

APPENDIX A: WORKSHOP EXERCISE RESULTS

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

- Visioning and Values Exercises
- Asset Mapping Exercise
- Assets and Challenges Exercise
- Action Brainstorming and Voting Exercise

Visioning and Values Exercises

As a part of the workshop’s opening session, workshop facilitators asked participants to share one word that they felt summarizes their feelings about Cambridge and outdoor recreation. They also asked participants to share what outdoor recreation means to them. For both of these questions, participants entered responses into the video conference chat for discussion. Responses to these questions and exercises helps illustrate workshop participants’ broad vision for the recreation economy and downtown revitalization in Cambridge. Word clouds summarizing the responses to each question, as well as the full list of responses, are included below. These word clouds highlight the most commonly-listed words and phrases participants used in answering these prompts.

One Word about Cambridge and Outdoor Recreation:



- Fun
- Excited
- Home sweet home
- Bicycling
- Community
- People
- Community
- Community
- Family
- Partnership
- Togetherness
- Potential
- Health
- Stewardship
- Community
- Usefulness
- Community
- Biodiversity, connectivity, carbon capture
- Nourishing
- Nature
- Habitat
- I love New York
- Connected
- Special
- Grounding
- Conservation
- Community
- History
- Endless possibilities
- Opportunity
- Cooperation
- Regional
- Food
- Pride

- Peace and tranquility, enjoying nature and getting away from the rat race
- Maintained shared space
- Long connected hiking and walking places
- Horseback riding
- Horse trails
- Ice skating, cross-country skiing
- Skiing, snowshoeing
- Places to exercise – places to attract visitors
- Outdoor theater and music
- Connection with and care for nature
- Reciprocity
- Fresh air
- Exercise
- A walkable community with lots of other opportunities for activity
- Ice skating
- Unstructured play
- Walking in nature
- Green spaces and quiet
- Disc Golf Courses
- Gardens
- Opportunities for all to engage in the outdoors
- Life balance
- Public park
- Fewer cars, more people power
- Kind to the river, and sharing with others especially from more urban areas
- It's Public!
- Picnicking
- More walkable areas
- Outdoor beauty driving a more thriving economy
- Providing services to recreators
- Easily accessible
- Turn over the former water line easement to the Village for a trail
- Better access to Hoosic River for kayaks
- Many available recreation opportunities all at once – from orienteering to frisbee golf
- Activities still available during COVID
- Create something unique that will attract \$\$\$
- Whether one has 20 minutes or half a day – get outdoors!
- Aligning outdoor opportunities with greater internet access
- For kids to explore, turn over logs, find bugs
- Biking or walking to a destination (restaurant, pub, cafe, museum, etc.) through well-connected local trails, both in village and beyond
- Safe biking paths
- Trails that are wide enough to hopefully decrease ticks clinging to us!

Making Headlines

Workshop facilitators also asked small groups of workshop participants to think about something positive that has happened in Cambridge involving outdoor recreation and downtown revitalization around 3-5 years from the workshop, and to generate newspaper headlines that reflect what has happened. The headlines are summarized below.

- *"A tiny village in the historic Cambridge Valley is experiencing an economic boom through year-round outdoor recreation."*
- *"Community assets like Hospital Hill, the Community Forest have become interconnected and have proven to be the key to this small town's turnaround."*
- *"Small businesses have been drawn to this gem of a village."*
- *"New families and elders have arrived and launched a real estate boom."*
- *"The sky seems to be the limit for this gorgeous little town."*

- *“Cambridge recognized nationally for its community spirit and its revitalization and sustainability, creating more jobs for residents while maintaining balance and the landscapes that make us special.”*
- *“Cambridge has become a mecca for outdoor recreation.”*
- *“Cambridge is Really Moving, Join us in the Great Outdoors!”*
- *“Cambridge wins comprehensive lifestyle award for a healthy community; cited as the best village in NY state.”*
- *“Cambridge Valley Recreational Loop Completed! Leads to regional economic connectivity.”*
- *“Cambridge opens new rail and community trail network with a celebration of history and theater at the newly opened Hospital Hill to a sellout crowd – becoming a national model for community connectivity with visitors hiking and biking from main street to recreation activities!”*
- *“Cambridge, NY: The healthiest community in the US becomes the go to destination for art, health, local food, and community.”*
- *“Town celebrates 5 years of coming together around nature, outdoor education and enjoying the outdoors, all made possible through unparalleled community engagement.”*

Asset Mapping Exercise

During the workshop, one small group exercise involved using an interactive, web-based map called Social Pinpoint. In this exercise, workshop participants placed map markers on strong existing assets; future opportunities; supportive services and assets; and gaps, needs, and fixes. Participants reviewed assets that were pre-populated prior to the workshop and added their own. The mapping platform allowed workshop participants to explore Cambridge’s assets and opportunities to prepare for action brainstorming in a following workshop session.

The mapping results from this exercise are documented and summarized below. The interactive Social Pinpoint site will remain open for continued community input, and Rick Lederer-Barnes from the community has been given a short tutorial and administrative rights to manage the back-end of the Cambridge RERC Social Pinpoint map tool. The site will be open for use through the end of July 2021. The mapping shown below represent comments and inputs to the map as of November 2020. Both maps below (Village-scale and Regional-scale) use the same legend.

<https://eprpc.mysocialpinpoint.com/lerc-cambridge#/>

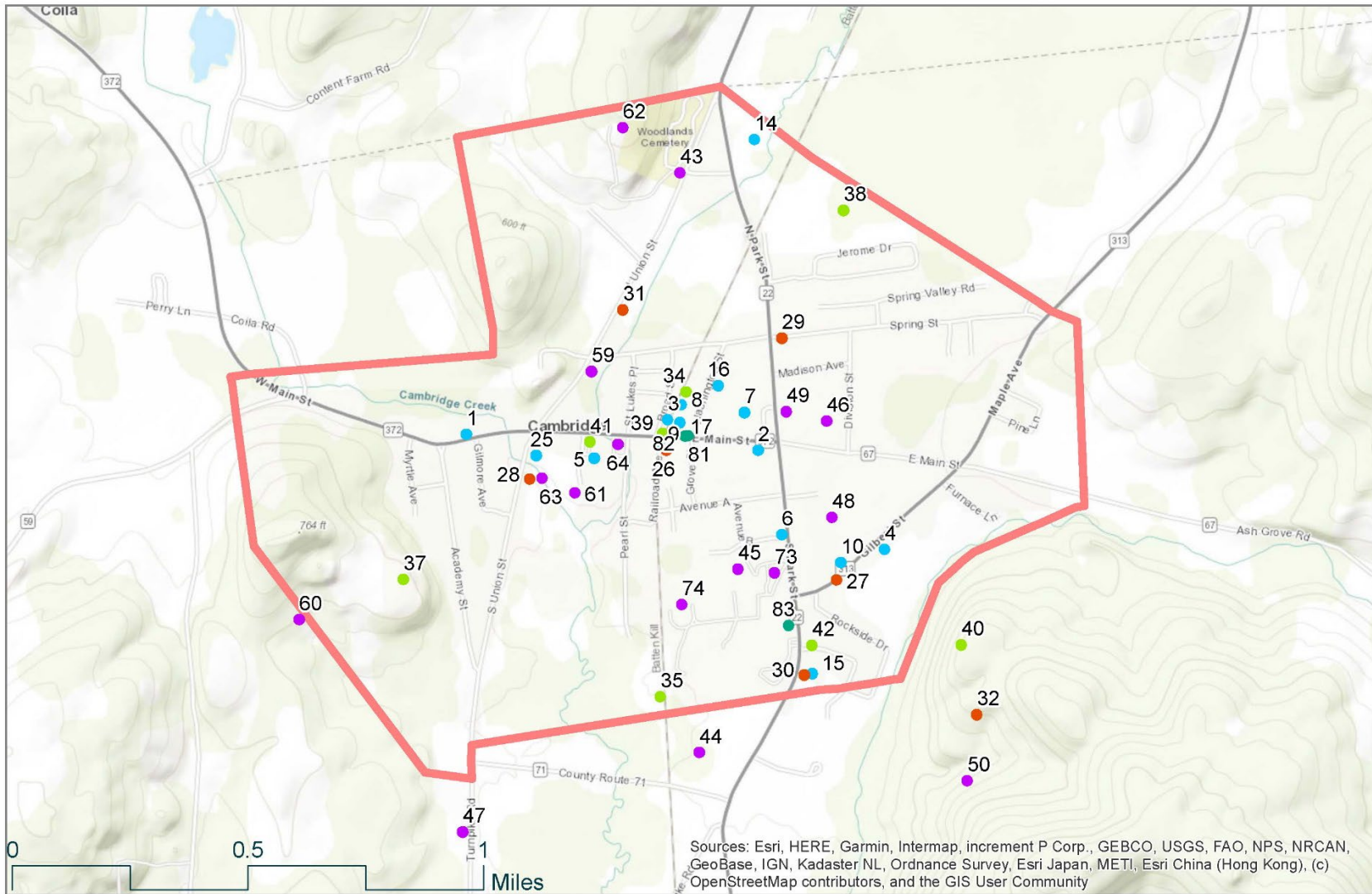
Map #	Comment Category	Comment
1	Community Asset	King's Donuts
2	Community Asset	Hardware store
3	Community Asset	ABC – tasting room and gathering space
4	Community Asset	Need to be sure to include the Fire Dept in discussions to see if there's a way to make use of at least a portion of the "excess" land. Original plan was to sell the land to help offset building costs.

Map #	Comment Category	Comment
4	Community Asset	Future site of the Cambridge Fire Department, with field area extending down to stream
5	Community Asset	Cambridge Library
6	Community Asset	Patrician Hall: Cambridge Youth Center and stage used for music and other events
7	Community Asset	Brieman Building – gathering space
8	Community Asset	Cambridge Community Bread Oven, a Quebecois style bread oven available for community use (with training)
9	Community Asset	Cambridge cooperative food coop
10	Community Asset	Sunshine Nursery School; provides aftercare for younger school-aged kids as well. One issue is walkability. It's close enough to the school and other amenities, but the speed limit on Gilbert street is 40 mph and there is no sidewalk.
11	Community Asset	The Georgi on the Battenkill – museum, gorgeous grounds for events, performances, and more; and a popular swimming spot
12	Community Asset	The Clark – major regional museum, with grounds for walking/snowshoeing
13	Community Asset	MASS MoCA -- major regional museum, concert venue, and attraction
14	Community Asset	Outdoor playground and skate park at the Village offices and Police station
15	Community Asset	This might be closing, being converted to apts.
15	Community Asset	Cambridge Motel – one of the few main lodging options in the Village
16	Community Asset	Cambridge Community Garden – a community driven gardening spot demonstrating sustainable agriculture on a small scale
17	Community Asset	Hubbard Hall Center for the Arts and Education, with four historic buildings and greenspace
18	Community Asset	Salem Art Works (SAW) – outdoor sculpture and art center
19	Community Asset	Battenkill Valley Creamery – best ice cream in the known universe
20	Community Asset	Rev War Cemetery. 2.6 acres, > 1000 graves, many revolutionary veterans
21	Community Asset	County Courthouse meeting space
22	Community Asset	Hicks Apple Orchard 18 Hicks Rd. Granville, Saratoga Apple 1174 Rt. 29 Schuylerville
23	Community Asset	Lake Lauderdale Campground 744 County Rt 61 Cambridge NY - camping is important especially because motel is closing
24	Community Asset	Hildene – Robert Todd Lincoln House
25	Community Asset	Field owned by "The Mansion" used for Balloon Fest. Great open space for dog walking, walking along Cambridge Creek, playing ball etc. - would be good to formalize an arrangement with the ownership to ensure it stays open
26	Needs Fixing or Attention	This isn't the library – it's the agway building, which hopefully is going to be renovated and put into some use again (I think there's a grant?)

Map #	Comment Category	Comment
27	Needs Fixing or Attention	Gilbert street is within the Village, the connection between the school and an aftercare provider, and houses a number of important services (urgent care, a dentist) but there are safety concerns for pedestrians (especially children). The speed limit is 40 mph and there is no sidewalk
28	Needs Fixing or Attention	This was the community sledding hill until the Cambridge Mansion (an assisted living and memory care service) expanded – which is great, but kids and families feel the loss of a walkable sledding hill where the community gathered.
29	Needs Fixing or Attention	Sidewalk on north park street, coming from the Village, ends here – it can be a little dicey to get to the playground (especially with strollers and young kids)
30	Needs Fixing or Attention	Cambridge is lacking overnight accommodations (motel closing soon)
31	Needs Fixing or Attention	North Union Street has no sidewalks so people have to walk in the street to get to the cemetery
32	Needs Fixing or Attention	Community forest needs parking and adequate access to avoid impacts on immediate neighbors. Should be easy to walk to the forest to the village then may help. In general, need to solve for access.
33	Needs Fixing or Attention	Boat access off River Road on north side of river. Overgrown with invasive Japanese Hops. No place to pull off river and picnic (unless that has changed?). Went there once and never went back even though it's close to our house.
34	Opportunity or Big Idea	Railroad right of way, currently still in use for local freight, might in the long term become a rail trail with connection to Eagle Bridge to the south and Salem to the north (which in turn is near an existing trail that extends up to Granville NY). Or of course, in an alternate reality or the distant future, this could perhaps become a light rail commuter line.
35	Opportunity or Big Idea	Village of Cambridge composting facility – a possible opportunity here is adding a trail to connect the heart of the village to the school area, across the railroad track.
36	Opportunity or Big Idea	Future connector trail to Mt Tom State Forest?
37	Opportunity or Big Idea	This is a huge amount of land that everyone would like to see used in a more productive way. I've heard ideas from walking trails to an artist retreat. There are certainly issues we'd need to address with safety and security, and the current conditions of the buildings. I believe the tennis courts are still being used.
38	Opportunity or Big Idea	Former historic site of Cambridge Fairgrounds – now on private land – could it be accessed again?
39	Opportunity or Big Idea	With a large portion of the downtown neighborhood on the National Register of Historic Places, could we further brand the downtown as a historic gem of 19th and early 20th century architecture, with a History Walk with signage and mapped walks downtown? And labeled/signage on properties?

Map #	Comment Category	Comment
40	Opportunity or Big Idea	Could explore how parking and access could happen with the firehouse development. There are some private property access challenges here but it's an opportunity to explore further with different parties.
41	Opportunity or Big Idea	Ice skating rink potential? Could be dual purpose – summer use, winter use
41	Opportunity or Big Idea	Old school (admin building) is a potential brownfield that represents an opportunity for clean up (EPA) and re-use. Bathrooms? Park? Parking? Building may or may not be salvable (black mold?).
42	Opportunity or Big Idea	White Creek Town Hall – possible parking location for Community Forest. Also could be a restroom location for the forest, would need to add an externally accessible bathroom like what was done at Village Hall.
43	Outdoor Recreation Asset	Great walking/running trails
44	Outdoor Recreation Asset	Cambridge Central School forest area with trails
45	Outdoor Recreation Asset	Pocket park with band shell
46	Outdoor Recreation Asset	Softball / baseball fields
47	Outdoor Recreation Asset	Historic Cemetery
48	Outdoor Recreation Asset	Publicly accessible walking path that connects from Rt 22 to Rt 313 past the catholic church and medical building. I believe this is privately owned, but mowed for paths by the owner.
49	Outdoor Recreation Asset	Historic cemetery
50	Outdoor Recreation Asset	Future site of the Cambridge Community Forest
51	Outdoor Recreation Asset	The map dropped this in the wrong place somehow. It should be across the road for the hunting/hiking area.
51	Outdoor Recreation Asset	Eldridge State Park – walking and hunting
52	Outdoor Recreation Asset	Folded Rock Trail – hiking up to ridgeline and view
53	Outdoor Recreation Asset	Eldridge Swamp State Park – hiking and hunting
54	Outdoor Recreation Asset	Lake Lauderdale County Park – hiking, swimming, picnicking, and fishing
55	Outdoor Recreation Asset	Parking area and a popular spot for tubers to get off the Battenkill. Also used by kayakers, fishermen, and others.
56	Outdoor Recreation Asset	Popular starting spot for tubers/kayakers on the Battenkill
57	Outdoor Recreation Asset	Excellent running and biking all back in here. Killer hills but the views are worth it.
58	Outdoor Recreation Asset	Willard ski mountain – small local downhill and tubing mountain; offers ski schools; people like how safe it feels
58	Outdoor Recreation Asset	Nice view of Hudson Valley from summit. Haven't been up there in a while, not sure if hiking in off-season is still allowed.

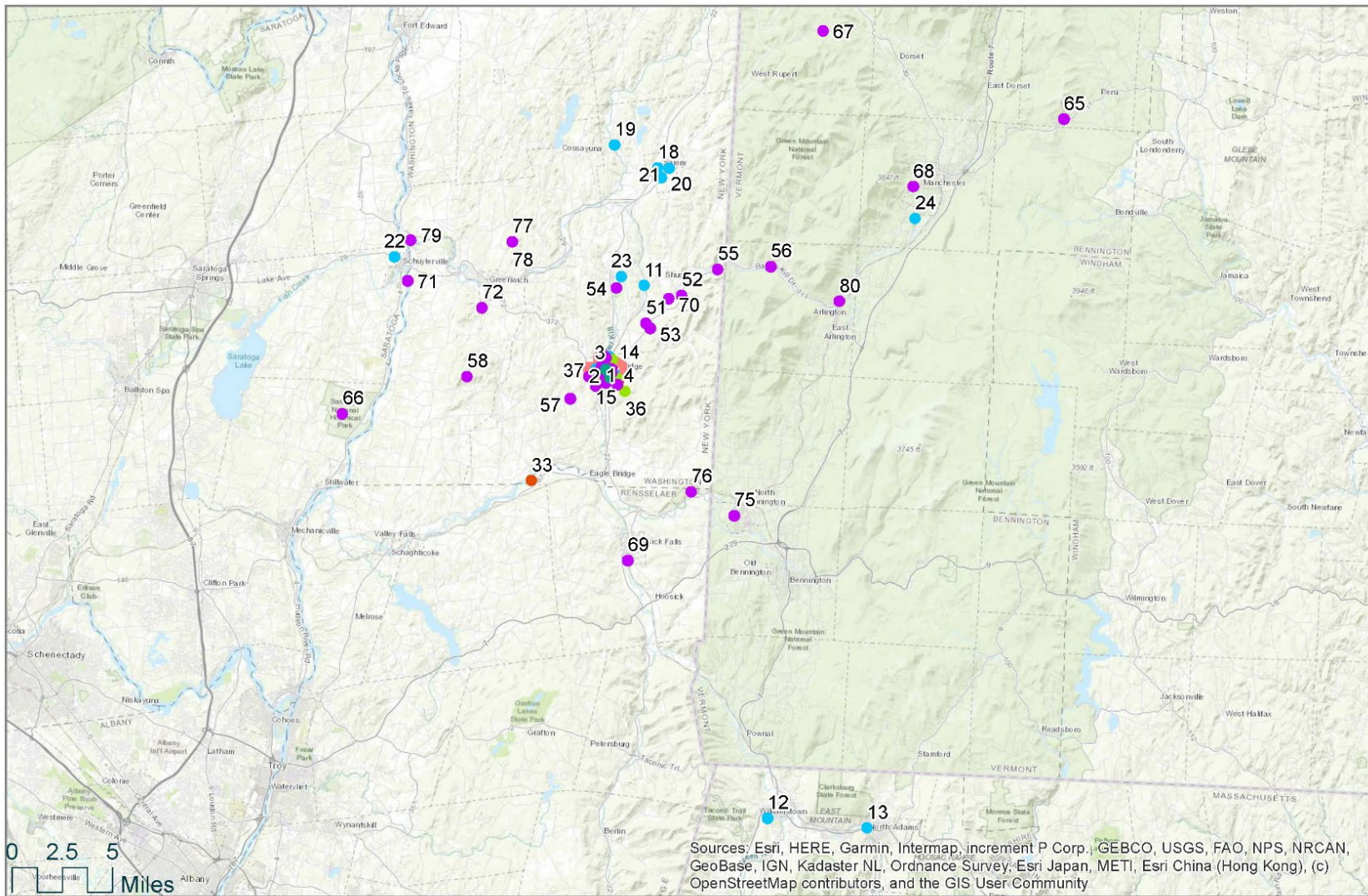
Map #	Comment Category	Comment
59	Outdoor Recreation Asset	Potential site of historic site of the Mohawk, with a history of artifacts recovered.
60	Outdoor Recreation Asset	Hospital Hill existing hiking trails.
61	Outdoor Recreation Asset	Potential walking and biking pathways through village behind Main St. businesses.
62	Outdoor Recreation Asset	Top of cemetery trail with views of village, including of water tower behind VARAK park, could be linked to trails down to the water tower.
63	Outdoor Recreation Asset	Cambridge Creek
64	Outdoor Recreation Asset	Owl kill Creek
65	Outdoor Recreation Asset	Bromley Mountain – big regional draw for downhill skiing
66	Outdoor Recreation Asset	Saratoga Battlefield – historical monument with lots of walking / biking / skiing / snowshoeing options
67	Outdoor Recreation Asset	Merck Forest – hiking, farming, camping
68	Outdoor Recreation Asset	Mount Equinox – hiking/walking/skiing/snowshoeing; good range of accessibility options
69	Outdoor Recreation Asset	Hoosick River Greenway Would be great to connect to this with a regional trail
70	Outdoor Recreation Asset	Battenkill Conservancy has a map with access points, should get their data. (Rick Lederer-Barnes)
70	Outdoor Recreation Asset	Battenkill River. Huge outdoor rec asset for fishing, tubing, kayaking. Runs from VT to NY. Whole length.
71	Outdoor Recreation Asset	Champlain Canal (connects to Erie Canal) Toepath and water way.
72	Outdoor Recreation Asset	Christ the King Center, 575 Burton Road, Greenwich NY 12834
73	Outdoor Recreation Asset	CCS Tennis Court – recently redone, can be used during non-school hours
74	Outdoor Recreation Asset	CCS track – used by the community for walking during non-school hours
75	Outdoor Recreation Asset	Conservation land at Park-McCullough House
76	Outdoor Recreation Asset	Walloomasac Battlefield
77	Outdoor Recreation Asset	Oops, sorry, Thunder Mountain!
78	Outdoor Recreation Asset	Bald Mountain Trails (off North Road)
79	Outdoor Recreation Asset	Hudson Crossing Park
80	Outdoor Recreation Asset	Arlington Recreation Park – great model of a community recreation facility that is used by both the community and the school. Ballfields, swimming pond, river access, 9-hole golf, tennis and basketball courts, playground, skating rink, and walking/exercise trail
81	Partner or Organization	Hubbard Hall – offers multi-disciplinary performances, classes and other programming
82	Partner or Organization	Battenkill Books – local indy bookstore
83	Partner or Organization	Location of summer 2020 farmers market. COVID caused the market to have to move from Railroad Park. Deeply appreciative of being able to use the Cambridge Central School property. Moving to the Brieman Building for winter market in November. Need to consider location for summer 2021. School site has worked well for market and attracted many travelers on Rt. 22.



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



Cambridge, NY (Village-scale)



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



Cambridge, NY (Regional-scale)

Assets and Challenges Exercise

Another small group exercise involved workshop participants brainstorming existing assets (what is currently working well in Cambridge to build on the outdoor recreation economy and revitalize downtown) and challenges (what barriers exist to achieving your goals around outdoor recreation and downtown revitalization). Workshop facilitators asked each participant to review the workshop goals and to write their ideas for assets (blue virtual post it notes) and challenges (red virtual post it notes), under the workshop goal to which it related. A summary of all the assets and challenges listed during this exercise is included below.

Goal 1: Physical Connections: Support physical improvements to streets and sidewalks and provide wayfinding signs to safely connect Main Street to walkable and bikeable natural amenities, including the new Community Forest, Woodlands Cemetery, community gardens, trails, and pocket parks, complementing and building on Main Street redevelopment projects.

Assets / Working well

Sidewalks in village	Scale of village, Village buildings are concentrated in small area - easy to make impact	strong arts center in the middle of the community Hubbard Hall
Street safety and structure has been improved	Signage has been approved and is more aesthetic	much of the Village has usable sidewalks, including in the winter, when they are plowed
Community forest is easily walkable to the downtown/community	Well-defined "Main Street"	Fire department project is moving forward
Proximity of community forest to schools, daycares - access to outdoor natural resources education	Main st walkable from one end to the other	Lots of bicycling opportunities
The community garden is walkable from the school	School connections to the Community Forest	Lighting has been improved
Local ownership of businesses	Tennis courts, newly resurfaced track and outdoor classroom at CCS	Weekly Farmers Market
Waterways are asset		Dog walking stations are helpful
		Historic nature of architecture

Challenges / Barriers

Safe Pedestrian/bike access from CCS to CF. Look to fire house 6 acres for parking and paths	Lack of Bathrooms near community forest. Garbage and trash being left behind.	Lack of sidewalks on 313, and further north on North Union St. There aren't sidewalks to the community garden or community forest. Need sidewalk to the cemetery. Skate park needs sidewalk
Lack of bike paths/lanes; Safe bike lanes on Park and Main streets or designated alternate bike routes. Bicycling in town with on-street parking.	Lack public parking, sections may not feel safe in the dark for pedestrians. Parking at the future Community Forest is a problem. New Parking lot needs to be designated.	Sidewalk improvements - unsafe/slippery/needs maintenance. Slate is charming but can be slippery.
Biking on main street is not safe (especially for kids or less sure bikers)	Signage for recreational activities has not been done	NYS Fiscal issues - decreased revenues due to Pandemic
Improve retaining wall/safety along Owkill - figure out best way for people to enjoy	Improve access to Hospital Hill - reopening. Privately owned - can access be opened to public?	Rural transit is limited
Drive-thru traffic	No wayfind signs exist.	Physical barrier to accessing community forest from school - crossing state road
Upkeep of buildings is uneven	Vacant businesses, lack of restaurants, coffee shops, etc.	Lack of casual sit-down lunch/snack places (for post-COVID)
There are back ways through the Village (off the Main street) but it's on private land		

Goal 2: Priorities for the Community Forest: Identify next steps for development of the Community Forest that engages the community in planning, infrastructure development, and community-supported programming and activities, capitalizing on the forest's proximity to Main Street and to existing and planned civic uses such as the school and fire department.

Assets / Working well

<i>ProUse as educational asset for the school</i>	<i>Walkability/proximity to school and village</i>	<i>Close to CCS - opportunities for school use. Teachers/educators can utilize/have used in the past - good amenity as a teaching tool</i>
<i>Firehouse project would make great access and parking. School proximity for parking. Abandoned building on corner 313, possible repurpose.</i>	<i>Beauty of the area</i>	<i>Opportunities for volunteer monitors/ambassadors to help with upkeep and management. Volunteers - retired teachers ready and willing to take folks into the Forest</i>
<i>Sustainable demonstration forest site; natural resource education; place for all community members to enjoy</i>	<i>Can be connected to other forest areas in close proximity for expansion.</i>	<i>Sensory trail for preK to 2 grade being developed; encourage young families to use property</i>
<i>Could the old Verizon building in front of the school be purchased and developed for a parking area?</i>	<i>Inventories of property already underway. Hoping for a range of types of trails.</i>	<i>The passion of people who made it happen</i>
	<i>Carbon credit income generation</i>	
	<i>Quiet spots for reflection, meditation, listening</i>	
	<i>Opportunities abound and seem limitless because it is new</i>	

Challenges / Barriers

<i>Generating wider awareness of and interest in use and preservation of the CF</i>	<i>Bridge needs to be repaired</i>	<i>How much is it being used by a broad range of the community?</i>
<i>Safety concerns about who's using it</i>	<i>Need for leaders to assume responsibility for educational programs, trail building, program development</i>	<i>Concerns about increased traffic (and safety) that would change the character of the neighborhood</i>
<i>Coordination with neighborhood, parking, etc.</i>	<i>Education and stakeholder buy-in</i>	
<i>Opportunities to make accessible to all ages</i>		
<i>Signage re: ownership, permitted uses, goals, safety, etc.</i>		

Goal 3: Community Identity and Opportunities for All: Celebrate what makes Cambridge unique, bringing all outdoor recreation assets together, assessing what exists and what is missing, building on business and service opportunities, and developing an identity and brand for a community that is connected, inclusive, equitable, understandable, and exciting for all residents and visitors.

Assets / Working well

<p><i>Incredible beauty and quiet in the area. Proximity of natural resources and beauty of area immediately outside of village. Developing our brand of living rurally in diverse natural habitats. The natural resources available to us are astounding by comparison.</i></p>	<p><i>A crossroad between other recreational areas in Vermont and the Saratoga and Adirondack regions</i></p>	<p><i>Good blend of outdoor recreation, arts and culture, and history -- could be very attractive. An existing variety of cultural assets including artists, theatre, artisans, musicians. Lots of art studios in the area.</i></p>
<p><i>The small town feel</i></p>	<p><i>Deep Native American history and historic architecture.</i></p>	<p><i>Plenty of Agricultural assets. The proximity of the farming community.</i></p>
<p><i>Day drive to/from major cities (NY, Boston, Quebec)</i></p>	<p><i>This is year round recreation, we have events that are mostly seasonal.</i></p>	

Challenges / Barriers

<p><i>Some of these goals will not be universally accepted - needs to be much more outreach. NIMBY expressed on some issues - need to think about greater community benefits</i></p>	<p><i>Some assets are harder to find or harder to connect</i></p>	<p><i>Less inclusive/ non-welcoming sentiments being expressed</i></p>
<p><i>There is division in the community politically and socially as well as New vs. old community membership that makes it difficult to truly come together as a community.</i></p>	<p><i>Develop a welcome to the area visitor/info center at Don Small's property on the corner of Park and 313 opposite CCS to inform visitors of available resources - Christine Hoffer's idea.</i></p>	<p><i>Local businesses need infrastructure to support them (e.g., sewer)</i></p>
<p><i>Inclusion is lacking; some people don't have the means to recreate elsewhere so need local opportunities.</i></p>	<p><i>Continued maintenance and upkeep.</i></p>	<p><i>Lack of hotel/motel/B&B for longer stays or larger event venue related excursions</i></p>
<p><i>Economic challenges of limited job opportunities</i></p>		

Goal 4: Regional Connectivity: Develop an understanding of the regional context of recreational assets, connection to other communities, and alignment of regional priorities for leveraging the unique outdoor recreation amenities in the area.

Assets / Working well

<i>There are already regional things like wool and sheep tours, brew pub tours</i>	<i>Let's think outside the box about lessons from COVID-19. People are seeking isolated natural spaces - we have those</i>	<i>We have the organizations in place and represented in this process to make this a well connected network moving forward - ASA, BC, CCS, towns, village and beyond</i>
<i>The Battenkill and its attendant existing businesses and uses - it is a thruway and a revenue generator that connects across state lines, and involves a wide variety of beneficiaries, users, and funding streams</i>	<i>A fair number of centers of gravity within an hour or so -- Saratoga, merck, MASS MoCA, etc</i>	<i>All of these towns share an agricultural heritage and serve as a food shed for the millions of people who live within 5 hours</i>
<i>Promotion of travel to the region through AirBnB's. County just initiated "Bed" Tax on AirBnB. Increasing revenues can be used for more promotion of rec assets.</i>	<i>There is a great deal of commonality among Greenwich Salem, Easton and Cambridge in terms of natural beauty and history</i>	
	<i>The possibility of developing an identity around the Upper Hudson Valley</i>	

Challenges / Barriers

<i>The time needed not only to develop our own assets but to make those productive connections to other communities</i>	<i>Overuse of the Battenkill is a problem and monetization of use is another issue</i>	<i>The past difficulty of getting the local towns to coordinate their efforts. A lack of leadership to bring local towns together. Home rule often gets in the way of collaboration and entrepreneur spirit.</i>
<i>Lack of broadband capacity - still!</i>	<i>Casual recreation vs. hunting/fishing, etc.</i>	
<i>We have lost some important features like the hotel, other B & B, cafes, to attract folks from the region</i>	<i>We're off the main roads, and smaller than other places; we haven't yet been able to find ways to attract visitors from the more populous areas</i>	
<i>Lack of promotional or tourism funding from the county. Funding needs to act regionally. Funding from NYS has been cut (even grants that had been awarded and spent)</i>	<i>There seem to be a lot of smaller organizations doing duplicative work -- and not getting traction; coordination would help</i>	

Action Brainstorming and Voting Exercise

During the action brainstorming exercise, workshop facilitators asked participants to brainstorm actions they felt would help the community make progress towards achieving each of the four workshop goals. Participants were asked to carefully consider an action with a verb, to write a full sentence to describe each action, and to draft actions that are “SMART,” **S**pecific, **M**easurable, **A**chievable, **R**elevant, and have a **T**imeframe.” A shared Google Slide Deck allowed every workshop participant to individually contribute their ideas on a slide that was designated for their personal working space. After each workshop participant individually brainstormed their actions, the group discussed all actions and sorted them into the corresponding goal. Workshop participants then voted on which actions under each goal they would choose as their top priority, using a voting form on Google Forms. A summary of all the actions that were voted upon for each goal is included below, including the number of votes each received. Following the voting exercise, workshop facilitators asked participants to break into small groups to choose a subset of actions for each goal and to add more detail to the what, how, when, why, and who for each action – those results became the action tables documented in the action plan.

182 Total Votes						
LEGEND # = votes from the prioritization exercise in Google Forms (Session 4)						
Goal 1: Physical Connections: Support physical improvements to streets and sidewalks and provide wayfinding signs to safely connect Main Street to walkable and bikeable natural amenities, including the new Community Forest, Woodlands Cemetery, community gardens, trails, and pocket parks, complementing and building on Main Street redevelopment projects.						
BUILD OR IMPROVE VILLAGE SIDEWALKS	CREATE MAP OF TRAILS & DESTINATIONS	SAFER PEDESTRIAN CROSSINGS	BUILD TRAILS AND/OR TRAIL CONNECTIONS	INITIATE A SIDEWALK AUDIT	INCREASE SIGNAGE /WAYFINDING	ESTABLISH LEADERSHIP FOR GOALS & RESEARCH
25	30	15	38	17	16	12
Goal 1 3 Build sidewalks on North Union Street, North Park Street and Route 22 to connect to Woodlands Cemetery. Sarah Becker / Beth O'Grady	Goal 1: 12 Create, produce, and distribute a guide to existing local hikes and trails. Could feature Mt. Tom, Peaked Rock Trail, Woodlands, access to Battenkill River, scenic biking routes, etc. Sara Kelly Connie Brooks	Goal 1 9 Provide smart, accessible , secure, and safe street crossing and facilities and equipment. Locations include but are not limited to: -Improve crossing across Main St & Union St. -create a safe (railroad) crossing near the school to allow for a trail that connects to the school (work with railroad) -Improve crossing across Route 22 between school and Community Forest Linda Salzer Michele Slowey-Ogert Rick Lederer-Barnes	Goal 1 10 Build a trail along the Owlkill. Assess, map, and present a vision or design plan and then seek funding for an Owlkill (stream) Trail that connects Main Street to the CCS Biopreserve. Sarah Becker Sarah Ashton	Goal 1: 17 Initiate a sidewalk audit and community survey of the Village with a committee to identify where are sidewalks missing (for example, up to the Village offices, up to Woodlands), where are they broken/needing repair, are they useful for all (i.e., not a trip hazard, able to push a stroller on, etc.), and where public facilities are needed, including ADA access. Barbra Kingsley Connie Brooks Alex Dery Snider Sue Van Hook	Goal 1 4 Develop signage to direct visitors from a CCF "welcome center" to downtown. Could this be through Durrin Park to enter Main Street via less trafficked roads. Douglas Silvermell	Goal 1 12 Establish a Walkability/Bikability Task force to: establish a specific goal, research best practices, metrics for success, and funding, implement action plan to develop recommendations package. Alex Dery Snider
Goal 1 11 Build sidewalks on Route 313 to safely access, CCS, Firehouse Sunshine Nursery and Community Forest. Renee Bouplon Beth O'Grady	Goal 1 18 Create a sitemap of existing and proposed physical connections, i.e. bike paths, trails, sidewalks, crosswalks, trails, rail trails - and Village highlights or proposed wayfinding locations. The extent could also include Rupert & Granville, etc. Can be used as tool to discuss with adjacent landowners. James Griffith Sue Kenyon Shea Imhof	Goal 1 6 Look into grant funding - Safe Routes to School and CDBG Small Cities funding. Federal Partners	Goal 1 11 Develop a trail from Hospital Hill (Mary McClellan site) to the Community Forest. Laura Oswald	Goal 1: 5 Plan a public information kiosks in Railroad Park or similar location, where visitors to the Village could park, stretch legs, and see where they can explore from there. Would feature public maps, trails, etc. Connie Brooks	Goal 1: 7 Create signage and wayfinding emphasizing the brand identify for the Village/region Identify what to include and text, including time to walk to destinations and recreational opportunities Sara Kelly Sara Becker Alex Dery Snider them	REHAB the OWLKILL STREAM & FOOTBRIDGE 22 Goal 1 22 Community Partnership Reinstalls the Victorian Footbridge and Develops an engineered plan and seek funding for the rehabilitation of the stream bed of the Owlkill in VARAK park along Main Street. Sarah Ashton
Goal 1 11 Improve existing sidewalks, especially the slate ones, and improve accomodations for the elderly and those with disabilities, as well as year round walking safety. Sara Kelly Kathleen Quinn Naomi Marsh Jane Wright		Goal 1 17 Develop feasibility study and list of resources (including NPS) for trail loop through village including potentially bike paths, off-road trail locations, "unofficial" footpaths. Ideally, connecting West/East ends of Village to CCS, Community Garden, Owlkill, Main St. and Community Forest. Sara Kelly Robert Wright Connie Brooks Renee Bouplon Bliss McIntosh Rick Lederer-Barnes	BIKE LANES 7 Goal 1 7 Add bike lanes on streets/roadways that access outdoor rec areas and also allow bike commuters to reach area's larger employers Kathleen Quinn			

235 Total Votes

LEGEND
= votes from the prioritization exercise in Google Forms (Session 4)

Goal 2: Priorities for the Community Forest: Identify next steps for development of the Community Forest that engages the community in planning, infrastructure development, and community-supported programming and activities, capitalizing on the forest's proximity to Main Street and to existing and planned civic uses such as the school and fire department.

Organization 15	Programming and Events 34	Trails, Maintenance, and Stewardship 104	
<p>Goal 2 15 Foster the formation of a "Friends Group" for the Community Forest, with committees tasked with various things like trail building/maintenance programs, and other events and needs. Name tbd. Renee Bouplon / Shea Imhof</p>	<p>Goal 2 4 Identify using the Community Forest for educational opportunities related to natural resources and forestry, for example school outings, or home schooling, and more. Laura Oswald and Sue Clary</p>	<p>Goal 2 3 Complete an assessment of the natural resources for conservation purposes - consider a bioblitz as a part of the assessment for community engagement. Can look at the example of Rens County for natural resource assessment. Fed Partner</p>	<p>Goal 2 4 Consult with landowners of adjacent properties to see where easements could be obtained for trails to connect from Community forest to other state/public lands. Sue Kenyon</p>
<p>Goal 2 9 Meet with local/regional secondary & university educators to plan for a "field education center" within the forest, seek funding for educational labs with programming for all ages and to help with retraining for future "green" jobs. Kathleen Quinn</p>	<p>Goal 2 4 Encourage area high schools, SUNY Adirondack, and others to use the Cambridge Forest for educational offerings (Lake Lauderdale currently is used in this way; Lunch Learn and Play is an example program as well -- on site K-8th through the summer). Laura Oswald and Sue Clary</p>	<p>Goal 2 14 Map existing trails or logging roads on the Community Forest land. Identify possible expanded trail routes. Asses trails for appropriate uses: hiking; cross country skiing; educational waypoints; horse trail access, etc., including handicap accessible routes.. Maybe ASA has already done thi Anne Ross</p>	<p>Goal 2 2 Hire a forest climate consultant to assess the carbon biomass of roots, stems and leaves. Write a forest management plan on how the community forest will be managed for timber harvest, biodiversity, invasives control, recreational use. Market carbon credits for income generation. Sue Van Hook</p>
<p>Goal 2 1 Hold annual event in the forest for regional artists to build sculpture of natural materials and to respond to the community forest in art... Sarah Becker and Robert McIntosh</p>	<p>Goal 2 3 Encourage more summer activities at the little league field. It now seems to shut down after June. Jane Wright</p>	<p>Goal 2 3 Establish a plan and schedule of initial trail clearing and subsequent maintenance in the future. Michele Slowey-Oger</p>	<p>Goal 2 2 Research available funding to assist in the expansion of the Cambridge Community Forest as per discussion yesterday to draw more tourists to a larger "park". Douglas Silvernell</p>
<p>Goal 2 1 Use the community forest for outdoor theater (partnership with Hubbard Hall). Laura Oswald and Sue Clary</p>	<p>Goal 2 6 Assemble a team that will develop educational programming specific to the Community Forest - workshops, activities, group nature walks, nature photography lessons, etc. Beth O'Grady</p>	<p>Goal 2 6 ASA works with community to design and develop a trails system in the Community Forest, including a sensory trail for young children. Sarah Ashton</p>	
<p>Goal 2 2 Take advantage of those local people to lead nature walks for all ages. Howard Romack, Bo Harris, Alan Dumuis, and others Jane Wright</p>	<p>Goal 2 3 Pay attention to inclusivity in planning and implementation, especially low income folk. Naomi Marsh</p>	<p>Goal 2 3 Develop a supported and trained volunteer trail maintenance group (those willing to maintain trails can help with planning and constru Maria Trabka</p>	
<p>Goal 2 2 Work with ASA/area ag resources to plan to make the community forest an edible, "food" forest. Kathleen Quinn</p>			<p>Goal 2 7 - Create trail system with markers - Create map - Create interactive sites on trail for learning opportunities Linda Salzer</p>



LEGEND
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Goal 2: Priorities for the Community Forest: Identify next steps for development of the Community Forest that engages the community in planning, infrastructure development, and community-supported programming and activities, capitalizing on the forest's proximity to Main Street and to existing and planned civic uses such as the school and fire department.

Infrastructure and Design 56		Communication 26	
<p>Goal 2 9</p> <p>Develop a "parking/welcome center" for the CCF. Would it be possible to find funding to purchase the vacant piece of property across the street from the school.</p> <p>Secondary parking at a the new firehouse with signage</p> <p>Douglas Silvernell</p>	<p>Goal 2 4</p> <p>Work with the Village of Cambridge and the Town of White Creek to allow (expand?) parking for the Community Forest at Town Hall and install a public restroom accessible from the exterior (like at Village Hall).</p> <p>Rick Lederer-Barnes and Sue Van Hook</p>	<p>Goal 2 8</p> <p>Hold Town Hall meetings to educate the community on the development that needs to be done. Need to ensure community support of the plans. (Adding trails, allowing traffic to go through their neighborhoods, and changes that will affect them).</p> <p>Barbra Kingsley</p>	<p>Goal 2 8</p> <p>Create a regional information center through signage at the Community Forest informing visitors about outside recreational opportunities throughout Southern Washington County that also points people towards a "parallel" website. Include a "Project Center" that alerts people to local issues and projects (such as sidewalk projects, trail building opportunities) in which they can become involved. Include points of historical interest. Include a directory for local businesses such as restaurants, farmers' markets.</p>
<p>Goal 2: 2</p> <p>Inquire if the area behind the Fire House property could be used as an area for a sledding hill, playground, etc. Assess community wants for this space.</p> <p>Connie Brooks</p>	<p>Goal 2 11</p> <p>Construct a natural playground in the community forest or on Hospital Hill. Natural playgrounds make use of aspects of the landscape and use natural or living materials for a variety of play and physical or artistic experiences.</p> <p>Examples of NP: https://tiny.cc/1hmFpDD</p> <p>Sarah Becker</p>	<p>Goal 2 2</p> <p>Present a map to outline the acreage of the community forest with existing trails and adjacent landowners.</p> <p>Sue Kenyon</p>	<p>Goal 2 5</p> <p>Engage youth in the development of activities that promote the recreational opportunities of the village and surrounding areas.</p> <p>Naomi Marsh</p>
<p>Goal 2 5</p> <p>ASA work with the Fire Department to assess the desirability/feasibility of helping to expand their new parking lot or other site improvements to accommodate visitors to the Community Forest.</p> <p>Sarah Ashton and Renee Bouplon</p>	<p>Goal 2 4</p> <p>Create a space at the Community Forest that is accessible for those with limited mobility or are wheelchair bound.</p> <p>Beth O'Grady</p>	<p>Goal 2 0</p> <p>ASA presents at the next board meeting to share the status of the bridge repair work.</p> <p>Steph Bertaina</p>	<p>Goal 2 2</p> <p>Finish first draft trail plan for the Community Forest</p> <p>Jared Woodcock</p>
<p>Goal 2 2</p> <p>Plan for Community Forest a small cleared slope for small children sledding.</p> <p>Robert Wright</p>	<p>Goal 2 10</p> <p>Create a welcome center for the Community Forest, that would include public restrooms, provide information on the forest and on Cambridge, and include signs to direct visitors to the forest.</p> <p>Linda Salzer and Sara Kelly</p>	<p>Goal 2 3</p> <p>Identify or create a dedicated or shared public parking area for the Community Forest.</p> <p>Sara Kelly, James Griffith, Michele Slowy-Ogert, Rick Lederer-Barnes, Renee Bouplon, Michele Slowey-Ogert</p>	<p>Goal 2 1</p> <p>If desired, meet with caretaker/community committee of one or more of the Community Forests on the Rens Plateau to learn how they are each organized, and the facilities they developed. (e.g. one has a natural playground).</p> <p>Rachel Riemann</p>
		<p>Goal 2 6</p> <p>Fix bridge for pedestrian access to Community Forest.</p> <p>Jared Woodcock</p>	

LEGEND 174 Total Votes
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Goal 3: Community Identity and Opportunities for All: Celebrate what makes Cambridge unique, bringing all outdoor recreation assets together, assessing what exists and what is missing, building on business and service opportunities, and developing an identity and brand for a community that is connected, inclusive, equitable, understandable, and exciting for all residents and visitors.

Ideas for new rec opportunities, or keeping/improving what exists 67		Hospital Hill 21	Helping businesses start and/or prosper 22
<p>Goal 3 (1, 2, 4, too!) 7 Create a series of thematic tours of special places and experiences centered on art (sculpture, poetry, fairy houses, photography, nature, Native American history, exercise (running, XC skiing, horseback riding...), meditation...). Make tours available for specialists to lead tours or as a... Maria Trabka</p>	<p>Goal 3 4 Build a disc golf course on one of the large tracts of land available for community recreation. (see notes for many how to details) Lou Davis</p>		
<p>Goal 3 5 Establish a program to loan recreational equipment for people who have not had the benefit of an introduction to various outdoor activities or the ability to afford the necessary equipment. Could be through our public library or Hubbard Hall, or TBD Michele Slowey-Ogert and Bliss McIntosh</p>	<p>Goal 3 5 Locate (create?) a suitable sledding hill within the village and work with the property owner, if necessary, to allow for that activity. Rick Lederer-Barnes</p>		
	<p>Goal 3 6 Work with the owners of the Mansion at South Union to ensure the field between Cambridge Creek and IGA stays open and available for public use in perpetuity. Rick Lederer-Barnes</p>		
	<p>Goal 3 6 Assess and plan to attract or create what's missing, like: Dog parks; Brewery; Bakery; Ice Skating; Restaurants - could be community run; lodging Linda Salzer</p>		
	<p>Goal 3 (pairs well with trails/signage) 3 Implement an educational program/courses (separate but supporting the trails/signage action) to feature the rich history of the village and region through written materials, lectures and or storytelling. This program should include native american culture. Michele Slowey-Ogert</p>		
	<p>Goal 3 4 Create a free/shared bike program. Our police collect abandoned bicycles, many in good condition. We could set up one or more riding stations in the village for people to use and return on our fabulous bike trails Naomi Marsh</p>		
	<p>Goal 3 10 Would like to pursue with the Village of Cambridge a grant to create a welcome center at 41 S Park that would include promotion of local places, restaurants, recreation and places to stay. Taste of NY vending machines, restrooms and a small exterior area with picnics and some history of the region incorporated. Also includes charming stations... James Griffith</p>		
	<p>Goal 3 2 Consult the snowmobile club for how they negotiated insurance waivers for traversing private lands. Robert McIntosh</p>		
	<p>Goal 3 0 Encourage the use of the gazebo for free summer musical and other events. Lions Club? Music in the Park? Jane Wright</p>		
	<p>Goal 3 1 Plan a local author series of events to support the recreation economy work. I know I could find regional authors to speak about topics like Lyme prevention, walkable communities, wellness & the outdoors, etc. Connie Brooks</p>		
	<p>Goal 3 2 Work with state parks (or whomever) to redesign water access to Hoosic River so that it is easier to launch a kayak or other small craft from Buskirk Bridge site. Right now it is just a steep narrow path that makes it hard for 1 person to use Sue Kenyon</p>		
	<p>Goal 3 5 Explore ideas and garner support to find and secure a permanent, suitable site for the Farmers Market, with easy access to the village, good visibility, parking, and access to public restroom facilities. Possibly could co-exist with another entity as market is only held on Sundays. (perhaps the visitor welcome center on Rt 22 idea?) Anne Ross / Debby Jaffe</p>		
		<p>Goal 3 21 Work with the owners of Hospital Hill to create a provisionally approved conceptual master plan, and marketing strategy, to attract a developer/investor to transform the property into a community asset. Rick Lederer-Barnes</p>	
			<p>Goal 3 12 Provide mentoring and support to those who wish to start a local businesses that will tie into this project - restaurants, gift shops, art galleries, antique stores, coffee shop, etc. Beth O'Grady</p>
			<p>Goal 3 4 Share a list of 'business' related ideas that emerged from RERC forum that could be incorporated easily by local entities. (i.e., hardware store selling bike tires; library loaning snow shoes) Sarah Ashton</p>
			<p>Goal 3 2 Encourage restaurants to replace local ones that have closed. Jane Wright</p>
			<p>Goal 3 4 Audit the community to better understand what business are needed to better service residents and visitors alike. Shea Imhof</p>

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Goal 3: Community Identity and Opportunities for All: Celebrate what makes Cambridge unique, bringing all outdoor recreation assets together, assessing what exists and what is missing, building on business and service opportunities, and developing an identity and brand for a community that is connected, inclusive, equitable, understandable, and exciting for all residents and visitors.

<p>Community participation, outreach, listening & learning 29</p>	<p>Inventory, assess, understand existing 11</p>	<p>Goal 3 6 <i>Acknowledge the importance of the farmers and large landholders, and work closely with them to learn concerns, issues, etc. Most of the land is privately owned. The landscape that lures people here is "posted".</i> Robert McIntosh</p>
<p>Goal 3 2 <i>Engage the community through public engagement activities - make people aware of the existing tours, and hold new tours exploring history, heritage and bridges in the town.</i> Barbra Kingsley</p>	<p>Goal 3 1 <i>Clearly define and publicize our sense of community, shared goals and intentions to conserve our beautiful resources without creating tragedies of the commons. Could build on the RERC website as central tool, or other</i> Sue Van Hook</p>	<p>Goal 3 0 <i>Research and study existing examples forest, agriculture, history, and/or culture centers to understand the possibilities around one that could happen here to serve as a hub for our diverse assets, and attract a variety of visitors.</i> (reworded by TA) Anne Ross</p>
<p>Goal 3 6 <i>Involve the school kids in some brainstorming sessions of what they like to do outdoors besides school sports (youth targeted outreach/inclusion).</i> Robert McIntosh</p>	<p>Goal 3 0 <i>Many seniors leave. Small homes needed (affordable housing supply).</i> Jane Wrightt</p>	<p>Create and establish Cambridge's recreation/tourism "brand" 24</p>
<p>Goal 3 4 <i>Seek input and participation from all cambridge organizations. Conduct a community wide assessment using newspapers, online FPForum, facebook pages to identify the needs for youth collectively, creatively and with fiscal responsibility.</i> Sarah Becker / Sue Van Hook</p>	<p>Goal 3 0 <i>Implement a mural project, which includes a survey of buildings in village as well as local artists to see if there might be one or two where large local murals could be painted on the side wall similar to Grandma Moses painting in Hoosick Falls and Argyle brewing mural in Greenwich</i> Sue Kenyon</p>	<p>Goal 3 5 <i>Gather information and prioritize our best features. Once listed we could create a community guide and branding for our region.</i> Sara Kelly</p>
<p>Goal 3 17 <i>Work to improve inclusion and more voices represented in this plan/effort. There are voices in Cambridge that are not part of this conversation, therefore we need to consciously, as a group, reach out, conduct focus groups, interviews or do what's necessary to reach unheard groups, and involve them in the goals / actions of the RERC plan.</i> Jared and others brought this up Kathleen Quin</p>	<p>Goal 3 4 <i>Gather information about what we have and what we need or would like to have. For what we have, then create a centralized map / website to publicize amenities like (but not limited to): - Arts, - Historical areas, - Farms open to public i.e. pick your own, - Kids activities, -other</i> Linda Salzer / Naomi Marsh / Beth O'Grady</p>	<p>Goal 4 <i>Organize a festival around forests and the foods, plants, medicines, arts, etc that they inspire.</i> Robert McIntosh</p>
	<p>Goal 3 (2,4) 1 <i>Create an "artist-in-residence" program inviting community residents of all ages and abilities to work with artists to design and install ephemeral and more permanent "environmental art" throughout the community.</i> Maria Trabka</p>	<p>Goals 1 and 3. 5 <i>Research funding and/or partnership opportunities for signage, both for nature and history walks. Lakes to Locks, USDA, NEA, etc.</i> David Snider</p>
	<p>Goal 3 0 <i>Continue asset mapping. Look at the example of Troy, NY and "Enjoy Troy" brand and campaign.</i> Fed partner</p>	<p>Goal 3 9 <i>--Create a task force among tourism structures, local businesses, chamber of commerce, elected officials, and members of this group to identify a brand identity for the Village/Towns/regions --expand brand as outdoor exploring/rec area --understand existing and past efforts to minimize duplicative work --identify metrics (and sources) for visitors, lodging, etc -- establish goals, --identify barriers, --work on a communications and marketing plan, building on the other actions taken</i> Alex Dery Snider Robert Wrigh / Sara Kelly</p>

LEGEND 82 Total Votes
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Goal 4: Regional Connectivity: Develop an understanding of the regional context of recreational assets, connection to other communities, and alignment of regional priorities for leveraging the unique outdoor recreation amenities in the area.

INVENTORY REGIONAL ASSETS/ORGS WITH PARTNERS ACROSS THE REGION. 14	REGIONAL MAPPING, BRANDING, PROMOTION 5	DEVELOP REGIONAL TRAIL CONNECTIVITY. 29	FORMALIZE LEADERSHIP & ENGAGEMENT 26	MAKE INITIAL CONTACT/OUTREACH TO REGIONAL PARTNERS 5	COORDINATE AROUND REGIONAL EVENTS 3
<p>Goal 4 2 Identify regional organizations to promote and leverage connectivity across the region. Shea Imhof</p>	<p>Goal 4 0 Survey related initiatives in the region to identify resources, options and missing links. especially people res Naomi Marsh</p>	<p>Goal 4 6 Identify, not only existing long-distance trails, but emerging ones. AT, Empire State Trail System, N/S trail through Berkshires Federal Partner</p>	<p>Goal 4 11 Village of Cambridge straddles two towns -- White Creek and Cambridge -- would like to see collaboration around sidewalks, wastewater, and broadband. Town of Salem and Cambridge are currently exploring wastewater -- both have the same problem and could collaborate. (include State EFC, DEC, EPA in discussion and US). Laura Oswald</p>	<p>Goal 4 3 Investigate and identify a mechanism to engage on a more regional level on connectivity issues with help of EPA and other federal partners. Sarah Ashton</p>	<p>Goal 4 3 Plan and Coordinate regional events; such as the Arts Festival. Create larger gathering hub including a performance art shell. Melissa Spiezo & Michele Slowey-Ogert</p>
<p>Goal 4 9 Create the Southern Washington County Wilds Center, building on agricultural, geological, biological/wildlife distinctions (collaborate with the Wilds Center in the Tupper Lake, NY in the Adirondacks). Laura Oswald and Sue Clary</p>	<p>Goal 4 2 Improve the boating access to the Hoosick River on the town of Cambridge side of the Buskirk bridge. Bliss McIntosh</p>	<p>Goal 4 3 Connect with Jermain Hill Farm about their trails plan Jared Woodcock</p>	<p>Goal 4 5 Create a timeline and a phased approach of expectations. There are a lot of ideas, what is the low lying fruit? James Griffith</p>	<p>Goal 4 4 Reach out to the Tour of the Battenkill which is no longer here in the village, to see how we could be included. Hard core cyclist come from near and far to attend this. We need to connect with them. Bliss McIntosh</p>	<p>Goal 4 1 Review CREDC materials for any emerging regional brand(s) FEDERAL PARTNERS</p>
<p>Goal 4 1 Work with surrounding communities to gather and consolidate asset lists, then publish either in hard copy or digitally to share with visitors. Sara Kelly</p>	<p>Goal 4 7 Conduct a feasibility study for trail corridor outlying amenities including state lands, rail trails--broader multi-use corridor study Renee Bouplon</p>	<p>Goal 4 10 Explore trail connections from Salem to Cambridge, to build on the DNH Rail Trail that is currently being worked on from Granville to Salem. Laura Oswald</p>	<p>Goal 4 2 Meet with CDTA/rural transit to figure out how to connect local communities (esp those without cars) with outdoor rec opportunities and also connect our young people with community colleges and employers so fewer people need cars to live in and enjoy our area. Kathleen Quinn</p>	<p>Goal 4 0 Meet with Ben Thomas from DEC Jared Woodcock</p>	<p>Goal 4 7 Formalize this planning group to present to regional towns, ngos, state agencies, a comprehensive map and list with description of the regional assets to expand the life experiences of residents and to attract tourists to our unique region Sue Van Hook</p>

APPENDIX B: WORKSHOP PARTICIPANTS

Local Steering Committee

The following table provides contact information for the **local steering committee members** who joined the pre-workshop planning for the virtual workshop, the workshop itself, and/or the follow up after the workshop.

Name, affiliation	Email
Sarah Ashton, The Cambridge Valley Community Development and Preservation Partnership, Inc.	Sashton5@verizon.net
Renee Bouplon, Agricultural Stewardship Association	renee@agstewardship.org
Alex Dery Snider, Village of Cambridge	alexderysnider@gmail.com
Brian Harrington, Resident	brianharring@gmail.com
Sara Kelly, Cambridge Valley Chamber of Commerce	sarakellygraphics@yahoo.com
Barbra Kingsley, Town of White Creek, Washington County, NY	barbrakingsley3@gmail.com
Douglas Silvernell, Cambridge Central School	douglas.silvernell@cambridgecsd.org
Jared Woodcock, Resident	timberdoodlehorselogging@gmail.com

Workshop Participants

The following table provides contact information for additional **workshop participants** who joined some or all of the virtual workshop, in addition to the local steering committee members and federal and state partners.

Name, Affiliation	Email
Sarah Babushkin	sarahbabushkin@gmail.com
Irene Baldwin, Resident of Brookside Drive	brooksidebaldwin@nycap.rr.com
Alane Ball, Volunteer	laneycambridge@gmail.com
Maria Barthold, Property owner/ resident of Cambridge	mcelestestudio@yahoo.com
David Bayne, Resident of Cambridge town for 20 years and the in the village for last 6. Former employee of NY State Bureau of Historic Sites.	bayned@yahoo.com
Sarah Becker	sarahcadybeck1@gmail.com
Ted Berndt, Battenkill Valley Farms	ted@washcoagpark.com
Pamela Billings, Deluge Design, Inc.	pam@delugedesign.com
Carman Bogle, Mayor	mayorbogle@cambridgeny.gov
Heather Boyne, Battenkill Books	motherofpearlgirl@outlook.com
Jonathan Bridge, Resident	jay.bridge@verizon.net
Connie Brooks, Battenkill Books	connie@battenkillbooks.com
Jill Burks, resident	jillburks@gmail.com
Rachel Burr	rachel.skellie@gmail.com

Name, Affiliation	Email
Chris Callahan, Community member	chris.callahan@uvm.edu
Julie Callahan, Cambridge Corner Farm	cambridgecornerfarm@gmail.com
Melissa Carll, personal interest	melkatcar@gmail.com
Robert Cheney, VOSCA (community service organization, CCS students)	bobdu1@vizon.net
Christie Congelosi-Lulla, Cambridge resident	ccongelulla@gmail.com
Gerilyn Cramer, Cambridge Food Pantry	rosefamilyshu@aol.com
Lou Davis, Lou Davis	loudidavis@juno.com
Stephan Deibel, Cambridge Resident	sdeibel@wingware.com
Anna Dickson, President Cambridge Historical Society	adickso1@nycap.rr.com
Bob Donald	djcrabby99@gmail.com
Carol Flores, Class of 1985 CCS	Ticoluvr@hotmail.com
Neil Gifford, Gifts of Nature Farm	Ngiffordapb@gmail.com
Stephanie Gifford, Cambridge Central School	stephanie.gifford@cambridgecsd.org
Jeffrey Goldstone, Cambridge Valley Community Partnership	jgoldstone@GoldstoneArchitecture.com
Ken Gottry, Local historian	ken@gottry.com
Leslie Green-Witham, Shiny Sisters and Homestead Farm	shinysisters@yahoo.com
James Griffith, Town of White Creek	townofwhitecreek@gmail.com
Steve Hallock, Resident/Trustee	sthallock@gmail.com
Noel Hanf, Woodlands Cemetery; Jackson Planning Board	Noel.Hanf@gmail.com
Megan Harrington, Cambridge resident, outdoor lover, and parent of 2 small children	megan.kretz@gmail.com
Peter Hormell, Sons of the American Revolution, Walloomsac chapter, President	peterhormell@gmail.com
Shea Imhof, Community member	smimhof@gmail.com
Debby Jaffe, Cambridge Valley Farmers Market	cambridgefarmersmarketmanager@gmail.com
Joy Johnson, N.E.E.D -North Eastern Expansion Development	jjohnson@need-crp.org
Susan Kenyon, Sue/Resident of Town of Cambridge	skenyon714@yahoo.com
Joel Ketonen, Absentee property owner	jpk2nd@hotmail.com
Evan Lawrence, The Post-Star	evanlawrence@verizon.net
Rick Lederer-Barnes, Village Resident	rick@upstategis.com
Benjamin Long, VARAK Park	Ben@17Mile.net
Mary Luff	maryluffo@gmail.com
Kevin Maher, Resident	kmaher@agroforestrymanagement.com
Amy Mantzey-Walsh, Resident of the Village of Cambridge	awalsh58@gmail.com
Naomi Marsh, Community member	nmarsh@nycap.rr.com
Ashley McCuin, Coffee And- Baking Company	ashley.mccuin@gmail.com

Name, Affiliation	Email
Ronald McEvilly, White Creek Planning Board Chair/ Entrepreneur	mac747@hotmail.com
Bliss McIntosh, Cambridge Community Garden	mcinbass@gmail.com
Robert McIntosh, covered bridge advocate	mcinbass@gmail.com
Rachel Michaud, Writer	ramichaud@aol.com
Ashleigh Morris, The Eagle	eaglenews@gmail.com
Kris Nolan	kristin.nolan518@gmail.com
Sara Diane Nolan, Diane	saradnolan@gmail.com
Beth O'Grady, CCS School Board and Battenkill Conservancy Board Member	bnbogrady@verizon.net
Laura Oswald, Washington County	loswald@washingtoncountyny.gov
Don Otey, Battenkill Valley Outdoors	donotey@gmail.com
Kathleen Quinn, Cambridge Food Co-op	kquinn03@nycap.rr.com
Katherine Roome	khroome@aol.com
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Federal and State Agency Partners

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

Name, Affiliation	Email
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Workshop Facilitators

The following table provides contact information for the workshop facilitators.

Name, Affiliation	Email
Katie Allen, The Conservation Fund	kallen@conservationfund.org
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APPENDIX C: COMMUNITY SELF-ASSESSMENT

The Recreation Economy for Rural Communities Self-Assessment is a pre-workshop information gathering tool designed to help the local steering committee identify and describe the existing and aspirational elements your outdoor recreation economy. It also helps facilitators to better prepare for and tailor a content for the community and helps with goal identification. This page describes what the self-assessment is, followed by the results of what the Cambridge, NY local steering committee submitted to the workshop facilitators to help guide the agenda and focus for the RERC workshop.

What this self-assessment is

- A conversation starter.
- A learning tool for the community steering committee to begin thinking about recreation economy initiatives.
- An information-gathering tool for an outside facilitator to better understand where the community is today and where it wants to go.

What it is not

- A scorecard, ranking, audit, or judgment of any kind.
- A checklist of programs and projects you could have.
- A permanent assessment that cannot be revised.
- Intended to be an onerous task for the community.

Benefits for the community

- Helps the community conceptualize their current recreation economy and place-based initiatives and begin to examine the scope of possibilities and interrelated activities.
- Helps generate ideas about possible stakeholders to invite to the workshop.
- Provides a preliminary activity for the steering committee to do together.

Benefits for an outside facilitator

- Provides valuable background information on the status of the recreation economy and place-based initiatives.
- Helps clarify workshop goals and desired outcomes.
- Helps identify case studies and supplemental materials most pertinent for the community.

Recreation & Community Vision: Narrative Overview

In this section, consider your vision and thoughts about your community's potential and how recreation fits into your vision. Please attach a document with your response to these questions.

1. Describe your ideal vision for your community.

From Village of Cambridge Comprehensive Plan:

The Village of Cambridge aspires to be a vibrant, walkable Main Street community in rural Washington County. This small urban community will continue to be a center of economic, social, and cultural activity for the surrounding area. It will offer an excellent quality of life for residents and visitors alike. The Village will encourage and manage its growth, and preserve the best of its character for this and future generations.

As one steering committee member put it "A community that is secure enough economically to attract and retain residents. In addition to a mix of manufacturing trades and telecommuting spaces, we would be a community that preserves its agricultural roots. A community that invests to fuse agriculture, the artistic community, natural spaces, and business in a way that helps to generate visitors to the area would be a real win."

2. How does outdoor recreation fit into that vision?

Outdoor recreation contributes to the community's vibrancy, quality of life, character and contributes to its role as a center of activity for the surrounding area. Several goals flowing from the vision of the Village of Cambridge's Comprehensive plan specifically reference outdoor recreation, including the following:

Expand opportunities for activity, recreation, education, gathering, and interaction between and among all groups of village residents. In particular, expand opportunities for youth and for seniors in the community.

Ensure the protection of all of the Village's important natural resources, and in particular the stream corridors, wetland systems, and scenic qualities of the valley. Enhance access to and understanding of these resources.

Expand the supply and variety of public spaces available in the community – parks, squares, playgrounds, trails, etc. Public spaces provide opportunities for recreation, formal and informal interaction, and civic activities that improve quality of life and sense of community .

One of the five Plan Recommendations focuses on *Parks and Recreation* (See Section IV pg 28).

As one Steering Committee member notes: "The area has lots of open space--agricultural and mountainous landscapes; outdoor recreation is entwined in rural life. Combine that with the area's rich agricultural history and there is an opportunity to encourage participation. Additionally, to the extent that we want to encourage visitors and drive population growth, these recreational areas are important. If we are to ask consumers to visit our area rather than, lets say, a suburban or urban environment, we need to have something to offer besides just "quiet" and "quaint." Groomed trails for hiking, easy access to skiing, fishing, unique outdoor art exhibits, biking, farm tours, fall foliage, races, etc. would all be a part of such a strategy."

3. **What are important historical and current aspects of your community's identity and culture?** Agriculture. Landscapes. Quaint historic 19th Century Main Street--including Hubbard Hall Center for the Arts, an intact Freight Yard, historical society, and array of intact mixed use structures and residences. The school is the strongest institution with the broadest overlap in our community. Battenkill and the lakes. Proximity to Susan B Anthony locations for historic sites. Proximity to Bennington and Saratoga Revolutionary War Battlefields

4. **What outdoor amenities does your community have and how are they currently enjoyed? Please include any available maps, use statistics, or other relevant data.** Open rural space for: Hunting. Fishing. Walks. Cross-country skiing. Snowshoeing. Biking. Hiking. Running. Swimming. Snowmobiling. Access to a number of small lakes. Currently most of these pursuits take place on privately owned land, though there is some publicly available space for these activities (Battenkill River, Lake Lauderdale, NYS Forests, pocket parks in Village and wonderful new Cambridge Community Forest and Cambridge Central School wetlands and open rural roads). The tools to enjoy them (skis, bikes, fishing rods, canoes/kayaks) are typically owned by the resident. There are currently not many ways for visitors to participate in these activities unless they are visiting friends who already have the necessary equipment.
5. **Are there gaps in access or use that are impacting any part of your community?** There are not many public spaces within walking distance that would allow folks to easily experience nature and those that exist are not connected. There are privately owned spaces, but they are generally not available for exploration. Additionally, even if one were to gain access to the sites, some of the activities require equipment / tools which may not be easily obtained by a visitor. Additionally, though sidewalks exist in the village, they are of questionable quality and do not extend everywhere. There is obviously no public transportation, no designated bike lanes and, in places, questionable parking. These factors can make it difficult to get to open spaces, even if they are physically close. The Cambridge Community Forest does not have parking facilities and access to it needs to be improved.
6. **How does outdoor recreation currently contribute to your community's priorities, such as quality of life; Main Street revitalization; attracting new businesses and residents; or promoting tourism?** It is intertwined into the character of the community but not necessarily overtly. Many residents and landowners love this area for its fishing, canoeing/kayaking, hunting, skiing, hiking, and biking. Residents strongly lean into these activities and participate in them however they can. The EPA grant is prompting the community to think more holistically about how outdoor recreation contributes to the community's priorities more holistically and how broader benefits (e.g., economic) from them can be garnered.
7. **What excites you the most about the potential outdoor recreation economy in your community? What would you like to grow or change?** Casting natural resources as part of an 'outdoor recreational economy' could highlight/foster creation of hiking, walking, biking paths (rails to trails) that are accessible by foot or bike from the village (and help to connect them). The new Cambridge Community Forest and Cambridge Central School wetlands initiatives offer such an opportunity. The planning process allows the community to investigate opportunities to coordinate with other communities to promote synergies. For example is there an opportunity to work with communities along Route 22 (which stretches from downstate to the Canadian border) to brand and turn it into a biking corridor. State Forests and State lands and waterways such as the Battenkill and Lake Lauderdale are but a few miles from the Village but underutilized. Cambridge is but minutes from Vermont and a network of additional state forests. Residents and visitors partaking of such amenities would stay / eat / spend money in our local Main Street businesses.

8. **Tell us about how your community relates to your region – how would you describe your region, and is your vision connected to regional assets or opportunities? What is unique about your community that you want to emphasize?** Regional assets in Washington County are about the same as those in the Village of Cambridge. We do have reasonably decent access to Saratoga, NY, Williamstown, MA and Manchester VT (affluent areas that do actually get tourists and visitors). In some ways the proximity is good in that they can help as a draw (Washington County may be a side trip). Compared to communities like Saratoga (which have more amenities) Cambridge may need more businesses (or business components) geared toward encouraging recreation. Some visitors may need help / guidance / rentals to experience the area.

9. **Are there communities that are similar to yours that you find appealing? Are there aspects of potential growth that don't fit your community's vision or that you want to avoid?** Not sure there is one community that all would cite. Some feel the neighboring village of Greenwich which is closer to Saratoga has more going on economically. They have a town "beach", Thunder Mountain for hiking, and a park on the Hudson.

When undertaking the comprehensive plan, folks expressed concerns about 'suburban' sprawl, loss of farmland to development and a fear of losing the Village's quaint, historic community character.

10. **In general, how far along is your community in achieving your community vision? What are the top successes your community has had in making progress towards your vision, and who was involved?** The Village's Comprehensive Planning process jumpstarted a lot of activities. Significant zoning revisions were made and design guidelines were established. (See Village of Cambridge website: <https://v3.cambridgeny.gov>) In addition, grants were attracted (e.g., New York Main Street, Restore NY, NYSDOT grants) to revitalize a host of mixed-use Main Street structures and an historic rural freight yard complex, expand parking opportunities, make streetscape improvements, create a skateboard and toddler park, etc.. Public services (EMS, Fire and police, Urgent Care/Health Center) are generally strong and a new village office was established. Hubbard Hall Arts Center expanded its physical footprint and continues to offer wonderful programming.

The new Cambridge Community Forest project through the Agricultural Stewardship Association (ASA) has a lot of promise. We have a wonderful farmer's market and an ag community that may be slightly more diversified than some surrounding communities. We have some wonderful artists that call Cambridge home. The annual Balloon Festival, Memorial Day parade, and Christmas in Cambridge events bring people together. Some organizations, like ASA (with its "Landscapes for Landsake" art sale and exhibition), has hosted major fundraisers in Cambridge which are open to the public and draw significant crowds from the Capital Region and beyond.

Those involved in these efforts include local government, County officials, local business persons, and a number of nonprofits including the Agricultural Stewardship Association, Hubbard Hall Center for the Arts, The Cambridge Valley Chamber of Commerce, The Cambridge Valley Community Development and Preservation Partnership, churches, Cambridge Central School, library, historical society and countless numbers of dedicated and enthusiastic residents and donors. Volunteerism is a way of life in our community.

11. What kind of capacity or support do you most need? What are your known gaps or challenges in making progress towards your vision? Please describe any steps your community has already taken to overcome barriers or bring in additional capacity.

Areas outlined in the Village's Comprehensive plan which have not been systematically tackled and serve as a barrier to achieving the vision include: affordable solutions for wastewater needs, new firehouse, provision of a range of housing options (some are empty, high occupancy cost) and some pedestrian safety issues (RT 313, crosswalks in Village). Our Main Street, while vibrant compared to other communities our size and economic punch, is limited. We lack some infrastructure at the moment (sustainable wastewater treatment system throughout the Village. Places to stay. Places to eat. Places to shop. Main Street businesses are fragile generally.

On the outdoor recreation side, little has been done to comprehensively understand the opportunities the sector and our natural amenities present and devise a comprehensive path/plan forward. Current recreational pursuits are not connected, linked or coordinated. Additionally we lack tools and data about visitorship to connect residents and visitors with the surrounding nature. With regard to the Cambridge Community Forest--it is newly purchased so planning for infrastructure (including bridge safety, public access, trail development, management plan) are all undeveloped.

12. Do you have any current data, maps, planning or strategic documents, website links, or other information that can provide context and support your vision for growing your recreation economy? (Some of the sections below identify specific information that could inform our work together.) See Village of Cambridge Comprehensive Plan and Town of White Creek Comprehensive Plan.

13. Who are the primary current user groups or stakeholders, and are there groups of people or populations who could be better included? Agricultural community (Farm Bureau, Cornell Cooperative Extension, Agricultural Stewardship Association, etc.). Washington County art tour organizer. Fire team and first responders. Town, Village and County officials. Battenkill Conservancy. Chamber of Commerce. Washington County Economic Development. Washington County Tourism, Warren-Washington County IDA. Hubbard Hall Arts Center, The Cambridge Valley Chamber of Commerce, Cambridge Central School, Woodlands Cemetery, owners of hospital hill, 4-H Groups, Boy and Girl Scout Troops, Cambridge Youth Commission, Cambridge Valley Cycling Club, local mountain biking club, snowmobile club, Public Library, Senior Center, Food pantry.

14. Please share any other thoughts that are important to this program.

The Recreation Economy for Rural Communities (RERC) presents a huge opportunity for the Village of Cambridge and surrounding area to unleash the full potential of its natural resources and think anew about a recreational economy and how it could further contribute to the quality of life of residents and economic vibrancy: allowing the community to focus holistically on understanding the scope and potential for its natural resources. The planning assistance from EPA will help us develop a community vision for (and tackle specific challenges and opportunities presented by) the Community Forest, thus advancing with full public support, ASA's first foray into public land ownership, and also link the forest to a broader recreational plan for the community--weaving together and connecting a variety of natural assets.

Areas of Focus: Questionnaire

In this section, assess your community's current status in the following categories related to the outdoor recreation economy and Main Street revitalization:

1. Outdoor Recreation Asset Identification and Mapping
2. Recreation Infrastructure Development
3. Recreation Economy Support and Ancillary Services
4. Downtown Revitalization & Placemaking
5. Economic Development: Opportunities and Advancement
6. Local and Regional Promotion and Branding
7. Diversity, Equity and Inclusion
8. Public Health
9. Leveraging Partnerships
10. Natural Resource Stewardship

As you fill out this questionnaire, please think about any supporting information, data, or related topics that are specific to your community. You are welcome to attach any additional materials or add narrative and explanatory comments where needed.

In answering the questionnaire, please:

- ⇒ Use the "Level of Interest" column to provide a sense of your community's level of priority for the strategy or action identified: Low, Medium, High or Not Applicable.
- ⇒ Use the "Level of Achievement" column to indicate your community's progress towards achieving the strategy or action identified: No Activity Yet, Limited Activity, Well Underway, or Established.
- ⇒ Use the Notes/Comments section to explain your answer or reference related information. For example, if the strategy or action is "Your community knows what types of recreational activities are most popular, and where those activities generally occur," and your community has completed a visitor use survey and map, you can use the Notes/Comments section to reference the survey and relevant results.

At the end of the questionnaire, you will be asked to share any additional information, context, or background data that you believe is important for the project team to understand for recreation-related economic development and Main Street revitalization in your community.

1. Outdoor Recreation Asset Identification and Mapping

A key first step is to identify what outdoor amenities your community already has and how they are currently enjoyed. What are the major natural assets? What is the landownership mix for those assets? Are there existing maps or guides that show your community’s outdoor amenities, and how they are connected to your downtown? Please attach any maps, statistics, visitation, usage, or other relevant data as part of your response to this section.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has identified high value outdoor recreation assets in or around your community.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	The Agricultural Stewardship Association purchase of the Community Forest and the award of the EPA planning opportunity has spurred the Cambridge community to begin to identify and assess its high value recreation assets in a participatory way. For many of these questions we may be beyond 'limited activity' but certainly not 'well underway'. The COVID-19 derailed efforts to ramp up engagement, activity and interest.
2. Your community knows what types of recreational activities are most popular, and where and when those activities generally occur.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Some of what is available takes place on private land, and is difficult for visitors to find/access.
3. Your community understands how recreational experiences are currently supporting outcomes you want to see (e.g. quality of life, public health, Main Street revitalization, recruiting new residents and businesses, attracting visitors).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
4. Your community has maps, guides or other materials (print or online) that show recreational	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
opportunities and related amenities.			
5. Your community has identified known access points for recreation, and also knows where there are gaps in access to outdoor assets.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	
6. Your community has identified regional outdoor assets that are relevant for your community.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Comprehensive Plans have provided a good start to identification.
7. Your community has identified cultural or historic assets that connect to outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Village of Cambridge is steeped in and has several ways of celebrating its local history (Historical Society and number of active local historians) and through Hubbard Hall Center for the Arts and Education has a vibrant center for cultural pursuits. Additionally there are venues like a local brewery tap room and farmers' market where local talents showcase. With the exception of an annual Bike Race (Tour of the Battenkill) and series of local Covered Bridges (attractive to bikers) there are not obvious connections being made between cultural/historic assets and outdoor recreation.
8. Your community has identified areas of current or potential user or landowner conflict.	<input type="checkbox"/> NA <input checked="" type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	There was not consensus among the group regarding potential conflict. This is likely because stewards of various different open spaces for recreation have faced different levels of conflict. The Community Garden does not currently face any conflicts with neighbors. Some neighbors of the Community Forest are concerned about increased traffic and visitorship altering their relatively quiet neighborhood.

2. Recreation Infrastructure Development

Recreation infrastructure, including hiking, biking, ORV, and horse trails, boat ramps, signs, infrastructure for activities like climbing, archery or skiing, etc., supports outdoor access and opportunities. How is your existing infrastructure serving your community’s goals and priorities for outdoor recreation? Are there gaps in access, connection, or type of recreation infrastructure? What are your areas of greatest need for investment? Do you have a plan and funding for your areas of greatest potential growth, as well as maintenance and upkeep of existing infrastructure? Please attach any relevant planning, funding, or visioning documents in your response to this section.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has outdoor infrastructure relevant to your local activities (e.g. trails, boat ramps, archery ranges).	<input type="checkbox"/> NA X Low <input checked="" type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet X Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Again there was discrepancy in people’s perception of ‘outdoor infrastructure’ capacity. The items EPA mentions (trails, boat ramps, archery ranges) are very few or non-existent in the Village of Cambridge. More broadly Southern Washington County includes two main public access bodies of water (Lake Lauderdale--run by county) and the Batten Kill (river that provides swimming, fishing and boating/floating/tubing activities) and a ski mountain (Willard). Approximately 14% of the Town of White Creek (which the Village of Cambridge is a part of) land is NYS Forest. Some people use this forest but few know what opportunities exist for use. Hunting is a way of life here. There are hunting clubs--Salem Fish and Game Club for example.
2. Your community has identified opportunities for new infrastructure and has created a development plan.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet X Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
3. Your community has a sustainable source of funding for facilities and infrastructure maintenance, as well as development.	<input type="checkbox"/> NA X Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet X Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Once areas are identified, it is important to figure out how will they be maintained over the long term? What will the funding source be? Public? Private?
4. Your community understands where	<input type="checkbox"/> NA <input type="checkbox"/> Low	<input type="checkbox"/> No activity yet X Limited activity	The school sends every student in grades K through 5 to the Community

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
there are access barriers for different demographics, and is invested in creating solutions.	<input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> Well underway <input type="checkbox"/> Established	Garden where students participate in planting in the spring and harvesting in the fall.
5. Your recreation infrastructure design mitigates user conflict and supports multiple types of locally relevant recreational opportunities.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
6. Your community is working with multiple landowners across jurisdictions where easements or acquisitions may be necessary for development.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
7. Outdoor recreation infrastructure is safe, accessible, and well maintained.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
8. Recreation infrastructure is well marked, with clear wayfinding signs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

3. Recreation Economy Support and Ancillary Services

Outdoor activities support and are supported by a rich ecosystem of community amenities and complementary activities and investments. These can include direct services, like outfitter and guide operations, outdoor gear retailers, repair shops, and lodging, as well as indirect businesses and opportunities like coffee shops, restaurants, breweries, art galleries, farmer’s markets, cultural and historic attractions, colleges and universities, and more.

A thriving outdoor recreation economy can support quality of life for current residents, attract visitors, and bring new residents to a community – but access to core services is also important for success. For

example, access to a qualified workforce, adequate housing, broadband, health and education services, rescue operations, adequate infrastructure (like water and sewage), and transportation are important to the overall picture and makeup of a healthy outdoor economy.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has a mix of amenities for day visitors, overnight or weekend visitors, and local residents.	<input type="checkbox"/> NA Low <input checked="" type="checkbox"/> Medium High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	There was not total consensus regarding level of interest as comprehensive planning processes suggest that some are concerned about significant increased visitorship and its long term impact on community character. For some increased visitorship is a higher priority. For a community our size we really have a 'medium level of activity' underway for day visitors and local residents. There is a motel and a B&B. Efforts have been made to develop package deals in the past.
2. Your community has businesses and services that directly support outdoor recreation users, e.g. outfitter and guides, gear and retail stores, tour operators, repair shops, rental stores, etc.	<input type="checkbox"/> NA <input checked="" type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Consensus on level of interest echoes sentiments above. The main outfitters relate to tubing/kayaking/canoeing on the Battenkill river. Other than that limited shops etc.
3. Your community has lodging and affordable housing options for visitors, those working in recreation industry and related services, and new residents.	<input type="checkbox"/> NA Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity Well underway <input type="checkbox"/> Established	

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
<p>4. Your community has adequate infrastructure to support visitation and growth including water, sewage, and broadband.</p>	<p><input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium X High</p>	<p><input type="checkbox"/> No activity yet X Limited activity Well underway <input type="checkbox"/> Established</p>	<p>No municipal sewer, but there is water (undergoing upgrades) and broadband. Additionally places to stay, eat, and get around needed. Without a car, can folks get around? Is there sufficient parking?</p>
<p>5. Your community has a thriving local food scene, e.g. with local restaurants, breweries, coffee shops, farmer’s market, etc.</p>	<p><input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High</p>	<p><input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity X Well underway <input type="checkbox"/> Established</p>	<p>There are several restaurants (Italian, pizza, Chinese, etc), a diner, Food Coop, a thriving Farmers market and we are also lucky to have a supermarket on our Main Street which is locally owned. There is also a food pantry near the school. [Note: these are under threat with the pandemic; the cafe just announced it was closing.]</p>
<p>6. Your community has a mix of other attractions and services, including cultural and historic attractions, a walkable Main Street, community events, etc.</p>	<p><input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High</p>	<p><input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity X Well underway <input type="checkbox"/> Established</p>	<p>Hubbard Hall Center for the Arts, Balloon Festival, Bike Race, Memorial Day parade. Community is very, very supportive of Cambridge Central School and various sports teams which bring people together. Our Main Street is walkable, intact and though small contains a pretty good mix of businesses (supermarket, hardware store, gas station, pharmacy, hair salons, second hand shops, arts center, restaurants, etc., light manufacturing and professionals tucked in) and there is a lack of big box stores or really sprawl.</p>
<p>7. Your community has sufficient emergency services, search and rescue vehicles, and capacity to support</p>	<p><input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High</p>	<p><input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity X Well underway Established</p>	<p>The Cambridge community has AMAZING emergency services for a community this size. Mostly volunteer run and highly regarded as leaders in the County and emergency services field. The Community Forest is but one parcel away from property that the Fire Department purchased to construct a new fire station--all across from the Medical Health Center and EMS, day care etc. There may be a need to expand capabilities if outdoor recreation expands so</p>

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
increased visitation.			as to provide coverage and response to more remote areas.

4. Downtown Revitalization & Placemaking

The outdoor economy can support Main Street revitalization, and can play a key role in placemaking. Similarly, thriving downtowns will attract and support visitors, residents, and businesses. Communities can choose to purposefully connect and integrate outdoor recreation with local businesses and downtowns as well as other local attractions, so that the outdoor recreation economy can help drive Main Street revitalization.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
1. Your community has an active Main Street program or downtown association.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input checked="" type="checkbox"/> Established	Village has a Chamber of Commerce which is active in hosting various community wide events (balloon festival, Christmas in Cambridge, etc). and other organizations like the American Legion and Knights of Columbus that support parades and concerts in the park series. Village also is home to The Eagle, a weekly newspaper which spotlights businesses and a forum along with other regional publications for businesses to advertise like the Hill Country Observer a monthly that profiles the NY, VT, MA Tri-state region. Other papers like The Post Star and Bennington Banner cover Cambridge.
2. Your community has a plan to target growth to the downtown and identifies goals and strategies for advancing revitalization connected to outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	The Village has a Comprehensive Plan which focuses on strengthening its Main Street as well as recreational opportunities. Elements of it related to recreation have been a bit secondary priorities or episodic. For example, a public-private partnership to develop a historic rural freight yard resulted in a new park and as a spin off a Community Garden. The Cambridge Community Forest nor the use of the wetlands by the school were not conceptualized at the time of the Comp Plan so that is not integrated into the fabric of targeted growth/revitalization. EPA process provides opportunity to knit them all together, think outside the box and generate great ideas....
3. Your downtown is designed to foster walkability, including sidewalks, safe bike routes, and	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity Well underway <input type="checkbox"/> Established	There is room for improvement in this area. Sidewalks are not ubiquitous and are not of consistent / safe quality. (including historic slate which is charming but at times dangerous). No bike lanes exist or signage requesting that cars share lanes with bikes. No form of public transportation exists.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
transit, and has attractive and functional streetscaping and landscaping.			Limited public parking, mostly along the street.
4. Your downtown has strong physical or visible connections to your recreation infrastructure, such as trails, wayfinding signs, branding, shuttle services, etc.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet X Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
5. Visitors and residents can access recreation infrastructure throughout the community and connect to adjacent public and private lands that are used for recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low X Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet X Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
6. Year-round recreation opportunities are available for residents and visitors.	<input type="checkbox"/> NA <input type="checkbox"/> Low X Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet X Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Lots of people pursue recreation on their own property but there is little perceived access on public properties. Year round people downhill ski, cross country ski, snow mobile (there are trails across private property for this), bike on roads, hike, hunt, fish, kayak/tube down rivers, walk. There is also a very strong agricultural community/activity which surrounds Village and contributes to its rural character.
7. Local guides, directories, or websites identify recreation destinations and events, making it easier for people to learn about outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet X Limited activity Well underway <input type="checkbox"/> Established	After a pause, over the past year or two, Washington County Tourism has begun to be more active with social media, branding, etc. to highlight destinations and events.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
8. Your downtown has businesses that directly support or serve the experience of your outdoor recreation assets.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
9. Signs, websites, and routes are designed to connect outdoor recreational users to relevant services, amenities, businesses, and Main Street.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input checked="" type="checkbox"/> Established	There was no consensus here on level of interest or current activity because so many facets of life were noted in question and people looked at the question from different vantage points. Services and amenities on Main street are noted in for example the Chamber's or County Tourism webpage and various publications but connections to outdoor recreational uses may be less so.
10. Your downtown offers multiple other attractions or desirable services/amenities that would attract or retain visitors or users of your recreation assets.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	
11. Your community has identified primary historic structures or features that are important to recreation economy and actively supports their preservation or rehabilitation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input checked="" type="checkbox"/> Established	Most of the Village proper is part of the National Historic District (National Register of Historic Places) and the community has a significant number of historic structures listed as 'Exceptional'. The Cambridge Valley Community Development and Preservation Partnership, facilitated a public/private partnership that resulted rehabilitation of an historic rural freight yard (that involved rehabilitation/adaptation for contemporary use of 8 historic structures). The CVCDPP secured New York Main Street funds to help building owners of 9 other mostly historic structures to rehabilitate facades, or particular commercial or residential units, and recently partnered with another NGO to attract a third NYMS grant for the community that is focusing on 4 additional Main Street structures.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
<p>12. Your community and region’s natural assets and heritage are celebrated through local events, public art, festivals, etc.</p>	<p><input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High</p>	<p><input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established</p>	<p>The arts and community events are well underway through Hubbard Hall Arts Center, various artists collaboratives as well as Chamber of Commerce and American Legion/Knights of Columbus events as noted above. The region's natural assets however are not so celebrated--with the exception of through the Washington County Fair which takes place in the adjacent community and events by local scientists at the Public Library as well as forums hosted by the Agricultural Stewardship Association with an agriculture or forests bent.</p>
<p>13. Regional partnerships with other local communities and recreation destinations is increasing use of recreation opportunities offering visitors more destinations and activities in the area, and increasing visitor length of stay in the region.</p>	<p><input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High</p>	<p><input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established</p>	
<p>14. Your community regularly surveys users of your recreation assets, services, and businesses to better serve interests and needs.</p>	<p><input type="checkbox"/> NA <input checked="" type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High</p>	<p><input checked="" type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established</p>	
<p>15. Your community has an active public engagement strategy to build and sustain social and political</p>	<p><input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High</p>	<p><input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established</p>	

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
support for recreation-related economic development.			

5. Economic Development: Opportunities and Advancement

The recreation economy can help to drive economic development and growth that can sustain long-term prosperity. Once outdoor recreation has been identified as a key sector in economic development planning, policy, and programming in your community, development opportunities can include businesses and services that market directly to outdoor users as well as indirect businesses and services, manufacturing, local food and beverage options, lodging and housing development, and more. Areas of focus can include growing and retaining existing businesses, supporting small enterprises and entrepreneurs, attracting new businesses, providing job training that aligns the workforce with current needs, and ensuring that well-paying, year-round jobs are available to residents.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
1. Your community has identified outdoor recreation as a driver of economic prosperity, and has a clear vision for future development and growth.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
2. Local and regional plans (e.g. comprehensive, economic development, transportation, and forest plans) explicitly prioritize recreation-based economic development, conservation, and Main Street revitalization, and include goals and	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	The Main Street revitalization is well underway, conservation of natural resources in the form of conservation easements on agricultural lands and to a lesser degree forested lands is well underway through the Agricultural Stewardship Association. The weakness is 'recreation-based economic development' and connecting these too...that is very limited but again the Community Forest and the EPA planning process provides that space to develop such a strategy and collectively in a participatory way figure out priorities.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
strategies to achieve priorities.			
3. Your community has identified capacity gaps and is implementing a plan to address those needs (e.g. access to capital for new and existing businesses, job training, workforce development).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Most of the broader economic development activities of this sort come through the Washington County Local Development Corporation and affiliation of the local light manufacturing industry with community colleges in other locals (SUNY-Adirondack and Hudson Valley Community College) or through high school BOCES programs. Additionally, some come through the state, but the Village is often in a strange position -- rural but technically part of the Capital Region.
4. Your community has policies and financial incentives to support small businesses and entrepreneurs (e.g. revolving loans or microloans, reduced rent/tax incentives, marketing support, business coaching, a business incubator, etc.).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input checked="" type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	These are VERY, very, very modest and are run at more of a County-wide level through the Washington County Economic Development Corporation. In addition to a bank in the community (Glens Falls National Bank) there is a Community Loan Fund out of Albany that does support local businesses, as well as a credit union in town.
5. Your community is utilizing grant, funding, or capacity building opportunities available through Opportunity Zone, USDA Rural Development, Small Business Administration, and other programs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
6. Local residents are employed in recreation-based businesses, and receive a living wage.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> X Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Mostly people volunteer to engage people in recreation. Few 'recreation employers' narrowly defined to 2 tubing/kayaking entities along the Battenkill River, Willard (Ski) mountain in adjacent community, few small engine shops to service motor cycles/snow mobiles, and in summer Lake Lauderdale runs summer swim/recreational opportunities. Agricultural Stewardship Assn owner of Community Forest does have full time-year round staff. Not sure about living wage across the board as many are seasonal pursuits.
7. Training events, classes, or other vocational development programs for residents and students exist to prepare them for jobs in outdoor recreation.	<input type="checkbox"/> NA <input checked="" type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Kids from Cambridge Central can access such courses through SUNY-Adirondack and other colleges in Capital District. Though, not sure how strongly such programs are promoted. Furthermore, not sure what resources are promoted / sponsored for adults who might have interest in building a business or career in outdoor recreation.
8. Recreation-based entrepreneurship is encouraged through business training and/or loan programs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
9. Processes for acquiring permits or licenses to operate relevant businesses follow a clear and transparent process.	<input type="checkbox"/> NA <input checked="" type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> X Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No consensus on level of interest.
10. Recreation asset development is designed to support community livability and	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> X Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
opportunities for local economic development.			
11. Planning, policies, zoning and other codes, and financial incentives support downtown revitalization (i.e. mixed-use development, infill development, brownfield revitalization, adaptive reuse of historic structures, etc.).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	As a result of Comprehensive Plan, Zoning updated and grants sought to provide financial incentives for this kind of downtown revitalization. Wastewater issues are a concern as there is no public system. The extent of such programs do not fully extend to surrounding communities, however. Different municipalities have different levels of regulation. These differences will need to be navigated through, given that many of the outdoor recreational activities would exist outside of the Village limits. Coordination and cooperation across municipal governments will be required.
12. Planning, policies, zoning and other codes, and financial incentives support the primary and ancillary businesses necessary for the recreation economy and their workforce (e.g. traditional lodging, AirBnBs, small manufacturing, business incubators, affordable housing, etc.)	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
13. Your community has an active business association, or network of outdoor recreation economy	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	There was no consensus on this question because the while we have a Chamber we don't have other networks--so people answered from their vantage point.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
businesses that provide peer support and work together.			

6. Local and Regional Promotion and Branding

To activate an outdoor recreation economy, it is important to connect natural assets to local branding, marketing, and promotion efforts so that residents and visitors alike associate your community with your unique outdoor amenities and activities. Your community may also want to connect local opportunities to assets available within the region that may attract visitors and new residents and businesses.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
1. Your community has a clear brand and identity that emphasizes your key natural and recreational assets, reflected in consistent public and private marketing materials.	<input type="checkbox"/> NA <input checked="" type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	More activity at the county level with branding and identity, but not necessarily consistent branding at the local level--so no real consensus.
2. Your community has identified target demographics, markets, and opportunities to promote your natural and recreational assets and quality of life.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
3. Your community has a tourism plan and economic development plan with goals and strategies to strengthen and promote the region's natural	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	There used to be a Washington County Tourism lead and Association made up of local entities but this seems dormant. Regional focus probably better given spread of collective amenities.

and recreational assets.			
4. Prospective visitors and new residents and businesses have multiple ways to find out about your community and region’s outdoor amenities.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Views on levels of activity diverged.
5. Your community has a webpage and an active social media presence that promotes your recreational brand.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Views on levels of activity diverged
6. Your community has developed outdoor recreation-related outreach, recruitment, and marketing materials that are available for local residents, businesses, and others to use.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Divergence on level of interest
7. There are clear and consistent signs and wayfinding throughout your community that reflect your brand.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
8. Your community markets recreation and tourism opportunities through other entities, such as	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Divergence on level of interest

regional or state tourism offices.			
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7. Diversity, Equity, and Inclusion

Recreational amenities and the economic opportunities that flow from them will provide the greatest long-term benefits to the community when they are available to everyone no matter their identity or background, across race, gender, culture, religion, socioeconomic status, age, and physical abilities. Representing the diversity of the community in planning and policy decision-making and when designing programming and managing natural amenities can help ensure equitable access and environmental justice. Outdoor opportunities and activities that reflect and harness the unique strengths, celebrate the special traditions, and build on the interests of all segments of the population are likely to be more inclusive and successful in the long term. Meaningful engagement goes beyond seeking feedback, and includes inviting people from all parts of the community to help create project ideas and to lead and share responsibilities in the work.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
1. Recreation assets and amenities are equitably distributed and accessible to everyone in your community.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
2. Your community is actively addressing any barriers to access for trails, parks, playgrounds, and green space.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	The Cambridge Community Forest is an initiative to allow public access to trails, fishing, etc. by pedestrians and bicyclists as well as an outdoor classroom for Cambridge Central School, daycares, summer youth programs, etc.
3. Community planning efforts are meaningfully engaging low-income residents, residents of color, youth, and other traditionally underrepresented populations.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	The local food pantry, partnered with the Community Garden, received a grant to teach about growing and cooking healthy food. The Comprehensive Planning that the Village and the Town of White Creek undertook did indeed do this and efforts through the EPA grant are endeavoring to do this as well.
4. Your community's plans for economic development, outdoor recreation, and Main Street revitalization involve	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	

traditionally underrepresented populations in leadership and decision-making.			
5. Access to technical and financial assistance, business incubators, marketing, and other support for economic development related to the outdoor economy is available to all.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input checked="" type="checkbox"/> XHigh	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> XLimited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
6. Recreation spaces, events, infrastructure, programs, and opportunities are welcoming, inclusive, and reflective of diverse cultures and identities.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> X High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> XWell underway <input type="checkbox"/> Established	

8. Public Health

Outdoor recreation is directly related to public health. It is well documented that engaging in physical activity and spending time in nature supports better physical and mental health outcomes. Intentionally connecting the design and location of outdoor amenities and infrastructure with your community’s priorities for public health can make a big difference for local health outcomes, and also can be an important selling point for new residents and businesses that care about having a healthy workforce.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Many in your community participates in some form of outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> X High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> X Well underway <input type="checkbox"/> Established	
2. Your community promotes healthy lifestyles, including through the siting	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> X High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> X Limited activity <input type="checkbox"/> Well underway	

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
and design of outdoor recreation infrastructure.		<input type="checkbox"/> Established	
3. Your community holds events or festivals that take place outdoors or include outdoor recreation as a key component.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity X Well underway <input type="checkbox"/> Established	Balloon festival, Tour de Battenkill, events at the public library which is very vibrant, School setting of tons of events....
4. Your community has active clubs or groups that facilitate experiences, host events, and build community for a range of outdoor activities.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity X Well underway <input type="checkbox"/> Established	Rural community. 4-H, Boy Scouts and Girl Scouts, hunting club, agricultural orientation of community. School football and sports active. But no Outing Club at school. Summer youth programming at Lake Lauderdale. CCS has environmental science club.
5. Local schools are connected to trails and green space, and have programs and clubs that support outdoor pursuits.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity X Well underway <input type="checkbox"/> Established	Science teacher developing trails in wetlands owned by School. The Community Forest is within walkable distance to the school and has been used for years by science teachers. School hosts Friday night downhill ski program at local Willard Mountain, summer programs have a recreational focus--biking and hiking. However there is no Outing Club only an environmental club.
6. Health professionals in your community understand the mental and physical health benefits of outdoor recreation and recommend time in the outdoors to their patients.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium X High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity X Well underway <input type="checkbox"/> Established	
7. Residents generally have equitable access to social services, health care, and healthy food.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Medium activity' really. There is an urgent care and health center in the Village. There is a supermarket, Food Coop and farmers market along with a Community Garden and lots of farm stands and backyard

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
			gardens. There is also a food pantry across the street from the school and the school provides a backpack program. Social services are mainly run out of the County and sometimes host a 'day' at the village offices.
8. Environmental justice issues that negatively impact public health, including access to clean air, water and green space, are being addressed.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	
9. Recreation businesses engage in outreach programs to recruit newcomers and under-represented groups to outdoor experiences, e.g., first time ski packages.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

9. Leveraging Partnerships

A successful recreation economy requires the coordination of policies and projects across land ownership boundaries and across disciplines, such as recreation, conservation, land management, community planning, economic development, public health, education, health, local services, and transportation. Partnerships across a region can strengthen each community's economy as part of a larger region. Partners may represent local, state, and federal governments; nonprofit and community-based organizations; the private sector; and regional anchor institutions.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
1. Diverse recreation groups are working with each other to support your community's outdoor economy.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Ducks Unlimited and Battenkill Conservancy are working together. Mountain biking club will assist with trail building at Cambridge Community Forest.
2. Economic development groups and partners are working together to strengthen the	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	depending on actors and partnership

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
recreation sector (e.g. economic development and workforce organizations, Small Business Development Centers, Chambers of Commerce, large employers, the business community, universities and community colleges, lending institutions, etc.).			
3. At least one collaborative stakeholder group is active and working with partners and landowners to prioritize and accomplish projects and address concerns or needs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	
4. Your community has established partnerships with public land managers and has had meaningful input into relevant plans and projects on adjacent public lands.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
5. Your community is connected with neighboring communities and with services and amenities in your region that complement local offerings. Local priorities are reflected in regional plans.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

10. Stewardship of Natural Resources

Natural resources are the assets that drive the entire outdoor recreation economy. Without investing in stewardship and management, recreation assets—and related economic opportunities—will not be sustained. To ensure the longevity of economic prosperity related to outdoor recreation, communities can design recreation infrastructure, distribute use, and invest in funding and capacity for stewardship in order to protect natural resources and give back to the places and experiences that support community livability and growth.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has a core group of volunteers and/or stewardship organizations that help to maintain outdoor assets and natural resources.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	Battenkill Conservancy and Ducks Unlimited help with clean-up of Battenkill. ASA will have volunteers and staff to help oversee stewardship of community forest. Towns, businesses and organizations do highway and town clean-up days. Village DPW is very good with maintenance of village grounds, parks, etc. Cambridge Central School grounds are also very well maintained.
2. Communication between community leaders and public land managers supports mutual understanding of stewardship capacity and needs and cooperation on high priority stewardship projects.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Communications open with municipalities and ASA on Community Forest. Unclear how much interaction between NYS personnel and local municipalities on state forests, Battenkill river.
3. Your community's private landowners are engaged and support your community's vision for natural resource stewardship and management.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input checked="" type="checkbox"/> Well underway <input type="checkbox"/> Established	More work needs to be done in this area. Landowners and community leaders need better dialogue in this area to build trust and shared vision. Interest and efforts to conserve working ag land is high with good support and a few active projects. Broad community support expressed for Cambridge Community Forest by residents, but long-term parking needs to be addressed to help preserve the

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
			feel/security of the immediate neighborhood. Comprehensive Plans address natural resource protection. ASA has built strong consensus on need for agricultural land stewardship.
4. Your community provides stewardship-related education to students, visitors, local residents, and others.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Education and workshops mainly through nonprofit land trusts, county Soil and Water Conservation District, Cornell Cooperative Extension and offerings to youth through the school, summer camps, etc. Some signage along the Battenkill.
5. Recreation opportunities have been designed to be sustainable, and appropriate resource management plans are in place.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	
6. Sustained stewardship funding is available to maintain and protect recreation resources (e.g., local bonds or tax dollars are available to address stewardship needs).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input checked="" type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	

Additional Data: (Note from Cambridge: most of this information is in the Village of Cambridge Comprehensive plan appendices).

Please attach any other data or information that might be helpful for this project, for example:

- Major local and regional employers, industry sectors, and employment rates
- Median income, percent of population below the poverty line
- Local and regional population numbers and demographics
- Environmental or other known hazards in the area
- Age and type of housing stock, landownership and homeownership patterns
- Location of your downtown and list of current businesses and amenities available
- Status of base infrastructure and services: water, sewage, search and rescue, etc.
- Current availability and/or quality of broadband
- Description of local food and beverage options, lodging, and other visitor services
- Description of health care availability
- Identification of local educational institutions, including all pre-school, elementary, middle school, high school, vocational schools, colleges and universities
- Availability of key support services, e.g. daycare
- Workforce overview and list of local workforce development and training centers or programs
- List or map of the major natural assets in your community and region, and identification of who owns or manages these assets
- Description of how outdoor assets are connected to each other and to population and commercial centers with transportation infrastructure
- Any available visitation/use/revenue data--how many visitors do you have, when do they come, what do they do, what do they spend money on currently?
- List or map of any cultural or historic sites in your area or region
- List of any stakeholder groups that are active in land management planning, economic development, Main Street revitalization, outdoor recreation, or any other relevant activities
- A list of key partners from different sectors/fields, including
 - Public and private land management/natural resource management/stewardship and outdoor recreation
 - Main Street/downtown development
 - Economic development, business retention and attraction, and small business development
 - Tourism and local/regional branding and marketing
 - Transportation

- Links to any relevant websites
- Other

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

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

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Community Engagement, Diversity, Equity, and Inclusion

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

<https://www.aianta.org/aianta-reports-publications/>

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

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

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

<https://outdoorafro.com/about/>

Community-Specific Strategies and Examples

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

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

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

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

1. Recreation for All: <https://youtu.be/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. *Transformation Through Outdoor Recreation*. (2016). Residents of Skowhegan came together to share ideas for the future of their town, resulting in the Skowhegan Strategic Plan for Community Transformation at which voters adopted during the June 2016 town meeting.

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

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

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

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

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

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

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

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

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

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

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

Land Conservation, Stewardship, Parks, and Health

National Park Service and Centers for Disease Control and Prevention. *Parks, Trails, and Health Workbook: A Tool for Planners, Parks & Recreation Professionals, and Health Practitioners*. A

workbook to help strengthen the design and implementation of community-based parks and trails projects.

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

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

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

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

<https://www.nrs.fs.fed.us/STEW-MAP/>

Main Street Revitalization and Economic Development

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Outdoor Recreation

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

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

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

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

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

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

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

- *The Outdoor Recreation Economy by State*. (2019). Report outlines the outdoor recreation economy impacts by state, using Bureau of Economic Analysis data. <https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation-economy-by-state/>

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

<http://nga.org/outdoors>

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

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

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

<https://northernforest.org/programs/regional-strategy/recreation-economy>

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

<https://outdoorindustry.org/>

- *Outdoor Participation Report*. (2019). Study showing levels of participation in outdoor activities. <https://outdoorindustry.org/resource/2019-outdoor-participation-report/>
- *State Funding Mechanisms for Outdoor Recreation*. (2017). Provides a summary from Headwaters Economics that outlines state funding mechanisms for outdoor recreation. <https://outdoorindustry.org/wp-content/uploads/2015/03/Headwaters-Economics-v5-screen.pdf>
- *State-Level Outdoor Recreation Reports*. (2017). Provides links to reports describing the participation in and economic impact of the outdoor recreation sector in every state and Congressional district. <https://outdoorindustry.org/advocacy/>

- *The Outdoor Recreation Economy*. (2017). Summarizes the economic impact of the outdoor recreation sector across the U.S. and includes national statistics on consumer spending, jobs, and tax revenue, along with statistics for specific recreation activities. https://outdoorindustry.org/wp-content/uploads/2017/04/OIA_RecEconomy_FINAL_Single.pdf
- *White Paper on State Leadership Roles for Outdoor Recreation*. (2016). This white paper describes the role that states can play in promoting outdoor recreation, with examples from states that were early to adopt state-level directors of outdoor recreation. <https://outdoorindustry.org/resource/white-paperstate-leadership-roles-for-outdoor-recreation-a-promising-trend/>

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

- *The Outdoor Recreation Roundtable Rural Economic Development Toolkit*. (2021). This toolkit outlines strategies for using outdoor recreation as a tool for economic development, including key best practices and examples from around the country. <https://recreationroundtable.org/rural-development-toolkit/>

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

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

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

U.S. Department of Agriculture. *Recreation Economy at USDA Economic Development Resources for Rural Communities*. (2020). USDA's Forest Service, Rural Development, and the National Institute for Food and Agriculture developed this resource guide for rural communities to

identify resources that develop the recreation economy. It describes the roles of federal agencies and programs in the recreation economy and highlights numerous financing strategies and case studies from communities.

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

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

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

Trails and Transportation

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

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

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

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

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

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. *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 E: FUNDING AND TECHNICAL ASSISTANCE

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

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

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COVID-19 Pandemic Assistance

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

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

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

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

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

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

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

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

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

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

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

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

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

Federal Funding and Technical Assistance

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

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

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

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

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

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

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

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

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

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

<https://www.nps.gov/preservation-grants/index.html>

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

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

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

www.nps.gov/rtca

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.nbrbc.gov>

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

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

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

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

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

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

to school projects, community improvements such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

<https://www.fs.fed.us/research/locations/>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

expert advice on expanding your business, or train your team, SBA's resource partner network is here to help!

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

Non-Federal Funding and Technical Assistance

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

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

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

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

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

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

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

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

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

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

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

<https://kaboom.org/grants>

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

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

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

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

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

<https://www.peopleforbikes.org/grant-guidelines>

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

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

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

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

U.S. Endowment for Forestry and Communities – Innovative Finance for National Forests Grant Program: This grant program, developed in partnership with the USDA Forest Service National Partnership Office and the National Forest Foundation, develops, refines, and scales tools, templates, and approaches that direct private investment capital to improve the health

of the National Forest System through projects that deliver environmental and social outcomes and financial returns. Project activities may take place on the National Forest System; on adjacent state, private or tribal lands; or across boundaries provided outcomes contribute to the health of Forest Service ownership.

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

State-Specific Funding and Technical Assistance

Cornell Lab of Ornithology Bird Habitat Conservation Grants

<https://www.birds.cornell.edu/landtrust/category/grant-directory/>

New York Main Street

<https://hcr.ny.gov/new-york-main-street>

New York State Conservation Partnership Program

<https://www.landtrustalliance.org/land-trusts/field-services/new-york-program/new-york-state-conservation-partnership-program>

New York State Parks, Recreation and Historic Preservation

<https://parks.ny.gov/grants/grant-programs.aspx>