization
Supporting cast	<ul style="list-style-type: none"> • Rockbridge Outdoors • Department of Wildlife Resources • State and regional outdoor organization (USFS, etc) • Boxerwood • Master Gardners • Local Governments - BV, RBC, Lex
Potential needs and resources	<ul style="list-style-type: none"> • Capacity for recruitment is limited • Funding

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support the implementation of Goal 4.

- Partner with Division of Wildlife Resources to designate Maury River as an Urban Trout Stream.
- Family and Senior citizen physical activity should include exercise infrastructure development.
- Develop geocaching activities.
- Expand outdoor exercise classes, nutrition education classes and demonstrations at farmers markets and community gardens.
- Partner with ESRI to support youth and create 4-H Teen club to create informational maps.
- Connect with high school about ESRI partnership opportunities and incorporate student projects.
- Create Earth Day or environmental education day that brings diverse partners to share about their work and opportunities.
- Provide teachers professional development on place-based education.
- Develop low-cost outdoor related summer camps with educational opportunities.

IMPLEMENTATION AND NEXT STEPS

Following the workshop, the Local Steering Committee, and additional workshop participants continued working together to develop and begin implementing the Community Action Plan. Three virtual Zoom/phone calls with the Planning Assistance Team were held on May 2nd, June 21st, and July 20th of 2023, during which the group refined the action plan, discussed progress made post-workshop and planned their next steps. The local Steering Committee also met a few times to review the plan and make changes. These meetings were self-convened on May 2nd and June 13th of 2023. The community has already begun the initial steps to implement the action plan. Listed below are some key implementation steps they have made since the workshop.

- Installed a new playground at Glen Maury Park in April 2023
- Completed electrical upgrades at Glen Maury Park in June 2023, adding 48 new campsites
- Completed and unveiled a new “Kids in Parks” Track trail with the Blue Ridge Parkway Foundation in April 2023
- Activated a steering committee to assist with the design of a new River Access Point, the committee began meeting in July 2023
- An e-bike rental store is being planned, and work and discussions have started.
- In the summer 2023, Rockbridge Area Recreation Organization (RARO) began outdoor-centered workshops to teach young people kayaking, hiking, and other outdoor basics.
 - RARO also began adult leagues for basketball, pickleball, and softball

APPENDICES

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

APPENDIX A: WORKSHOP CONTACT LIST

Everyone who participated in some capacity during the Recreation Economy for Rural Communities process with Buena Vista, Virginia, is listed below.

Role	First Name	Last Name	Affiliation	Email Address
Steering Committee	Edward	Armentrour	City of Buena Vista	golfpro@glenmaurypark.com
Steering Committee	Jean	Clark	Rockbridge Regional Tourism	director@lexingtonvirginia.com
Steering Committee	Brooke	Dalton	Main Street Buena Vista	hbdalton01@gmail.com
Steering Committee	James	Dick	Rockbridge Outdoors	
Steering Committee	Mel	Henson	CITY COUNCIL PARKS & REC. REPRESENTATIVE	presidentbvfd10@yahoo.com
Steering Committee	Anne	Herring	USDA/Rural Development	anne.herring@usda.gov
Steering Committee	Jason Tyree	Jason Tyree	Jason Tyree	jtyree@bvcity.org
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Participant	Anthony	Back	Dreamer/Visionary	Fruitbeatereater@gmail.com
Participant	Nicholas	Baker	SVU	nicholas.baker@svu.edu
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Participant	Michea	Berry		Berryboyiava@gmail.com
Participant	Elizabeth	Braddy	3wz Radio Big Dawg	elizabeth@firstmedicine.com
Participant	Lance	Branham	Greater Rockbridge County Skateboarder Coalition	lancebranham@yahoo.com

Role	First Name	Last Name	Affiliation	Email Address
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Participant	Chad	Chad Coffey	Rockbridge Area Recreation Organization (RARO)	chadcoffey@rarorec.org
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Participant	Joanna	Clark	No affiliation	opaljj@yahoo.com
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Participant	Greg	Madsen	Carilion Rockbridge Community Hospital	gtmadsen@carilionclinic.org
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Participant	Daryanne	Nielson	Bluebell Artisan Bakery and The Buena Vista Farmer's Market and as a homeschool mom	daryanne.nielson@bluebellbakes.com
Participant	Holly	Ostby	Carilion Clinic	haostby@carilionclinic.org
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Participant	Michelle	Poluikis	Glad to be a BV resident	mpoluikis57@gmail.com
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Role	First Name	Last Name	Affiliation	Email Address
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Participant	Mackenzie	Romriell		mackenzieromriell@gmail.com
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Participant	Johanna	Shiraki	Scattered Sunshine Therapeutic massage	jiashiraki@yahoo.com
Participant	Marie	Shiraki	The White Tree Inn	marieshiraki@yahoo.com
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Participant	Chuck	Smith	Rockbridge Outdoors, Lexington City Council	csmith@lexingtonva.gov
Participant	Joshua	Smoot	Central Shenandoah Planning District Commission (CSPDC)	joshua@cspdc.org
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Participant	Chris	Wise	Rockbridge Conservation & Friends of Chessie Trail	jwise@wlu.edu
Participant	Hannah	Wiseman		
Participant	Justin	Wiseman	Planning Commission and Masonic Lodge Member	justin.wiseman@svu.edu
Participant	Ben	Worth	Mountain Gateway Community College	bworth@mgcc.edu
Federal/State Partner	Sarah	Arney	Appalachian Regional Commission (ARC)	sarney@arc.gov

Role	First Name	Last Name	Affiliation	Email Address
Federal/State Partner	Plinio	Beres	USDA George Washington & Jefferson National Forests; Glenwood & Pedlar Ranger District	plinio.beres@usda.gov
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Federal/State Partner	Lauryn	Coombs	US Environmental Protection Agency	Coombs.lauryn@epa.gov
Federal/State Partner	Daniel	Goldeen	USDA Forest Service	Daniel.goldeen@usda.gov
Federal/State Partner & Steering Committee	Anne	Herring	USDA/Rural Development	anne.herring@usda.gov
Federal/State Partner & Steering Committee	Jim	Jones	Natural Bridge State Park	james.e.jones@dcr.virginia.gov
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Federal/State Partner	Elizabeth	McCarty	Central Shenandoah Planning District Commission	elizabeth@cspdc.org
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APPENDIX B: WORKSHOP EXERCISE RESULTS

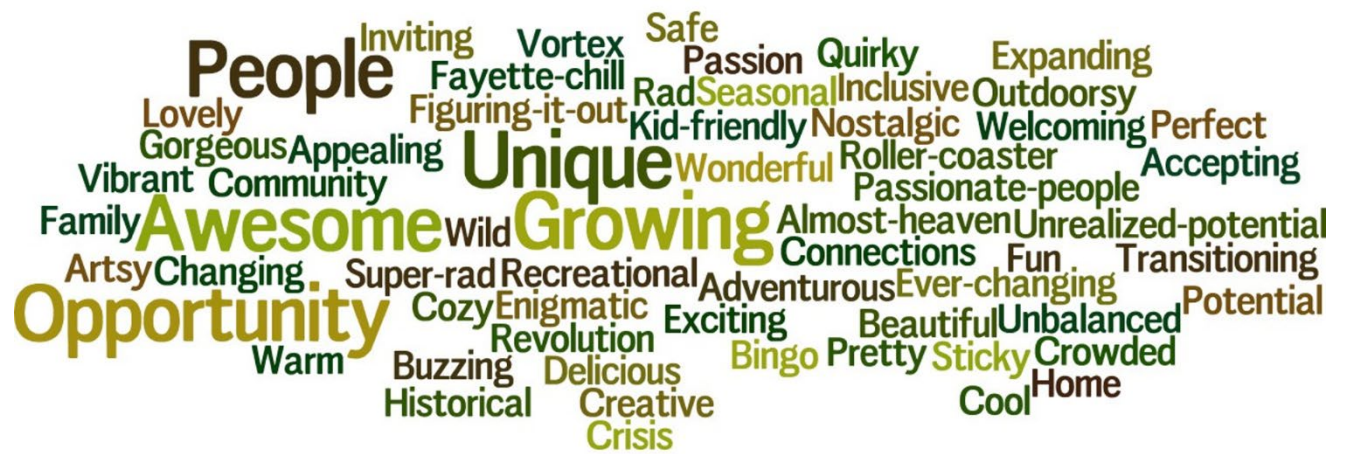
The Recreation Economy for Rural Communities workshop with the Buena Vista, Virginia involved several exercises that helped define workshop participants’ vision, goals, and actions they wish to take to strengthen outdoor recreation and downtown revitalization efforts in their community. The following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

Words of Excitement	B-2
What Does Outdoor Recreation Mean to You?	B-4
Assets and Challenges Exercise Results	B-5
Mapping Exercise Results	B-11

Words of Excitement

When introducing themselves, participants offered a few words about what they were excited about in relation to the workshop and outdoor recreation. The responses to this prompt are included below:

- Jason Espie, Potential
- Cora, varied
- Jason Tyree, love
- Mel Hensen, motivation
- Gentlemen from EDA- scenic river
- Bobby S, home is where the heart is
- Rachel, Vista, Home
- Kathryn Herdon-Powell, warm
- Kristina, growing
- Dedra, Mainstreet BV, repent
- Mr. Wheeler, excited
- Mrs. Wheeler, home
- Leslie, Mainstreet BV, energy
- Brook, Mainstreet, passionate
- Rob Campbell, untapped
- Mary, Sec. Greater Rockbridge Skateboard Col, Skate
- Lance, Pres Greater Skateboard, blank canvas
- Sport
- Tony Francis, BV Schools, proud
- Michelle M SVU, creative
- Joanna Clark, safe
- Anne Herring, the opportunity
- Jennifer Palmer, friendly
- Rebecca Owen, VCE SNAP, Home
- Ellie, Walkabout Outfitter Manager, amazing
- Darien, bakery, (her) welcoming
- Sarah ARC, collaborative
- Lady beside Tom valued
- Tom BV,
- Trails
- Jean Clark, potential
- Ursala NPS, excitement
- Holly, Carilion, beautiful
- Mtn Gateway CC, community
- Michelle Watkins, Rock Area Transportation, Transportation
- Hannah Wiseman, grounding
- Justin Wiseman, beautiful
- Tim =, BV Planning Comm, undiscovered
- Lynn Sharkey, Arts Council, belief
- Sam Hurt, SVU, fun
- Jen Carpenter, Hallmark
- SVU, Rockbridge RAdio Club, solvent
- Jessi Whipple, SVU, loyal
- Elizabeth, local radio station, community
- Mark Adams, loyal
- Cade, youth, expanding
- Lauren Stall, USFS, adventure-base
- Kevin Bryant, Blue Ridge Parkway, gateway
- Benjamin SVU Student Council, kind
- Wendy, student SVU, connection
- Makenzi (sp) Teacher at SVU, ready
- Brenna BV Farmers Market, grit-determination
- Jim Jones, Natural Bridge State Park, partner
- Chris, Friends of Chessie Trail, a Beautiful view
- Jasmin, EPA, undiscovered
- Tyson, City Council, marvelous
- Anthony, Outdoor enthusiast, undiscovered
- Josh, Commonwealth's Att., unexpected
- Vol. Coord, accessible
- Katie, WVU TAB, proximity
- Karen Weber, DEQ, hidden
- David, RB Outdoors, natural beauty
- Judy Jenkins, Chamber, nature
- Chuck Sith, RB Outdoors, emerging
- Lauren & Greg Johnson, Straws, community
- Dan USFS, committed
- Jake, Southern VA Sports Director, potential
- Megan Martin, USFS, potential
- Nick SVU Pickleball Club President, spirited
- Julie Judkins, RERC, wellness
- Lauryn, EPA, stunning



What Does Outdoor Recreation Mean to You?

Workshop participants were asked to describe what outdoor recreation means to them. The responses to this prompt, including a word cloud summary of all responses, are included below.

- A.T. - Brown Mountain - African American community story. Hikers telling me about this story. Hikers love Buena Vista.
- Pack our car and go out to picnic with my family - picnics on the parkway
- Foraging
- Skateboarding all over this town, bikes, park destroyed all our stuff in 89 and left us. Sport goes with this town - seeing it on wheels.
- Wellness - mental health and physical health.
- Fisherman, grew up with stock trout. I like to be in the woods, alone. Fishing without anyone around!
- Family time - mom of 5! If we have to go far, war starts. If it is close, and active, it catches us all.
- Reconnection - did a new hike every weekend.
- Building confidence in myself and finding others help find their confidence too.
- Because I'm older I don't skateboard anymore, but I do have dogs and I walk them all over. Water fountains for dogs? Please.
- The after effect, the love that is found with connection and they will take care of it going forward.

Themes coming out:

YOUTH & STEWARDSHIP

I have lots of kids, going to the pool, and always outdoors. Outdoor splash pad! So many options, so much that people don't know about. We can do a better job making them known.

Boating - my entire childhood has been boating and fly fishing, the reason I moved back here. Not much access to the maury, I follow the Chessie trail to the river. I never see anyone. Access and Education.

Parkour - adult park, rope course.

Access! I've always wanted to get to all of the peaks around here, but it gets pretty thick during the summer. There are a lot of things that inhibit actually getting out.

Kids are all below 8. A 2 mile river walk, we have to rush to get home to go to the bathroom. Need for public restrooms.

I get outside for my own mental health - it is very important.

FUN - make sure the things we are creating are fun.

I teach biology - the opportunity to learn! Community opportunities for camps, getting them out to educational experiences.

No cash registers in the forests - outdoor rec is the possibility that is free, we can tap into other amenities that people need EG supporting local businesses.

Outdoor economy - infrastructure. Danville put city investment into parks, and that got my attention. It is about place, it is the greatest form of economic development.

Outdoor recreation is tangible, the opposite of the virtual world. Kids on video games, we are in front of the computer all day. Having face to face connections with people.

Leave No Trace.



Assets and Challenges Exercise Results

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

Assets/Opportunities

- Camping for Glen Murray Park
- Engaged community
- Trails
- Walkability
- Mountain biking
- Undeveloped nature in outdoor
- Shooting range for safe place to shoot
- Social media
- Changing the narrative
- Existing parks that can be added to
- Nature, partnerships
- Expanding trails in USFS
- Diversity of experiences
- Better connection to AT
- GMP trail system

- Opportunity to be a bike destination area
- Adults and youth sport activities
- Skate park,
- Fun opportunities
- Walkable communities
- River walk
- Momentum and motivation
- Expanding opportunities
- GM mountain bike
- Splash park
- Local trails
- River
- Destination river spot
- public/private partnership for cabins at park
- Rentals
- Boats to get around the dam
- Green space at park - outdoor exercise classes
- SVU
- 20 minutes to views along the AT
- Connect via brushy river trail
- BMX trail

Challenges/Barriers

- Lodging
- Lack of vision
- Unworkable city council
- Access
- Fundraising
- Promotion
- Manpower for maintenance
- \$\$\$\$ - no place to take them
- Access to resources
- Funding To maintain activities in city
- Dog parks
- Education
- Environmentally friendly
- hiking/loding
- Transportation to AT
- Lack of maintenance
- Access to rivers
- Pickleball
- Dog parks
- Attracting visitors from other areas in the county
- The river walk ends and access to ?
- No bike shop
- Access to existing trails
- Community funding
- Collective town spirit

- Nothing to do
- Willingness to change
- Naysayers
- Debbie downers - realistic rachel
- River access and swimming
- Updating pictures on google maps and youtube
- Aging infrastructure (trails, campsites, pools)
- Expansion process not unique to BV
- Lack of signage
- Accessibility to existing trail

Headlines Exercise Results

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

- RV pickleballResort tournament boosts town economy
 - 3 day tournament at GMP RV Park
 - Brought community together as well as nationwide tourism
 - Resurfaced pickleball courts for tournament
- Grand opening Rlverfront Shops
 - New business opens with restaurant, shops, river access
 - Vibrant community, attractions to city
 - Diligent work by economic development team
- New boat launch with watersports rentals in BV
 - Put below dam and watersport rentals available
 - New local businesses open
 - Activist open new small rec based business and river accessibility
- Downtown BV opens walk/bike/bridge to GMP
 - 21 st is open to walking connecting downtown to GMP
 - Biking and walking accessibility index increases
 - Collaboration and grants made it possible
- BV hosts 1st annual skateboarding competition
 - Full businesses all over town
 - Kids and parents skate and baked to come see
 - Enjoyed by all community
- VA Triathlon comes to BV
 - Local event feeds into state wide event in BV
 - Local economic boost due to participants and spectators
 - local/regional partnerships and promotion of competition
- City of BV receives award from president for its outdoor rec programs
 - From grants and donation it has emerged as the place to be for all rec opportunities
 - Tourists come from all over the world, but maintains its small town character
- BV Most Walkable City in Virginia
 - City of BV invested in sidewalks, crosswalks, and collaborated with local bike/scooter shop to make Buena Vista accessible to walkers
 - Kids can walk home from school safely, residents can walk to downtown and outdoor recreational sites with ease

- Collaboration with local contractors, public works, schools, and police department to ensure schools, parks, homes and downtown are connected, safe, easily walkable with sidewalks, street lights, bikes/scooters and accessible to residents and visitors.
- BV Celebrates 2nd annual scenic river paddle
 - 75 kayaks/canoes float from innovation accel to GMP, ending at the innovation accelerator for a celebration!
 - Replicable event grows, supports local businesses
 - BV main Street, IA Center, new BV kayak/outfitter, new brewery/cafe
- BV Announces outdoor concert series in town square
 - Weekly concert series downtown
 - More people coming downtown and getting outside dancing
 - Purchase of the town square; formation of main street BV group
- Chessie Trail Extended
 - Extension into both BV and Lexington
 - Ribbon cutting is opened by a lex-BV hike that becomes first in annual series
 - Created by partnership with localities and businesses
- Getting from Point A to Point B
 - Increased transportation resources for mobility - challenged community members
 - Increased and improved accessibility throughout BV
 - Sustainable revenue is necessary for long-term value
- BV Voted up and coming outdoor destination of the year by Virginia Outdoors!
 - Developed implemented, advertised trails and waterway opportunities for suitable for families and experienced outdoor enthusiasts
 - Improve rec infrastructures (trails, boat rentals, hotel, music, and food venues)
- AT Hikers Rave about BV
 - In The Trek's annual survey of AT thru hikers, a new town is in the top 5 favorites for resupply
 - New businesses that serve hikers are thriving during the season and offering services to other visitors year round
 - Development of new businesses and shuttle service
- City of BV Opens expansive dog park
 - Dog owners, and city and county gather to connect and celebrate opening
 - Funded by a collaboration of city and corporate sponsors
- Bonded, fiber, plant, imploded
 - debris taken away
 - River access created for hikers, boaters and swimmers overwhelming community involvement to find the right resources- prayer River access created for hikers, boaters and swimmers overwhelming community involvement to find the right resources prayer!
- Riverwalk chassis trail connected
 - city acquires Bon tax property or a Trail easement
 - Pantex property converted to river fronts, green space/Park
- Boutique hotel catering to outdoor enthusiasts opens and downtown Buena Vista
 - place to stay locally that connects visitors to local outdoor opportunities place to stay locally that connects visitors to local act outdoor opportunities
 - Creative local person willing to take a chance on Buena Vista

- Chessie trail, connects Lexington to Buena Vista and to the AT Creative local person willing to take a chance on Buena Vista chassis trail, connects Lexington to Buena Vista and to the a T
 - Full trail created
 - Buena Vista becomes a hub for biking hiking, and
 - Chessie trail was connected to Riverwalk and Buena Vista Chassis trail was connected to Riverwalk and Buena Vista
- BV kid wins gold for America in skateboarding trained at Glen Murray Skatepark
 - People come to America to train
 - Building a well planned skatepark
- Busted Boom Town finds new lease on life
 - Minds opened
 - Everyone benefitted
 - Hardworking loving people came together
- BV adds LOVE sign
 - Grant from RTC
 - Women's club applied
 - Visitors and residents come to see the sign-photo op
 - Energy from club, money for VTC
- Citizen straightened US Flags that had been in disarray on street light poles
- Mountain bike capital of the east expands to BV
 - A large network of trails were developed
 - People all over the east are traveling to camp and stay at GMP to ride
 - Funding and community support
- BV tops list of most livable cities
 - NV achieved a high quality of life for residents and varied income levels
 - Citizens and visitors enjoy scenic beauty/small town charm, local artisanal food, crafts, etc
 - Focus on health, well being, environment
- BV has seen a 30 % increase in revenues due to recreational activities in the city
 - Increased activities along the River and GMP
 - Influx of visitors raise the tax base
 - Recreational grant
- Former Bontex property redeveloped with chassis trail connection to river walk
 - Features brewery, hotel, shops overlooking river
 - Partnership between owner and developer through EPA, USDA, ARC, DHCD
- GMP turned into true destination
 - Park becomes self supporting and is able to add new venues promotional/advertisement
- BV VA voted nations most family-friendly city!
 - Happy and healthy kids and families and draws families into city from other areas
 - Possible because of years of dedication from citizens and gov funding
- A busy weekend ahead for BV, the best kept secret in Virginia
 - Annual town festival to coincide with Appalachian National scenic Trail centennial (2030)
 - Influx of hikers celebrate
 - Thru hikers have looked forward to reaching BV, enjoying the town, music, food, resupply, etc
- Happy Dogs Happy Live
 - Local dog parks, water fountains, sidewalks
 - Locals get outside and find community with other dog owners

- fence , water fountains, cooperative city council
- Downtown BV is a thriving community with a variety of retailers, restaurants, and becomes a destination gateway to the blue ridge parkway and national forest
 - Thriving community, economy, spreading the legend of BV
- BV - out of available downtown storefront locations
 - Outdoor initiatives provide buyers for rec. Shops
 - Increase in visitors demands lodge and food options
 - Increased attractions made for more confidence and opportunity
- BV Connects to Chessie Trail
 - Rentals
 - Partnership
- Public/private partnership helps GMP Thrive
 - Large outside investment and camping expansion
 - City, Council instrumental, and GMP expansion
- City invests in their community
 - Putting children, first was expansion of pool, seals, courts to keep them all involved
 - Rights tax incentives for businesses, new and existing
 - Grants community health, and good old work
- BV festival triples population
 - Made an event was created that attracts out of town interests
 - Community, money, visibility, awareness and building of infrastructure to create and host influx of visitors
 - Community by and to build a diverse hosting culture
- Natural Bridge becomes a state park
 - Increased, tourism and economic growth, concerned, involved
- Community developer, bringing outdoor rec and retail to abandoned Bon tax property
 - Increased, tourism and economic growth, concerned, Huge, economic, visual, and cultural impact, physical, blight removal, community pride
 - Community rallying around it, funding from state, federal partners
- BV Next Stop on your Bucket List
 - Affordable, welcoming boutique place to stay to explore the AT, river, trails, and parks
 - Increased tourism and outdoor recreation and stewardship/education
 - Community planning inclusive of town/citizens, land trusts, federal partners, etc.
- Brushy Blue Trail connecting communities and users
 - Designation of brushy blue trail connect blue ridge parkway, USFS, and surrounding cities growing economy.
- Final phase of redevelopment at Bontex Site Complete
 - Kayak rentals available
 - Brewery open
 - Unprecedented partnership makes it happen!

Mapping Exercise Results

During the workshop, one small group exercise involved participants placing map markers on assets and attractions; outdoor recreation assets; opportunities or big ideas; and supportive businesses and institutions. Participants reviewed assets that were pre-populated prior to the workshop and added their own. This exercise allowed for workshop participants to explore assets and opportunities as preparation for action brainstorming later in the workshop.

The mapping results from this exercise are documented and summarized below. It should be noted that the results of the exercise did not allow enough time for every existing supporting asset or recreation amenity to be listed. This is not an exhaustive list but represents what people in the room labeled in the hour they had. There are four maps.

- Map 1: Regional
- Map 2: Lexington area
- Map 3: Buena Vista (city limits)
- Map 4: Buena Vista downtown

Finally, on the last page is a map of the City of Buena Vista, crated by Rockbridge Tourism.

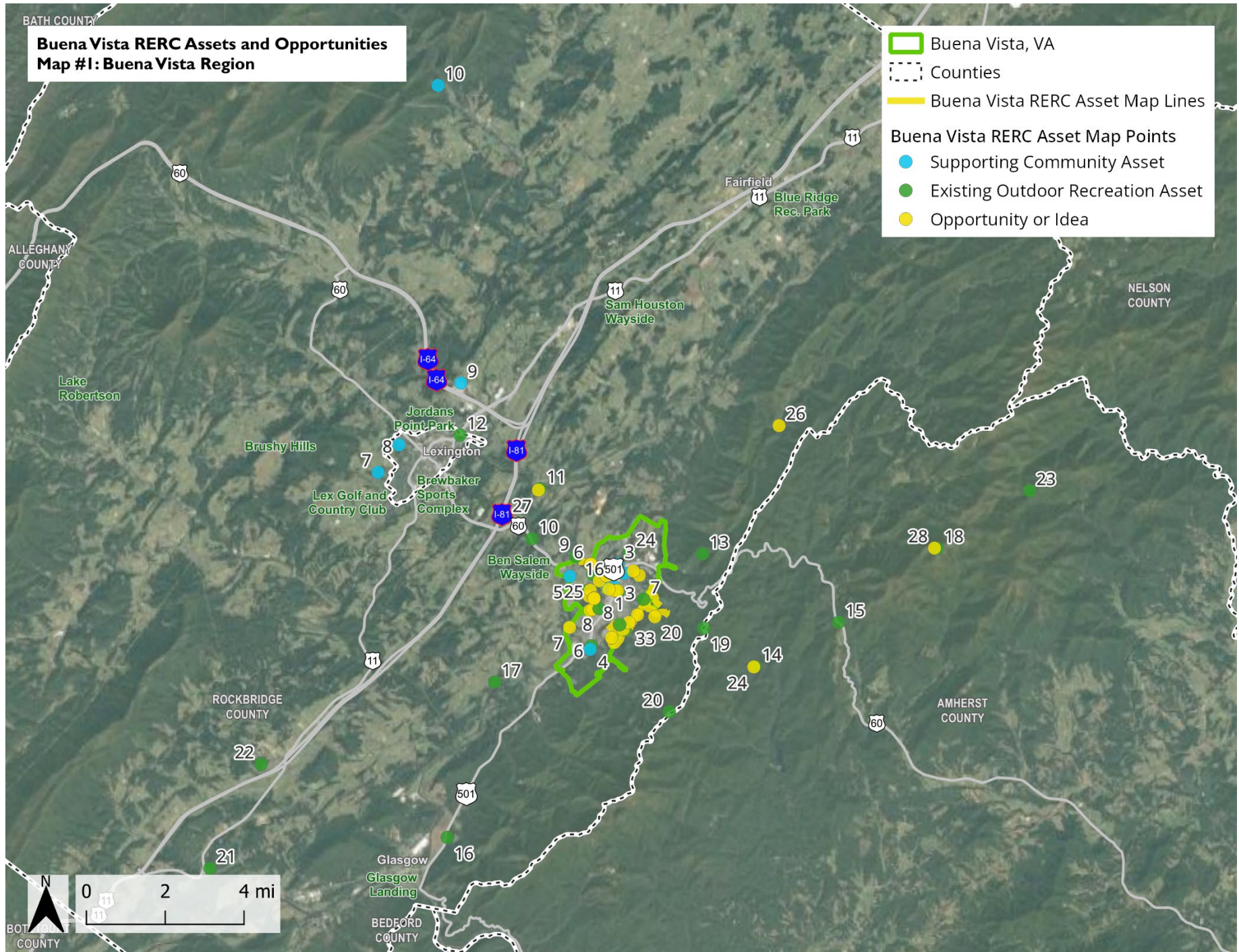
Map Num	Blue Dots - Supporting Community Asset	Details
1	Virginia Innovation Accelerator (VIA)	
2	Downtown Retail, Dining, and Murals	
3	Glen Maury Park Trail System	"See Glen Maury Trails Map" And all the other trails on there
4	Southern Virginia University	
5	Mountain Gateway Community College	
6	Cemetery of Interest	
7	Boxerwood Nature Gardens	
8	Lime Kiln	
9	Virginia Horse Center	
10	Rock Climbing	

Map Num	Green dots are some of the existing outdoor recreation assets	Details
1	Glen Maury Park	
2	Reservoir Trail	
3	Penny Park	
4	Enderly Elementary - Fit trail	
5	Buena Vista Colored School	
6	Greenwood Cemetery	
7	Laurel Park	

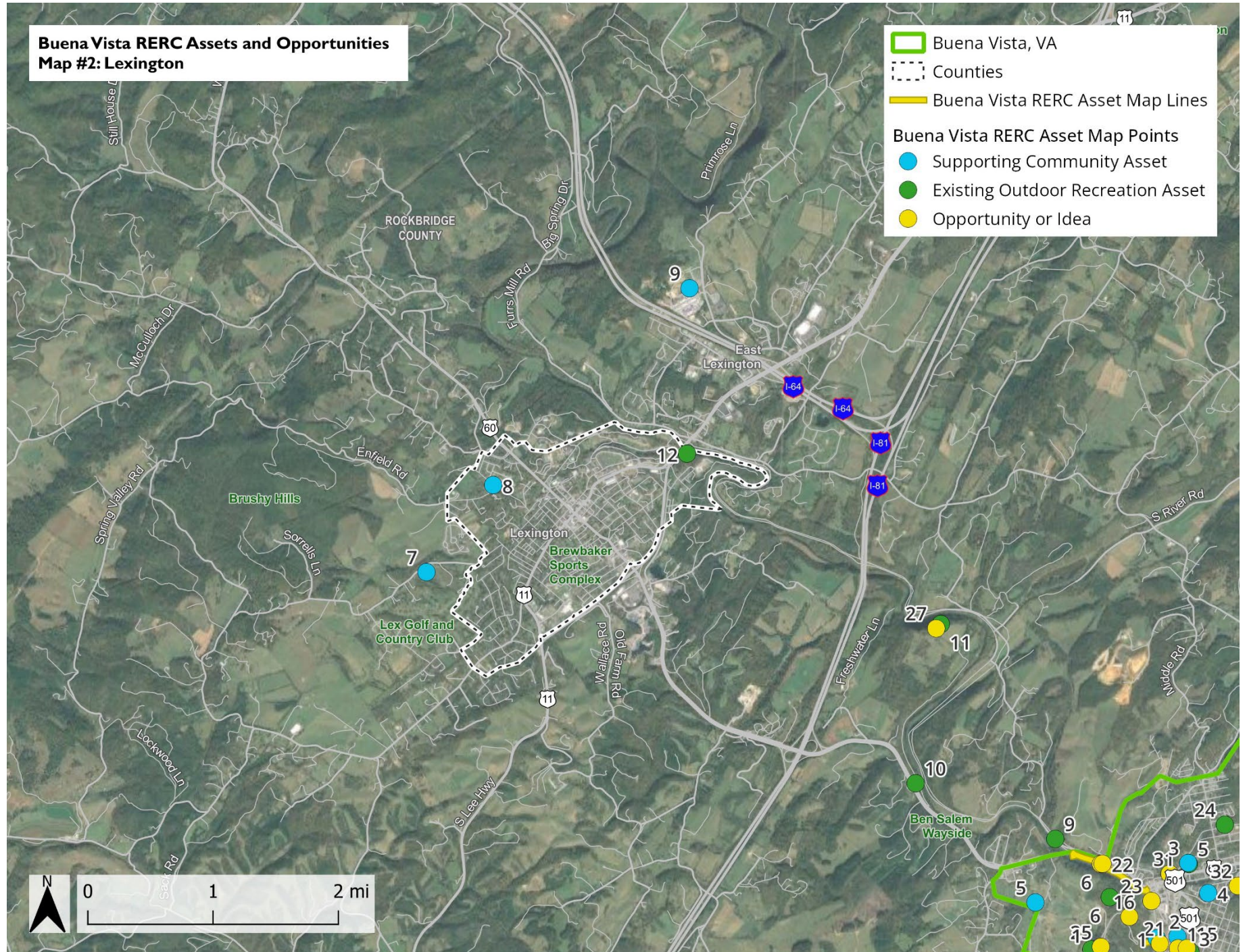
8	River Walk	
9	VMI/Rt. 60 Boat Launch (need new name!)	
10	Ben Salem Wayside	
11	Chessie Trail	
12	Jordan's Point Launch	
13	George Washington + Jefferson National Forest	
14	Panther Falls	
15	AT/Long Mountain Wayside	
16	Locher's Landing Boast Launch	
17	Miller's Dam Boat Launch	
18	Cole Mountain/Mt. Pleasant/AT Access	
19	BRP - Indian Gap Rock	
20	Appalachian Trail	
21	Natural Bridge State Park	
22	Safari Park	
23	River Sports	boating, fishing, etc.
24	34th Street Playground	
25	12th Street Playground	

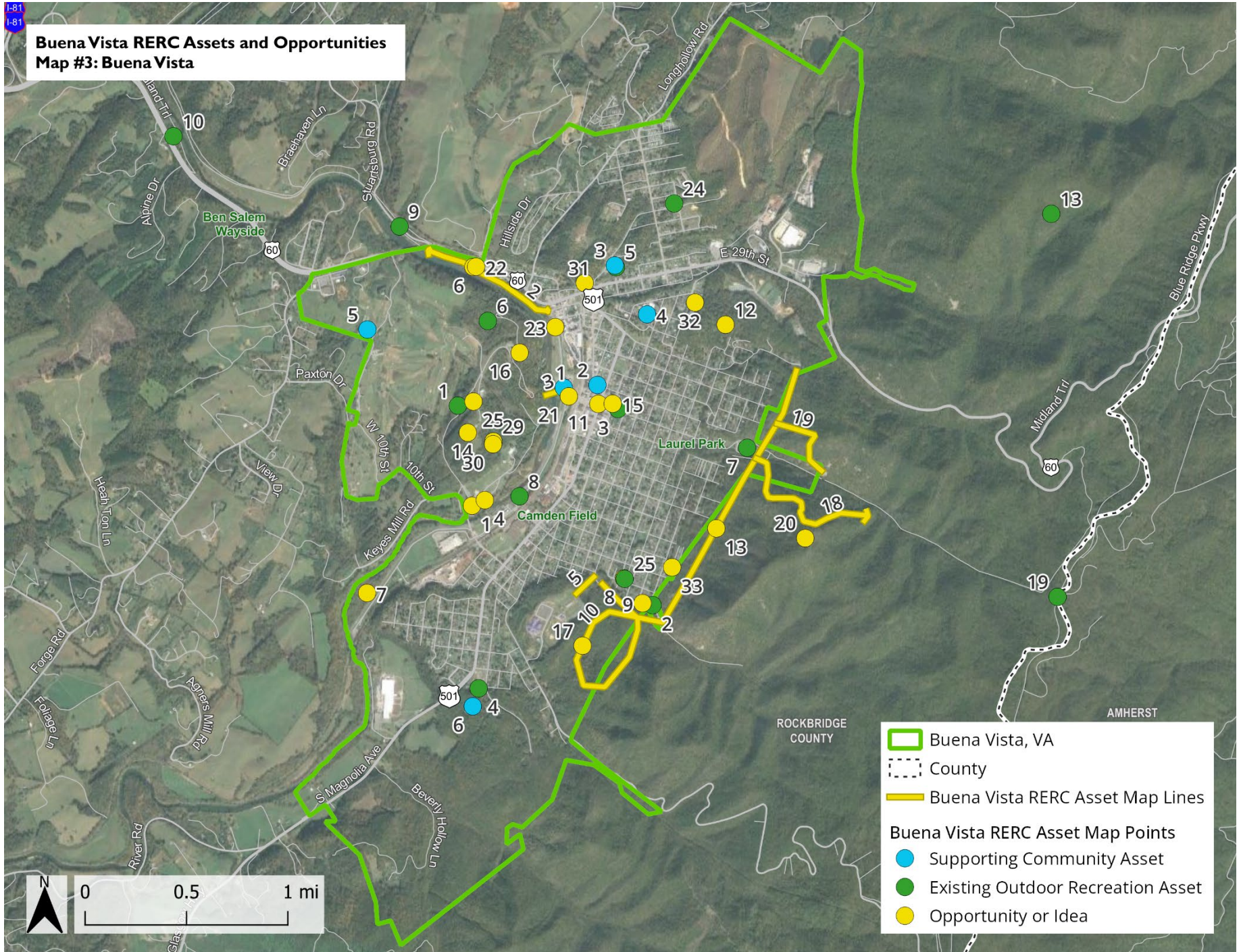
Map Num	Yellow dots or lines are opportunities or ideas for improvement or new amenities	Details
1	Install pickleball courts	Glen Maury Park
2	Easement & Access to connect Chessie trail to River Walk	
3	Bridge Across Maury	
4	GMP more accessible for physically challenged	
5	walking access from high school	
6	Bontex	EPA TBA or Assessment & clean up grants for planning/visioning, cleanup & assessment -- site reuse
7	Wayside/picnic area	
8	Revamp 12th street park	
9	Parking for Reservoir trail	
10	Trails connecting to Reservoir trail	
11	Brew pub/sports bar downtown	
12	Improved Trail w/ city history	interpretive trail
13	Foot trail	Reservoir Hollow trail to SVU, Back side, hiking trail
14	Nature center for children	sit, talk and learn. Has great view (also great sledding hill in winter)
15	Splash pad @/near library	Ask Johanna where
16	Zip line from hill to river	
17	Loop Trail	

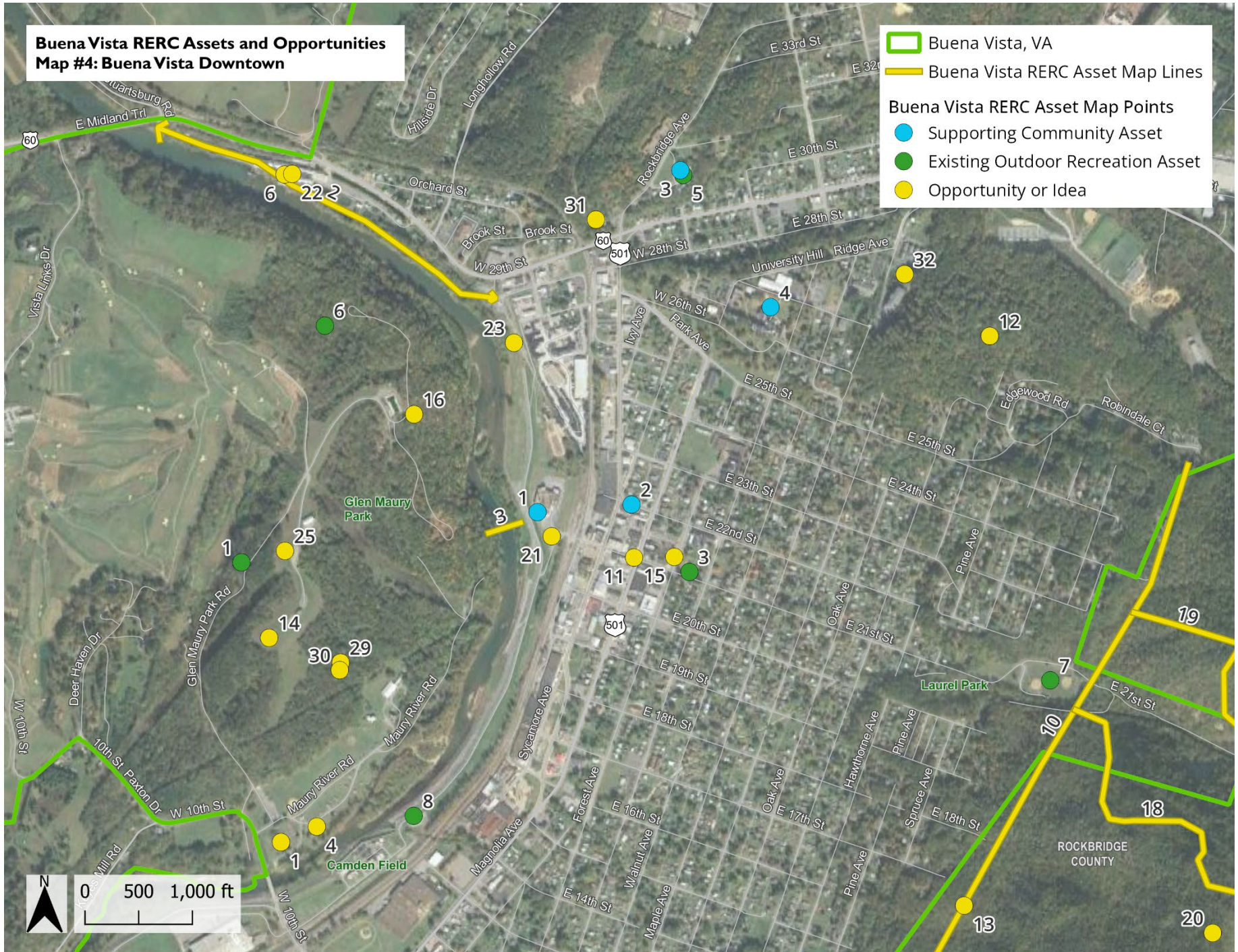
Map Num	Yellow dots or lines are opportunities or ideas for improvement or new amenities	Details
18	Laurel Park connection over elephant mountain to Reservoir Hollow	
19	Lookout rock trail	
20	Needs trail improvement on Elephant Mountain	
21	Downtown River Access	
22	Portage + New Name	
23	Facilities + Boat Ramp Addition	
24	Trailwork	Get people to come into BV after hike stewardship
25	Amphitheater at Glen Maury Park	
26	promote "gravel" biking	
27	Signage	Come back to BV after float; historical/interpretation of lock
28	Cole Mountain; get people to come to BV	
29	Market Disc Golf	
30	Market Glen Maury Park Trails	Put on AllTrails
31	Bike shop near existing bike trails	(general location)
32	More Employment!	higher wages to keep new SVU grads
33	More Lodging!	(general location)



Appendix B: Workshop Exercise Results

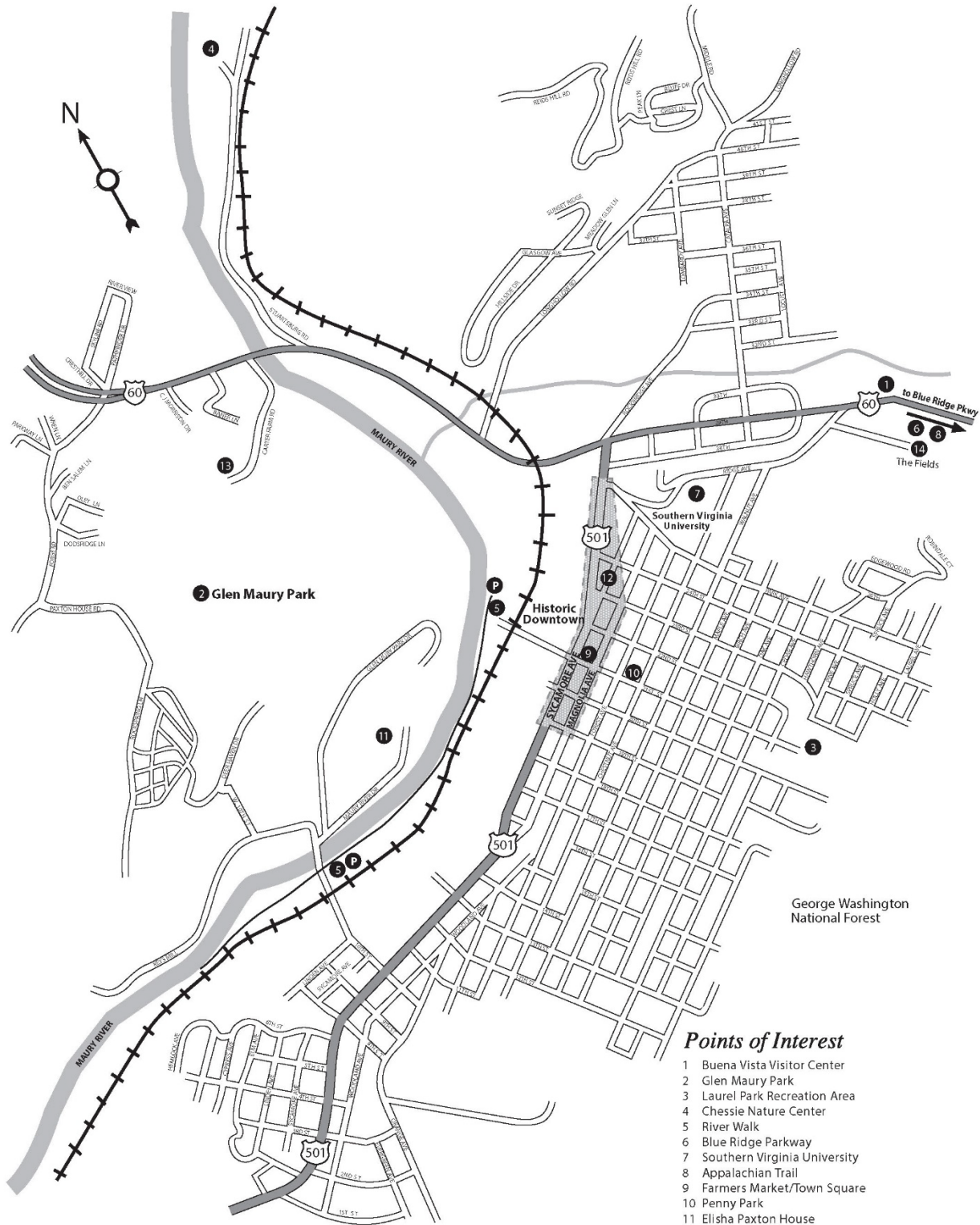






Appendix B: Workshop Exercise Results

Thank You for Visiting
BUENA VISTA
VIRGINIA



- Points of Interest**
- 1 Buena Vista Visitor Center
 - 2 Glen Maury Park
 - 3 Laurel Park Recreation Area
 - 4 Chessie Nature Center
 - 5 River Walk
 - 6 Blue Ridge Parkway
 - 7 Southern Virginia University
 - 8 Appalachian Trail
 - 9 Farmers Market/Town Square
 - 10 Penny Park
 - 11 Elisha Paxton House
 - 12 Historic Downtown District
 - 13 Mountain Gateway Community College
 - 14 The Fields (SVU Athletic Fields)

Lexington
 Buena Vista & Rockbridge County

APPENDIX C: FUNDING AND TECHNICAL ASSISTANCE

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

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

Federal Funding and Technical Assistance.....	C-2
Non-Federal Funding and Technical Assistance.....	C-13
State-Specific Funding and Technical Assistance	C-19

Federal Funding and Technical Assistance

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

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

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

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

Appalachian Regional Commission (ARC): ARC is an economic development partnership agency of the federal government and 13 state governments focusing on 420 counties across the Appalachian Region. ARC’s mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia. The Area Development program relies on a flexible “bottom up” approach to economic development, empowering Appalachian communities to work with their state governments to design impactful investment opportunities supporting ARC’s mission and investment priorities. ARC’s Area Development program makes investments in two general areas: critical infrastructure and business and workforce development. Critical infrastructure investments mainly include water and wastewater systems, transportation networks, broadband, and other projects anchoring regional economic development. Business and workforce investments primarily focus on entrepreneurship, worker training and education, food systems, leadership, and other human capital development. In addition, ARC invests in Business Development Revolving Loan Funds to help the Region’s smaller businesses access capital. All ARC Area Development grant proposals originate at the state level in consultation with the ARC state program manager.

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

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

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

National Endowment for the Arts—Challenge America: Challenge America offers support primarily to small organizations for projects in all artistic disciplines that extend the reach of the arts to groups/communities with rich and dynamic artistic and cultural contributions to share that are underserved.

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

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

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

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

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

National Fish and Wildlife Foundation (NFWF) – Grant Opportunities: The National Fish and Wildlife Foundation provides funding on a competitive basis to projects that sustain, restore and enhance our nation's fish, wildlife and plants, and their habitats.

<https://www.nfwf.org/apply-grant>

National Park Service (NPS) – Chesapeake Gateways Network Grants: NPS Chesapeake Gateways welcomes grant proposals purposely focused on advancing equity, inclusion, accessibility, and community engagement across two strategic themes: Advance a Major

Inclusive Interpretive Initiative with an Equity Lens and Promote Resilient Communities & Landscapes Through Tourism, Sustainability, Conservation & Local Economies. Eligible communities are located in the Chesapeake Bay watershed region.

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

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

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

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

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

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

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

National Park Service (NPS) – Land and Water Conservation Fund: The Land and Water Conservation Fund provides grants to states for park and recreation-related land acquisition and development. Individual state pages for LWCF funding are most helpful.

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

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

<https://lwcfcoalition.org/orlp>

National Park Service (NPS) – Rivers, Trails, and Conservation Assistance Program (RTCA): RTCA Supports community-led conservation and outdoor recreation projects across the country. RTCA's network of planning and design professionals collaborate with community groups, nonprofits, tribes, and state and local government to design trails and parks, conserve and improve access to waterways, and protect special places.

www.nps.gov/rtca

National Telecommunications and Information Administration – Internet for All: Funding has been provided with the goal of connecting everyone in America to affordable, reliable high-

speed internet. This multi-agency effort sponsors programs that support high-speed internet planning, infrastructure, and adoption.

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

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

<https://www.nbrc.gov>

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

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

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

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

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

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

U.S. Department of Labor – Workforce Opportunity for Rural Communities (WORC): The WORC Initiative funds grant projects within the Appalachian, Lower Mississippi Delta, and Northern

Border regions. These grants are designed to address the employment and training needs of the local and regional workforce, created in collaboration with community partners and aligned with existing economic and workforce development plans and strategies.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

resource agency, and has a state coordinator.

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

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

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

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

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

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

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

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

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

U.S. Environmental Protection Agency (EPA) – Brownfields Program: EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, environmental job training, technical assistance, training, and research. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA

programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfield activities.

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

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

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

U.S. Environmental Protection Agency (EPA) – The Environmental Justice Thriving Communities Technical Assistance Centers (EJ TCTAC) Program: EPA's new EJ Thriving Communities Technical Assistance Centers Program will establish technical assistance centers across the nation providing technical assistance, training, and related support to communities with environmental justice concerns and their partners. The services provided will include training and assistance on writing grant proposals, navigating federal systems such as Grants.gov and SAM.gov, effectively managing grant funds, community engagement, meeting facilitation, and translation and interpretation services for limited English-speaking participants.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

conservation activity AND for newly adopted conservation measures. Adopting a new conservation activity is a requirement for program participation.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Non-Federal Funding and Technical Assistance

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

transportation and mobility options, and/or support the availability of a range of housing choices.

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

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

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

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

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

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

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

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

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

Causality Brand Grant: Causality offers both full (pro bono) and matching (partial, funding requirement of 50 percent) service grants to nonprofits for brand marketing and creative services such as brand assessment and development, identity design or logo refresh, marketing materials, marketing campaign development, website design and build, digital/social media graphics, and more.

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

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

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

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

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

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

<https://www.fluor.com/sustainability/community>

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

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

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

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

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

<https://kaboom.org/grants>

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

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

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

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

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

https://www.wildernessalliance.org/funding_programs

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

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

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

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

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

- Acquisition Funding: <https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/acquisition-funding/>
- Bipartisan Infrastructure Law Trail and Infrastructure Funding: https://www.railstotrails.org/media/1167725/bil_eligibilities_2021final.pdf
- Carbon Reduction Program: <https://www.railstotrails.org/policy/funding/climate/crp/>
- Congestion Mitigation and Air Quality: <https://www.railstotrails.org/policy/funding/climate/cmaq/>
- Earmarks: <https://www.railstotrails.org/policy/funding/earmarks/>

- Neighborhood Access and Equity Grant Program: <https://www.railstotrails.org/policy/funding/equity/nae/>
- New Federal Funding for Trails: <https://www.railstotrails.org/policy/funding/>
- Maintenance Funding: <https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/maintenance-funding/>
- Rural Surface Transportation Grant: <https://www.railstotrails.org/policy/funding/rstg/>

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

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

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

<https://www.shell.us/sustainability/request-for-funding-from-shell.html#vanity-aHR0cHM6Ly93d3cuc2hIbGwudXMvc3VzdGFpbnFiaWxpdkVxdWVzdC1mb3ltYS1ncmFudC1mcm9tLXNoZWxsLmh0bWw>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

State-Specific Funding and Technical Assistance

Virginia

Virginia Conservation Network – The Virginia Conservation Network tracks legislative bills related to the state’s conservation budget. Governor Northam’s Budget Bill (2022-2024 Biennium) prioritizes Virginia’s natural resources through the following investments.

<https://vcnva.org/>

Virginia Department of Conservation and Recreation (DCR)

- Virginia Land Conservation Foundation (VLCF): The VLCF funds the protection of farmlands and forests; lands of historic or cultural significance; natural areas; and open spaces and parklands. State agencies, local governments, other public bodies, state and federally recognized Indian Tribes and nonprofit land trusts are eligible to receive matching grants from the foundation to purchase land or conservation easements. Grant awards are based on applications for 50% or less of total project costs (state agencies may receive 100%) pursuant to specific criteria defined in each category. Funding is available for land conservation in farmland preservation, forest preservation, historic area preservation, and natural area protection. All LWCF assisted areas must be maintained and opened, in perpetuity, as public outdoor recreation areas.

<https://www.dcr.virginia.gov/land-conservation/vlcf>

- Virginia Recreational Trails Program (RTP): The RTP is a federal 80-20 matching reimbursement program for building and rehabilitating trails and trail-related facilities. Federal Highway Administration and the Infrastructure Investment and Jobs Act funds make the program possible and mandate allocations to non-motorized, diversified, and motorized trail categories. Funding may be awarded to city, county, town or other government entities. Registered nonprofit groups partnered with a government body also are eligible. The RTP and RTP Advisory Committee steer project selections after a competitive call for applications.

<https://www.dcr.virginia.gov/recreational-planning/trailfnd>

- Virginia Trail Access Grants Program – The Trail Access Grants program is a 100% reimbursement program for trail projects that increase access to trail opportunities for people with disabilities. Funding for the program comes from Virginia taxpayer donations of all or portions of their income tax returns to the Open Space Conservation and Recreation Fund. Information on any future grant rounds will be posted.

<https://www.dcr.virginia.gov/recreational-planning/grants>

Virginia Outdoors Foundation (VOF):

- Get Outdoors (GO) Fund: The GO provides grants for projects that create, expand, and increase equitable access to safe open space in Virginia’s communities, especially those that are underserved. VOF provides funding for studies, planning, concept

development, capacity building, programming, and infrastructure to enable safe use of or access to public open space, as well as for land acquisition. Priority will be given to shovel-ready projects with tangible, measurable results. GO grants may be awarded to state, local, regional, or tribal government entities; educational institutions; or non-profit organizations registered as tax-exempt under the Internal Revenue Service code. <https://www.vof.org/>

- Open-Space Lands Preservation Trust Fund (PTF): The PTF provides grants for acquisitions, easements, rights of way, and other methods of protecting open space for farming, forestry, recreation, wildlife, water quality, and more. A right, privilege, or interest in real estate must be conveyed to either VOF or a locality, pursuant to Virginia's Open-Space Lands Act, to be eligible for PTF funding. PTF grants may be awarded to any person, organization, or locality with a real estate interest to convey on either public or private land. VOF prioritizes projects where the interest in real estate includes a provision to provide access to the property by the public, with reasonable management policies for the safety of both visitors and the resource. The access must comply with local and state laws governing the public's rights to access certain types of properties, such as cemeteries, waterways, public roads, etc. It must also ensure equitable access to all people. Funding for resource protection easements will be prioritized for those projects that show exceptional characteristics in the following categories: historic and cultural, water quality, scenic and open space, habitat, agriculture and forestry, and policy alignment. <https://www.vof.org/protect/grants/ptf/>

Virginia Department of Transportation (VDOT), Local Assistance Division – Transportation Alternatives (TA) Set-Aside Grant Program: The Transportation Alternatives Set-Aside Program is a reimbursement program intended to assist Virginia's smaller population local partners in identifying, evaluating, and reporting achievable, affordable, and targeted non-motorized improvements; expanding non-motorized travel choices; and enhancing the transportation experience by improving the cultural, historical, and environmental aspects of the transportation infrastructure. Eligibility is limited to non-MPO communities with a 2020 census population of <50,000.

<https://www.virginiadot.org/business/prehancegrants.asp>

Virginia Department of Housing and Community Development (DHCD) – Community Development Block Grants (CDBG):

- CDBG Economic Development And Entrepreneurship Fund: Economic development and entrepreneurship projects that will have a significant regional impact are eligible for up to \$1.25 million in CDBG assistance. These projects must result in job creation, business start-up or significant expansion and must directly relate to a strategic economic restructuring effort. Benefit projections must be deemed reliable and credible for the number of jobs to be created, and the jobs must clearly be documented. CDBG participation will be limited up to \$35,000 per job created.

- CDBG Community Improvement Grants: CDBG Community Improvement Grants are competitive grants which aid eligible localities in implementing projects that will most directly impact the greatest needs of the community. There are five primary project types under this funding source: comprehensive community development, business district revitalization, housing, community facility (infrastructure) and community service facility.
- CDBG Planning Grants: The Virginia Department of Housing and Community Development (DHCD) offers planning grants through the CDBG program to increase the potential for project success and impact. These grants aid in developing clearly articulated strategies for addressing a locality's greatest community development needs following meaningful citizen participation. <https://www.dhcd.virginia.gov/cdbg>

Virginia Department of Housing and Community Development (DHCD) – Virginia Main Street (VMS) Program: The VSM Program is a preservation-based economic and community development program that follows the Main Street Approach by the National Main Street Center. Virginia Main Street is a Main Street America State Coordinating Program that offers a range of services and assistance to communities interested in revitalizing their historic commercial districts. While the program was designed to address the need for revitalization and on-going management of smaller to mid-sized downtowns, aspects of the Main Street Approach may be applied successfully in other commercial settings.

<https://www.dhcd.virginia.gov/vms>

Virginia Department of Forestry – Forest Legacy Program (FLP): The Forest Legacy Program (FLP) is a conservation program administered by the U.S. Forest Service in partnership with State agencies to encourage the protection of privately owned forest lands through conservation easements or land purchases. It is administered by the Virginia Department of Forestry and funded by the Land and Water Conservation Fund. These “working forests” protect water quality and provide wildlife habitat, forest products, opportunities for recreation and other public benefits.

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

Virginia Department of Historic Resources (DHR) – Virginia Black, Indigenous, And People Of Color Historic Preservation Grant Program: The Black, Indigenous, And People Of Color Historic Preservation Grant Program is intended to protect and support Virginia's historically underserved and underrepresented communities and the cultural and historical sites associated with them. The grants are for the acquisition, protection, and rehabilitation of tribal lands and historic and archaeological sites of significance associated with Virginia's Black, Indigenous, and People of Color. Eligible projects include the purchase of a fee simple or protective interest in real property; the rehabilitation of real property; stabilization of real property; data recovery (e.g. archaeological excavation) of any cultural or historical property associated with Black, Indigenous, or people of color communities. Project properties must be listed in the Virginia Landmarks Register, the National Register of Historic Places, designated as a National Historic Landmark, or determined eligible for such listing by DHR.

<https://www.dhr.virginia.gov/grants/virginia-black-indigeneous-and-people-of-color-historic-preservation-grant-program/>

Enterprise – Equitable Development Grant: Amazon Housing Equity Fund: Black, Indigenous and People of Color (BIPOC) and other historically marginalized (OHM) real estate developers working in Arlington, Virginia are invited to apply for organizational capacity building and project-related funds from Enterprise through a \$5 million grant from the Amazon Housing Equity Fund (HEF).

<https://www.enterprisecommunity.org/news/enterprise-now-accepting-applications-equitable-development-grant>

APPENDIX D: REFERENCES

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

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

Community Engagement, Diversity, Equity, and Inclusion.....	D-2
Community and State-Specific Strategies and Examples.....	D-3
Land Conservation, Stewardship, Parks, and Health	D-4
Main Street Revitalization and Economic Development	D-4
Outdoor Recreation.....	D-7
Trails and Transportation.....	D-11

Community Engagement, Diversity, Equity, and Inclusion

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

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

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

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

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

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

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

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

<https://outdoorafro.org/>

Together Outdoors: Together Outdoors is an initiative of the Outdoor Recreation Roundtable and is a coalition of under-represented individuals and diversity, equity, and inclusion champions on the frontlines who are working to make the outdoors more inclusive for all. This coalition has been and will continue to be designed and pursued in close partnership with these key experts who are actively work together to make the outdoors a more inviting place through education, inclusion, equity, and action. Together Outdoors has created a Resource Hub that features search functionality – the ability to sort content by resource type, focus area, activity type, target group, or activity. Users also able to submit content and organizations.

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

Community and State-Specific Strategies and Examples

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

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

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

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

1. Recreation for All: <https://youtu.be/P6Ubw9yrbjE>
2. Sustainable Systems: <https://youtu.be/ORTzpv09VcA>
3. Funding and Economic Development: <https://youtu.be/HYid2q9Ay-Q>
4. Technology: <https://youtu.be/BSquMY-Kde4>
5. Health and Wellness: <https://youtu.be/StUz6s2J8pc>

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

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

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

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

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

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

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

<https://www2.tompkinscountyny.gov/files2/tourism/2018-April-Outdoor%20Rec%20Implementation%20Plan.pdf>

Vermont Urban and Community Forestry. *Town Forest Recreation Planning Toolkit and Webinar Series*. (June 2020). This toolkit offers the resources needed to develop a town forest

recreation plan for your community from start to finish, including step by step planning and detailed materials organized around planning themes such as stories, existing conditions, public engagement, natural resources, plan development, and implementation. Links to several webinars in the “Town Forest Recreation Planning Webinar Series” are also included below.

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

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

Land Conservation, Stewardship, Parks, and Health

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

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

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

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

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

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

Main Street Revitalization and Economic Development

International City/County Management Association and Smart Growth Network. *Putting Smart Growth to Work in Rural Communities*. (2010). Focuses on smart growth strategies that

can help guide growth in rural areas while protecting natural and working lands and preserving the rural character of existing communities.

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

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

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

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

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

National Association of Counties (NACo). *Resources for Transitioning Economies*. (2015). Website developed by NACo and the National Association of Development Organizations to share publications, tools and training, funding and other resources on economic diversification with communities and regions seeking to strengthen their local economies.

<http://diversifyeconomies.org/>

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

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

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

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

organizations and artists can play essential roles in the success of communities across America.

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

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

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

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

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

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

<https://democracycollaborative.org/programs/cwb>

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

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

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

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

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

U.S. EDA. *Tools for Economic Development*. Through the Research and National Technical Assistance Program, the U.S. Economic Development Administration (EDA) funds the

development and dissemination of new tools for economic development practitioners and policymakers to utilize to help make informed development decisions.

<https://www.eda.gov/grant-resources/tools>

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

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

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

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

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

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

Outdoor Recreation

Aspen Institute Community Strategies Group, *Growing Rural Equitable Outdoor Recreation Economies*. The Aspen Institute has several resources on the topic of making outdoor recreation economies more equitable for rural communities.

<https://www.aspeninc.org/growing-rural-equitable-outdoor-recreation-economies/>

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

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

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

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

<https://www.dailyyonder.com/rural-recreation-counties-show-population-resilience/2019/02/11/>

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

Several relevant reports are listed below:

- *The Amenity Trap: How High-Amenity Communities Can Avoid Being Loved to Death.* (2023). A report analyzing four major challenges and ways they uniquely affect amenity communities: housing, infrastructure, fiscal policy, and natural disasters. <https://headwaterseconomics.org/outdoor-recreation/amenity-trap/>
- *Best Practices for States to Fund Outdoor Recreation.* (2017). Seven case studies illustrate best practices and lessons learned to develop programs for outdoor state recreation funding. <https://headwaterseconomics.org/economic-development/state-recreation-funding/>
- *Economic Profile System.* Tool allowing users to produce free, detailed socioeconomic reports at the community, county, or state level and including topics such as Land Use and Public Land Amenities as well as Agriculture, Timber, and Mining. EPS is also known as the Human Dimensions Toolkit by the Forest Service. <https://headwaterseconomics.org/tools/economic-profile-system/about/>
- *How Outdoor Recreation Supports Rural Economic Development.* (2019). Report that finds that counties with outdoor recreation economies are more likely to attract new residents with greater wealth and have faster-growing wages than their non-recreation counterparts, particularly in rural communities. <https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation/>
- *National Forest Socioeconomic Indicators Tool.* Tool allowing users to run free, easy-to-use reports detailing economics, demographics, land use, business sectors, and other topics for communities near every National Forest. <https://headwaterseconomics.org/tools/forest-indicators/>
- *The Outdoor Recreation Economy by State.* (2021, updated 2023). Report outlines the outdoor recreation economy impacts by state, using Bureau of Economic Analysis data. <https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation-economy-by-state/>

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

<http://nga.org/outdoors>

National Park Service, *River Access Planning Guide*. An online and downloadable resource for planning river access. The step-by-step process guides planning for river access with recreation users in mind. This guide can assist the challenging task of providing for a variety of uses while protecting natural resources in rivers and other waterways. The guide's approach provides a framework for meeting the needs of people seeking to enjoy river recreation on, off, and in the water.

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

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

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

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

<https://outdoorindustry.org/>

- *Outdoor Participation Report*. (2023). Study showing levels of participation in outdoor activities.
<https://outdoorindustry.org/resource/2023-outdoor-participation-trends-report/>
- *State Funding Mechanisms for Outdoor Recreation*. (2017). Provides a summary from Headwaters Economics that outlines state funding mechanisms for outdoor recreation.
<https://outdoorindustry.org/wp-content/uploads/2017/08/Headwaters-Economics-v4-Screen.pdf>
- *State-Level Outdoor Recreation Reports*. (2021). Provides links to reports describing the participation in and economic impact of the outdoor recreation sector in every state and Congressional district. <https://outdoorindustry.org/advocacy/>
- *The Outdoor Recreation Economy*. (2017). Summarizes the economic impact of the outdoor recreation sector across the U.S. and includes national statistics on consumer spending, jobs, and tax revenue, along with statistics for specific recreation activities.
https://outdoorindustry.org/wp-content/uploads/2017/04/OIA_RecEconomy_FINAL_Single.pdf
- *White Paper on State Leadership Roles for Outdoor Recreation*. (2016). This white paper describes the role that states can play in promoting outdoor recreation, with examples from states that were early to adopt state-level directors of outdoor recreation.
<https://industry.traveloregon.com/wp-content/uploads/2016/08/Outdoor-Industry-Association-White-Paper-on-State-Leadership-Roles-for-Outdoor-Recreation.pdf>

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

- *Outdoor Career Path Module*. These interactive profiles showcase real people in the outdoor industry and the career paths, motivations, and work / life balance attributes that have propelled them in their work. <https://osucore.s3.us-west-2.amazonaws.com/orr-workforce-profiles-2022/story.html>
- *Outdoor Rec Drives Jobs: Careers in the Recreation Economy*. (2023). This report provides a comprehensive look at the outdoor recreation economy and the breadth of high-quality jobs that exist within, tailored to workers with a variety of skillsets. It also includes links to workforce resources and academic programs supporting work in the recreation economy. <https://recreationroundtable.org/wp-content/uploads/2023/02/Workforce-Report.pdf>
- *Outdoor Recreation Drives the American Economy*. This section of the ORR website hosts summary economic statistics overall and by state. The State site hosts summary statistics on the outdoor recreation economy by state, each of which links to the more detailed state report published by the US Department of Commerce Bureau of Economic Analysis Outdoor Recreation Satellite Account (ORSA) data. <https://recreationroundtable.org/resources/national-recreation-data/>
<https://recreationroundtable.org/resources/state-recreation-data/>
- *The Outdoor Recreation Roundtable Rural Economic Development Toolkit*. (2021). This toolkit outlines strategies for using outdoor recreation as a tool for economic development, including key best practices and examples from around the country. <https://recreationroundtable.org/rural-development-toolkit/>
- *Work in the Outdoors: Resources to Support the Outdoor Workforce and Career Paths in the Rec Economy* (2022). To release the “Outdoor Rec Drives Jobs” report, ORR used this webinar to feature several of the outdoor professionals featured in the report and to share about their connection to the outdoor workforce. <https://www.youtube.com/watch?v=UOYCPtKIJkk>

Sausser, Brooke and Jordan W. Smith, Ph.D. *Elevating Outdoor Recreation*. Institute of Outdoor Recreation and Tourism at Utah State. (July 2018). This study provides an overview and analysis of eleven state offices of initiatives of outdoor recreation. https://www.nps.gov/orgs/1892/upload/Elevating_Outdoor_Rec_Together.pdf

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

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

U.S. Department of Agriculture. *Federal Outdoor Recreation Trends: Effects on Economic Opportunities*. (2016). Summarizes participation trends and projections for 17 outdoor recreation activities common on federal lands, describes the current economic activity supported by outdoor recreation, and discusses how anticipated future changes in recreation participation and climate may impact the economic activity supported by outdoor recreation. <https://www.fs.usda.gov/treesearch/pubs/53247>

U.S. Department of Agriculture. *Recreation Economy at USDA Economic Development Resources for Rural Communities*. (2020). USDA's Forest Service, Rural Development, and the National Institute for Food and Agriculture developed this resource guide for rural communities to identify resources that develop the recreation economy. It describes the roles of federal agencies and programs in the recreation economy and highlights numerous financing strategies and case studies from communities. https://www.rd.usda.gov/sites/default/files/usdard_recreational_economy508.pdf

U.S. Department of Agriculture. *Recreation Economic Values for Estimating Outdoor Recreation Economic Benefits from the National Forest System*. (2017). This report presents the most recent update of the Recreation Use Values Database, based on an exhaustive review of economic studies spanning 1958 to 2015 conducted in the United States and Canada, and provides the most up-to-date recreation economic values available. <https://www.fs.usda.gov/research/treesearch/54602>

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

Trails and Transportation

American Trails. *Resource Library*. Search thousands of articles, studies, training, and projects on every aspect of trails and greenways. This website also has a national map searchable by state for agencies, organizations, training, and state-specific resources relating to trails and greenways. <https://www.americantrails.org/resource-library/>

Centers for Disease Control and Prevention. *Increasing Physical Activity Through Community Design*. This website contains a compilation of real world examples, an Implementation Resource Guide, and a Visual Guide to help communities implement recommendations for

built environment approaches that combine one or more interventions to improve transportation systems (activity-friendly routes) with one or more land use and community design interventions (everyday destinations) to increase physical activity.

<https://www.cdc.gov/physicalactivity/community-strategies/activity-friendly-routes-to-everyday-destinations.html>

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

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

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

https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwa_hep17024_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. *Dollars and Deadlines: A State-by-State look at the Transportation Alternatives Program*. The Transportation Alternatives program is a primary source of federal funding for biking and walking improvements. The Safe Routes Partnership created state-specific fact sheets that detail how local communities can access these funds.

<https://www.saferoutespartnership.org/blog/dollars-and-deadlines-state-state-look-transportation-alternatives-program>

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

https://www.saferoutespartnership.org/sites/default/files/get_to_know_your_neighborhood_with_a_walk_audit.pdf

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

APPENDIX D: COMMUNITY SURVEY RESULTS

As part of the workshop preparation, the Steering Committee was asked to complete a self-assessment. They chose to put some key questions to the public and launched a survey the results of which are below.

How satisfied are you with outdoor rec here 1 = Not at all 10 = Very satisfied	Where would you like to see growth in relation to the outdoors in our community?	Do you feel like there gaps in who has access to or typically uses outdoor recreation or downtown amenities?	Are there communities that are similar to Buena Vista that you find appealing?	What are important historical and current aspects of Buena Vista	How do you currently celebrate and support our community's history and culture?	What excites you most about the potential for outdoor recreation to drive the economy in our community?	What outdoor amenities do you currently enjoy in Buena Vista (i.e. parks, rivers, trails, etc.)?
1	The park. Not everyone likes to camp at the park, better campgrounds close by with more activities. There needs to be more concerts in the area, not just a fiddlers convention or just fridays in the park. More independent music artists should be able play.		Staunton VA - gypsy hill park!			It would be great if there are more activities for kids and families. Putt putt would be a great start.	Floodwall, although it smells near the plant. Maybe plant trees or something to block smell. The track in BV near 10th street. More gravel is needed. The GMP, there isnt a playground?????? Why at the skating rink people put tables there????

How satisfied are with outdoor rec here 1 = Not at all 10 = Very satisfied	Where would you like to see growth in relation to the outdoors in our community?	Do you feel like there gaps in who has access to or typically uses outdoor recreation or downtown amenities?	Are there communities that are similar to Buena Vista that you find appealing?	What are important historical and current aspects of Buena Vista	How do you currently celebrate and support our community's history and culture?	What excites you most about the potential for outdoor recreation to drive the economy in our community?	What outdoor amenities do you currently enjoy in Buena Vista (i.e. parks, rivers, trails, etc.)?
4	More large events in the downtown area that will draw campers from Glen Maury Park.	Since we are able to drive golf carts on streets in BV it would be very nice to have a bridge access from the park on 21st St. That way, the handicapped would more easily be able to access downtown.	We love Abingdon. They have the creeper trail, quaint shops, great restaurants, and lots of lodging.	Love the Paxton House. Would like to see the Visitors Center move into town in a more accessible location. Not everyone comes into our city from the Parkway. Would be nice to see a museum in connection with the VC displaying the artifacts and history from yesteryear.	We always attend Labor Day celebrations and Mountain Day activities. We enjoy visiting the Paxton House and musical events at the park.	We are a little older so most physical activities are not on our radar! But, it is exciting to watch races and bikers coming through town. We are excited that there are trails at the park we can access as well as the flood wall. There need to be more family friendly activities in town.	We walk on the flood wall. By the way....why don't you cover the over 54 age bracket in your age category. Don't we count?!!!
5	We need more youth outdoor activities.	I do not think there are gaps.	No	I believe the park pavilion and pool have been a staple of Buena Vista for many years.	Usually attend Labor Day and mountain days each year.	Hopefully it will help create jobs and drive for continued economic growth.	Park, pool, river, football fields
1	Park playground	Yes, lack of park stadd	Buchanan	History around our city		Everyone seeing the beauty	Penny park

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6	WE HAVE GOOD POTENTIAL, BUT WHEN IT GET PUT OUT OF SIGHT / OUT OF MIND DOESN'T HELP ex. PARK NOT HAVING ANYTHING DONE FOR OVER 50 YEARS, NOW CATCH UP IS A MAJOR PROBLEM.WE NEED TO CAPATILIZE ON WHAT WE HAVE, THE VIEW, THE RIVER, THE PARK TRAILS, THE RIVERWALK, THE CHESSIE TRAIL, THE A. TRAIL,WE NEED TO HAVE THINGS TO OFFER AND MAKE THEIR STAY IN THE AREA A VERY PLEASANT EXPERIENCE AND WANTING TO COME BACK AND BRING FRIENDS. I KNOW THAT WE HAVE TOSSED OUT MANY IDEAS IN OUR PARK & REC COMMITTEE MEETINGS.	I KNOW THAT WE COULD ATTRACT SOME MORE BALL TOURNAMENTS IN BUENA VISTA {LIKE OLDEN DAYS} BUT WE DON'T HAVE THE MOTEL / HOTELS OR THE KNOWN RESTURANTS IN BUENA VISTA TO ACCOMIDAT THE TEAMS, [SAY WE HAD A 10 TEAM TOURNAMENT AND 100 PEOPLE COME IN FROM OUT OF TOWN, HOW DO WE HANDLE IT ON FRIDAY AND SATURADAYAND THE BALL FIELD TO ACCOMIDATE THIIIS SIZE OR BIGGER EVENT	THINK ABOUT THE MOYER COMPLEX IN SALEM, THE SPORTS COMPLEX IN COVINGTON, BOTERTOUT AREA etc.	WE NEED SOME TYPE OF PLAQUE UP NEAR THE CABOOSE TO GIVE SOME HISTORY OF THE RAILROAD AND IT'S EARLY CONNECTION TO B.V.ALSO NEED ONE TO GIVE A LITTLE HISORY OF GLEN MAURY PARK.	INVOLVEMENT IN THE COMMUNITY HAPPENINGS AND EVENTS	GETTING MORE PEOPLE INTO OUR CITY, USING OUR FACALITIES, SPENDING MONEY IN OUR BUSINESSES AND IN TURN THEB BUSINESSES MAY SUPPORT OUR EVENTS {BECAUSE WE HELPED THEMMAKING THE BARN IN THE PARK INTO A MORE PRODUCTIVE VENTURE	GLEN MAURY PARK AND IT'S MANY OPPORTUNITIES IT HAS TO OFFER

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8	I believe we have adequate outdoor recreation	My family and I love going to the river off of route 60 as many do but better handicap accessible pathways down to it are much needed	Lexington	The SVU building is a historical landmark. Glen Maury park double decker is unique. When people visit me, I emphasize the access to nature	I try to shop and eat local although the options are so slim or do not suit my families needs. I attend community events occasionally. I try to donate or participate to organization such as local Arts classes	There is plenty of space for more business and I'm excited to see more diverse options that are unique but also suitable for the community.	Rivers, trails, parks
2	Bridge across the river, so people could actually walk to Food Lion, REMOVE the softbal field at Glen Maury Park.	Yes. almost nothing in downtown BV is handicap accessible.		The era before it was actually Buena Vista, wonder how many people in Bv know that Daniel Boone actually visited the Boat Locks? a lot of times.	I try to stop the Mormons from wiping it out.		The river, trails & mountains, Glen Maury park has been allowed to turn into a disaster.

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3	Revitalize downtown support small business access to river connect town via walking	The town needs to become a destination for that you need the draw. Glen Maury could expand to provide more services, events, River based festivals, hiking. But downtown needs to be able to provide amenities like restaurants, stores, outdoor places to gather	Parts of Buchanan, Lynchburg by the River. Parts of Roanoke focusing on walking/kayaking/tubing/fishing	Train, many opportunities for all the vacant industrial buildings for clubs/venues. Outdoor Music	Camping, hiking, swimming	Revenue from music venue and river access	Glen Maury and stops on the way to Blue Ridge Parkway

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3	I would like to see more events at Glen Maury Park and more events that utilize the Maury River.	I think there is a bit of a gap between the people who grew up here and the people who have come to live here, and how that translates to outdoor recreation.	I'm not aware of any.	I wish the architecture would have been salvaged more. We keep losing buildings to neglect. I also wish the housing market would be a bit more affordable so there would be less empty houses that need someone to take care of them. I think people around here, and those who move in, are willing to put in the effort to stay here if the fixer-uppers were more within their budget.	I like going to the carnivals and street activities. I also like knowing what's going on in the town - improvements and the like.	One of the main reasons I came back to BV is for the beauty. The Blue Ridge Mountains, the Maury River, the Appalachian Trail, even the pastures! My family and I aren't outdoorsy but we'd love to participate in activities and functions that take place in the beauty of the nature around us. And I want to mingle and feel like a bigger part of the community of Buena Vista, instead of just living here.	The walk on the flood wall is a nice stroll. My family and I also love the Chessie Trail. Last year we all enjoyed the pool at Glen Maury Park (we bought the season pass). And I also consider the ice cream shop - Holy Cow - an outdoor amenity that was very welcome after swimming all day!

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5	I feel like more could be added to the park for the children. I also feel that more side walks need to be added to the city for safer walking areas for children.	I fell the back alleys where people drive in/out of parking lots are full of pot holes making it harder for people to traverse from parking to event site in some places.	I like the feel of parts of Lexington that are easier for people to traverse on foot.	I feel like there isn't much historical aspects of BV besides old building that seem to be fading. I feel more plaques or info areas about historic sections of the town could be helpful. I do like the new art works in town and think that they should continue to help beautify this unique community.	I don't do much to celebrate either at the moment to be honest.	I feel that more outdoor recreation activities that people can enjoy as a family or as an individual would help to drive the economy here. The golfing range failed since it didn't cater to the needs of the locals. A lot of the locals are lifetime members or college students. Something that caters to both, like mini golf, could help drive the community greatly. It's great for families and its a great date idea for students. Now, that is an expensive venture so something more exciting but low cost could be more effective. An actual shooting range, or a wreck/break room (where you get to break things), or even an outdoor paintball arena might be easier to work.	Parks, walking trail.

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5	More children's parks and outdoor programs for kids in our area, a splash pad, and more short and easy/accessible trails around Glen Maury would also be nice to encourage outdoor recreation.	Due to the natural hills in our area I think it's hard for those with mobility needs to access outdoor amenities. I think some trails aren't very family friendly either.	Lexington- lots of parks and trails of varying lengths that are better maintained.	I think Paxton house should be advertised from Main Street with signs and hours, and better signage for trails and other parts of BV	Participate in community events when able, support local businesses	Being able to do more in our own community and also seeing positive change and growth in our area	Walk the flood wall, go to the community pool, frequently go to Penny park, attend outdoor events
4	Outfitter Water splash pad Updated playgrounds More outside pavilions	Lack of mobility and access	Front Royal	Buildings downtown, SVU, local churches, fire houses, local shops	Honoring it and try bringing community together - supporting local businesses	The growth and potential visibility it will bring for our wonderful community	Penny park Glen Maury Park Flood wall Chessie trail Ben Salem wayside Otter Creek Glen Maury Pool Farmers Market Walking downtown

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5	improvements to river access points. Specifically make the launch area at Glen Maury park easier for larger rafts and drift boats on trailers by adding a ramp, more parking, trailer parking. Also improve access at Miller's Dam, especially parking but also anything to help get boats in and out, especially larger rafts and drift boats on trailers. Would be nice if this site could function better as a take out as well as launch	n/a	n/a	n/a	n/a	better access	rivers parks and trails

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4	Apart from concern with the bathroom facilities and changes that are discussed with no signs of follow through. I feel that some of the growth and revenue can be improved by focus being on making those changes.	I think there are gaps definitely with the usage of public bathroom facilities at the park. Having to go to a business or further away is not convenient. I know there's an issue with vandalism in the past, but the community members are those suffering from others acts.	Close by is Lexington and even though there are so many difference between the two communities there are also some small similarities that can be seen.	I was able to attend the open house of the Paxton House a few years back and enjoyed seeing all the beautiful changes that were made. I was impressed with the efforts that were made to make those changes.	Supporting the local businesses when possible and enjoying the small town environment.	I had heard the pool would have changes made to maintain it better, but haven't seen those changes.	Glen Maury Park recently went on a couple of the trails there. In places they were not well maintained but still a fun idea to have those available.
3	Something for kids, teens and family. Like zip lining, outdoor adventure course (like Massanutten)	No	No	The flood	We don't	Having family fun locally	River Walk. Penny park. Glen Maury just wish it had a play ground and basketball. Glad it had tennis and a pool
7	Create a day use area on the water?	No	I love what Glasgow has set up for the AT hiker community and the area on the river for kayaks	I would love to see a walking tour of historic buildings in town	I try to attend all the celebrations in town	Attracting outdoor lovers will bring more people to the business in town	Love the river walk. Love the outdoor concerts in the park

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4	I would love to see the trails at Glen Maury kept up more with better signage. I would love to see us be a destination for recreation. If there was a way to hide the water treatment plant and the stench that would be helpful. Shops that sell outdoor gear would be a benefit. I have heard that it is a hassle to rent equipment from Glen Maury Park, so I haven't even tried.	There are a lack of decent accommodations directly in BV.	Downtown Staunton, Damascus and Abingdon along the Virginia Creeper Trail. It would be great to get people here to enjoy the Chessie Trail more as a tourist destination.	I would love to see emphasized how Buena Vista was a Boom town and all aspects of that. It seems like we regularly focus on the floods which is a big part but I'd like to hear focus on when Buena Vista was alive and thriving and bring that back.	Mainly through the public schools events and support of athletics.	We have all the perfect natural elements. Great trail opportunities, a river right by downtown, and a biking trail nearby. It could become a great hub for hiking, kayaking and biking if the proper support systems were in place.	River walk, Chessie Trail, Reservoir Hollow Trail. We tried the trails in Glen Maury park and received so many ticks we're leary of hiking there again. The trails weren't quite wide enough to avoid the foilage.
2	Better water access points More marked trails/better parking for them More advertisement about what's available	Absolutely. Local recreation has poor access or poorly advertised about the location of certain access points.		The river walk, the cement wall around the middle school, SVU, black history.	I am a board member for Main Street Buena Vista.	The Appalachian trail, Maury river access points, the river walk, SVU historical building.	Everything. Walking, flood wall, river (swimming and kayaking), farmers market, downtown events.

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7	I would love to be able to rent bikes, kayaks and such for a reasonable amount!	Once again i think the lack of equipment i have especially as a college student is my barrier	I do not know	This question is confusing. I love downtown particularly the library and old murals	I walk around town and see it	I love the outdoors	Flood wall- i run it at a minimum of 3 times a week. Chessie trail and the James river
6	Improve and redesign the disc golf course. It's not playable as is and has a rating of 2.4 on UDisc so it's not going to draw people to the area.	That's not an issue for me.	Bedford has a nice parks and recreation department	The flood walk is a nice place to walk. Maybe add signs of interest with photos related to the flood of 1969 and how the flood wall constructed.	I regret to say that I don't feel I do. I tend to go elsewhere for my recreational purposes.	I am for anything that brings potential economy to BV. However, the city tends to initiate projects and doesn't follow through or continue to maintain after the fact.	The flood wall for walking. Not part of BV but the Ben Salem wayside. A beach area along the Maury at the park would be nice

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5	Glen Maury Park outdoor activities events. Trail hike with interpreters. A plan to stimulate people, children and adults, to participate in outdoor activities.	There is definitely a barrier to information. While you read about new trail(s) in Buena Vista, how do you find them? Strategic placement of qr codes could allow access to this information and encourage use of facilities and activities. The qr code method could be used for detailed event activities too.	Buchanan, VA		Are there activities for this?	Outdoor activities have a tremendous potential to drive economic growth. If unique highly desirable activities could be available 365 days a year, you might be able to pull the Lexington people east the 150 miles you drive to get to Buena Vista. There should be resources available through the Commonwealth to assist in developing new, unique adventures.	Flood wall hike, walking downtown.
1	Guided hiking, garden tours, more community gatherings	No	Unsure	Downtown buildings, SVU, flood wall, site where Updike's pond was	Attending gatherings at the park	Restoration of a sense of community	Park, floodwall, farmer's market

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5	Lighting on flood wall, geocaching, some lessons/training for things like mountain biking, canoe/kayak rental and shuttle. Walking groups, weekly fun 5k in the park(they do this in other countries-ParkRun in Australia), I'd love a walking trail with signs and qr codes that tell more history about buildings	Not knowing what is going on/not knowing where to look	Yellow Springs, Ohio, Cuba, New York(for walking trail signs)		Blue Library online	New people coming into town!	Chessie trail, flood wall, Reservoir trail
5	We love to see more parking and boat launch spots on the Maury River. In addition, we would like to see more dog-friendly spaces, especially a dog park.	The gaps I see revolve around walkability. In places, there are no sidewalks, and residents and visitors are forced to walk on the side of the roads			We love the Mountain Day event and parades.	We are excited to see all the new businesses opening up. We hope to see more growth and recreation that includes the Maury River	The Chessie Trail and Kayaking are our favorite spots

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1	Installing new, lighted tennis courts and basketball courts at Glen Maury Park. Sports get kids outside, keeps them physically fit, and keeps them out of trouble.	Not really... and by creating more outdoor sporting opportunities that are free of charge, everyone is welcome and has equal opportunity.		The Paxton House, previous history of how Buena Vista got its start, previous historic landmarks that no longer exist, important residents who made an impact on the community.	Mostly through supporting PMHS athletics.	The physical location and beauty of Buena Vista is outstanding, so that should be played up as much as possible by adding more sporting options for both young and old.	Access to the Blue Ridge Parkway.

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8	Outfitters, guided tours, shuttle services	We are lacking to have both city trails and remote trails. Lack of transportation to those remote areas, plus the uncertainty of finding trailheads and spending time in those remote locations can be intimidating for newbies or families. Additionally, the need for permits and enforcement are sketchy.	Damascus, Front Royal	I don't recall seeing any historical interpretation of the history of BV, which is very interesting. The Paxton House is one of the most visible historical sites, but not very accessible in terms of hours of operation. SVU Main Hall is historic but there is no draw for the public to visit...no museum or gift shop. Love all the murals. Encouraged by the new businesses and the younger residents to keep the town vibrant.	Take family and friends to visit historic and cultural sites, mostly in Lexington and Rockbridge, with reasons listed in #6.	I'm not sure how it will impact workforce, however when there are more visitors, there is a need to support them with restaurants, shops and hotels.	Riverwalk, Chessie Trail, Blue Ridge Parkway

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5	Canoe, kayak, tubing, and paddle board rentals at GMP - the river is ready but we need an on-site seasonal outfitter to enable more people to take advantage of the amazing resource in their backyard.	Yes! Transportation is a big problem for the community, and on-site river equipment rentals would be hugely beneficial to residents and visitors alike. Bike rentals would be great as well. There are communities in the Shenandoah Valley who have handicap accessible playgrounds for differently abled children. GMP would be a great place for such a thing, as it will draw in not only the locals who would greatly appreciate it but parents from surrounding communities who will drive for the experience for their children. A more prominent awareness of AT Trail Angels and better access into downtown for those hikers would also benefit BV, elevating it above other Trail Communities. The more we can offer the hikers, the more BV will be top-of-mind for them when they need to come down from the trail for supplies or rejuvenation.	Waynesboro is also a small river community and its parks really embrace the natural asset of the river. They also host outdoor sporting events that people are willing to travel for. See https://www.waynesboro.va.us/166/Parks-Recreation	Interpretive signs along the river walk would be an enhancement and allow the story of the city's hey day to be told in a public, easily accessed way. There are many facts (little-known to residents, most likely) about the significance of the river, the industry, the historic buildings, etc.	I share historical points and boast about GMP, the Chessie Trail, and the AT on a national level.	Outdoor recreation is a no-brainer for BV. It's there; grab it and run. People travel for outdoor experiences and they leave their money when they go. Restaurants and lodging benefit. It's outside money that alleviates the tax burden on residents.	The river walk and GMP are top of mind. I appreciate signage to Reservoir Hollow and believe more low hanging fruit like that will make a difference. I've been asked what the heck is Reservoir Hollow by people who live in BV; they don't even know the gold right under their nose.

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4	<ul style="list-style-type: none"> * Upgrade Glen Maury Park roads, facilities, playgrounds and camp sites. * Provide expanded canoeing, rafting and tubing opportunities down the Maury River. * Upgrade ballfields, expand hiking/walking trails and nature walks. * Install rental cabins atop Glen Maury Park, some with a nice view. * Work with local Rotary Club to improve Pavilion concession stand and expand Pavilion use with more public events...as well as rental of the Pavilion for private events (weddings, receptions, company/church and other private parties, etc.). * I think the closing of the golf course was a lost opportunity for our community...great idea but poorly marketed and executed. 	<p>I think the gaps have far less to do with access, transportation and related "barriers" but really come down to the need for more and better marketing and communication, both by the City as well as local businesses, many of whom don't have a clue as to how to market their business. I once heard someone say that Buena Vista is one of the best kept secrets of Rockbridge County. That said, we need to have more and better recreational opportunities, more businesses, continue 'cleaning up' the downtown, etc. so we have something to market both to local residents and to attract more folks from outside our community. As it stands now, SVU and GMP (and GMP only on a very limited basis) are the only things to really bring folks into our community.</p>	<p>Lexington, Buchanan, Tazewell, Abingdon</p>	<p>SVU (Main Hall, etc.), historic downtown (AFTER improvements and attracting more businesses), close to Blue Ridge Parkway and Appalachian Trail, recreation (particularly summer, including events at GMP), beautiful views,..</p>	<p>I am a member of the Buena Vista Rotary Club and we work with the City to support Friday's in the Park and other GMP venues. We also support Buena Vista City Schools in a variety of ways. But our club needs more members and we have difficulty finding folks who are willing to give a bit of their time and talent to join or otherwise help us in these endeavors. I also participate in other local events, activities according to my time and interests and patronize local businesses. I have and still serve on various boards and committees representing SVU and/or my community.</p>	<p>I think Buena Vista has tremendous potential relative to outdoor and related activities. I could envision BV as a resort community of sorts with a host of outdoor activities, including winter activities. Its location and access from I81 & I64 make it easily accessible and an ideal place for people to come and enjoy the scenery, river, hiking, Parkway, App Trail, camping and a host of other activities that could be added or expanded.</p>	<p>Walking downtown, hiking trails both in and outside the city (including trails up route 60 toward the Parkway), summer events at GMP, SVU sporting events/activities, picnic shelters, playgrounds (grandkids).</p>