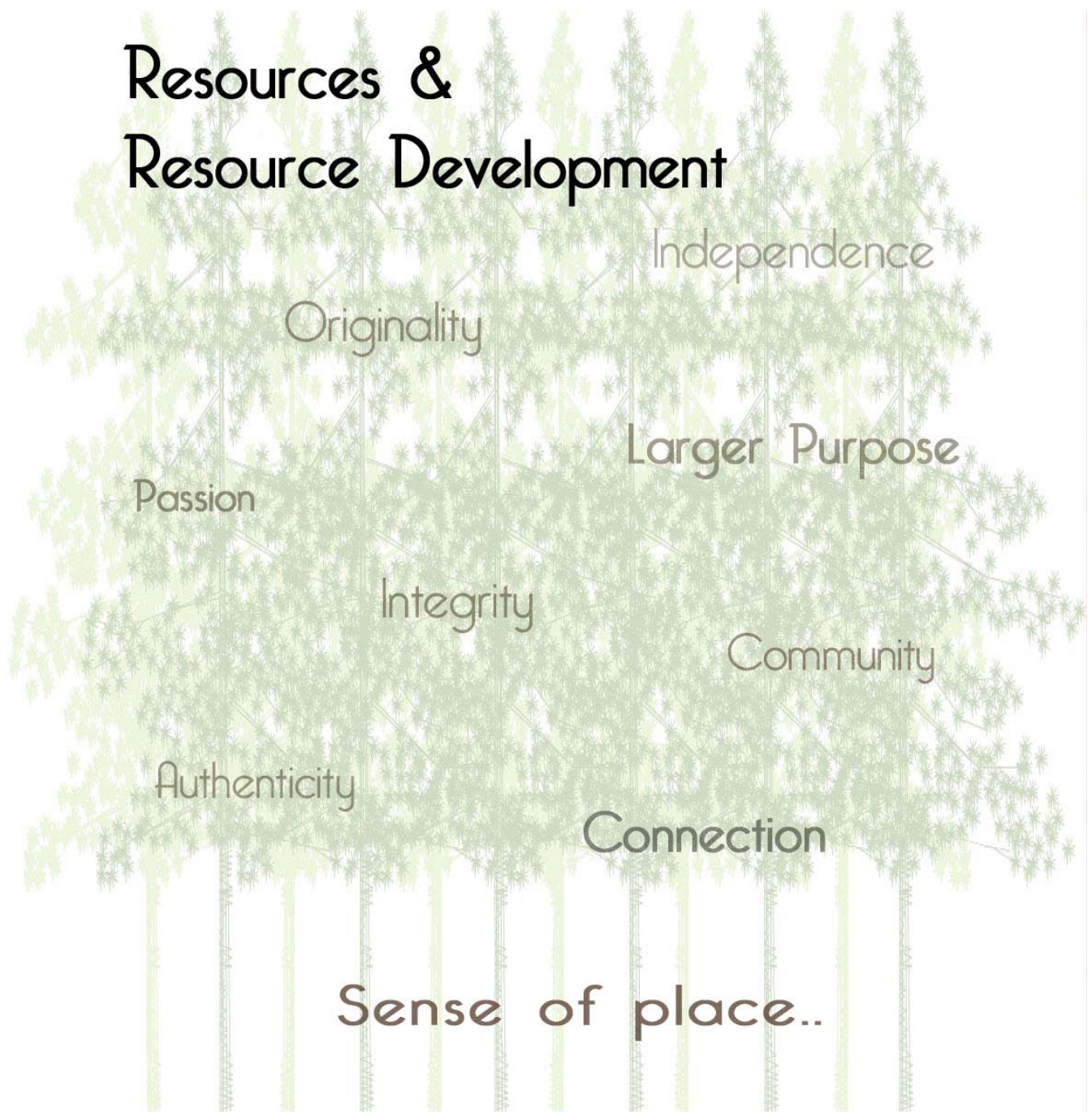


Resources & Resource Development





7 Resources & Resource Development

Architectural or historical significance is rarely the primary motivation for the rehabilitation of historic buildings in rural downtowns. More commonly, economic growth is the prevailing factor that determines the future of historic downtown districts. The Sierra Business Council's report on the Sierra Nevada region identifies three categories of assets critical to the healthy progress of towns and communities: financial, social, and natural. These are intertwined and dependent on one another. Public improvement projects like the Streetscape Revitalization must address all three to maximize benefits to businesses and residents.

7.1 Resources

Recognition of Greenville's financial, social, and natural assets is essential to forming a development strategy that will bolster the local economy and encourage community pride. Development strategies that emphasize use of local talent and resources will be supported by and benefit the community and thus should be a high priority. Remaining needs should be fulfilled using external resources only after fully investigating all local alternatives. Before beginning work on the revitalization, a thorough audit of Greenville's local assets must be undertaken. The following lists are by no means complete, but rather indicate examples of each type of asset.

Social Assets

Community Involvement with planning and government

An important local resource in the realization of this project, as well as future projects, is the community involvement of Greenville. Community involvement in the creation of this document has led to both a strong local role in establishing the parameters of this project, as well as establishing multiple local partnerships. Elements of this plan have already begun to be implemented based upon local community enthusiasm.

Financial assets

Affordable Housing / Office Space

Greenville also has the ability to provide affordable housing and/or office space. For example, during the preparation of this document, the Sierra Lodge was extensively renovated, and now provides housing for \$500 per month.

A study conducted by the Institute for Local Self-Reliance and Friends of Midcoast Maine claims three times as much money stays in the local economy when goods and services are bought from locally owned businesses instead of large chain stores. Studies like this support the idea that sustainable economic development begins at the local level. Greenville residents have expressed their frustration regarding the lack of available local products and services. It

has also been recommended by the community that either existing or new restaurants be open for business for a longer time frame than the current hours.

External recruitment of business has been a common economic development strategy for many communities. Today Greenville is experiencing a significant economic transition for many external and internal reasons. External business recruitment will be an important step in improving the economic environment of Greenville.

Natural Assets

Lakes, Streams, and Hot Springs
Forests

Greenville has access to local natural resources such as geothermal hot springs, forest products and solar access. These resources will be an important part of any economic strategy for Greenville and the Indian Valley Community.

Greenville's geographic location is blessed with many natural resources. The possibility of economic development through the use of hydro, geothermal and solar is just beginning to be explored. More generally the area provides many recreation opportunities ranging from fishing to hang gliding.

Also, we recommend exploration be undertaken for businesses based on the use of small diameter timber forest products utilizing products from this region.

7.2 Value for Investors

The National Trust Main Street Center annually collects statistical information on economic activity in local Main Street programs nationwide. This data represent the period from 1980 to December 2006 and reflects activity in more than 2,050 communities.

NTMSC Reinvestment Statistics (1980 – 2006)

Dollars invested¹	\$41.6 Billion
Average reinvestment per community²	\$11,083,273
Net gain in businesses	77,799
Net gain in jobs	349,148
Number of building rehabilitations	186,120
Reinvestment ratio³	\$25.76 to \$1

1. The total amount of reinvestment in physical improvements from public and private sources.

2. The Average Reinvestment per Community reflects investment in communities that have recently begun commercial district revitalization programs as well as those that have been actively involved in

NTMSC Reinvestment Statistics (1980 – 2006)

Main Street programs for more than a decade. In addition, it includes investment of communities of a wide variety of sizes and in all parts of the country. For these reasons, communities should be cautious about using this figure as a benchmark for local performance.

3. The reinvestment Ratio measures the amount of new investment that occurs, on average, for every dollar a participating community spends to support the operation of its Main Street Program, based on medial annual program costs reported to the National Main Street Trust.

7.3 New Business Growth

Targeted Income Group Job Development

Following is a table of proposed businesses within the Greenville community, and their potential for TIG job development. In determining recommendations for attracting more business and generating jobs, we sought realistic recommendations from the community.

Business	Position	Number	Hours	Hourly Wage
NaturalFood Store	Sales Stock	3 1	3 Full-time 1 Part-time	\$10.00 - \$15.00 / hr
Pilates Studio	Administrative Teacher	1 1	1 Full-time 1 Full-time	\$12.00 - \$15.00 / hr
Bookstore	Manager Clerical	1 1	1 Full-time 1 Full-time	\$10.00 - \$12.00 / hr
Document Store / Package Drop	Manager	1	1 Full-time	\$12.00 - \$15.00 / hr
Chamber of Commerce	Community Webmaster	1	1 Part-time	\$12.00 - \$15.00 / hr

We also recommend the installation of a free community wide wireless network (WiFi). WiFi is a resource for attracting businesses to Greenville and the broader community. Bringing the internet to Greenville provides access to a wider audience for goods and services. This service, if properly configured, can also be used by the students at Greenville High School, and might be pursued as a joint venture between the IVCS D and the school district. As a community owned infrastructure, the community can ensure long term affordability, equitable access, and competition.

Also discussed with the community were recommendations for potential future businesses. Efforts should be made to recruit a hang glider manufacturer, as Indian Valley is a destination for hang gliding enthusiasts. Businesses that provide accommodations should be recruited to take advantage of the bicycling events that occur annually in the Indian Valley. Finally, equestrian related businesses, such as feed and tack stores should be recruited and encouraged to serve both the local equestrian community and visitors to the various equestrian events that occur throughout the year.

7.4 Resource Development

Although there are traditional methods to evaluate the economic impact of preservation programs and the feasibility of proposed improvements, there is no established method to evaluate the economic impact of physical improvements on retail sales. Consumers tend to be more drawn to attractive storefronts than to rundown businesses. A business' physical appearance often affects its ability to attract investment, primarily through the impact on investors' perception or confidence.

However it is important to note that it was reported to us by a number of community members there were potential investors interested in the nearby hot springs. The main deterrent was the aesthetics of the approach into town. While outside the scope of this report, this area on the east side of town must be addressed to improve this first impression of Greenville.

7.5 Funding Sources

Grant programs are considerably competitive. As a result, community was a critical factor in the development of this document. Comprehensive planning and community input provides a competitive edge when seeking both public and private funds.

Local goals for grants include seeking funding sources for maintenance of the proposed improvements in this report.

The following programs are the result of a preliminary examination of funding sources. It is not a commitment of funding or a complete list of sources.

Public Funding

USDA Rural Development Community Development Programs	Surface Transportation Program (Plumas County STIP)	FTA Capital Program 5309 Grants
Transportation Enhancement (TE)	Regional Transportation Improvement Program (RTIP)	Environment Enhancement and Mitigation Program (EEMP)
AB1475 Safe Route to School – CalTrans	2009 Preserve America Fund	Federal Timber Payments
EPA BrownField Redevelopment	Plumas County Transportation Commission	State Proposition 40 Funds

Public Funding

National Urban and Community Forestry Advisory Council (NUCFAC)	Federal Forest Receipts	PG&E Rule 20B
EPA Native American Programs ¹	Department of Health and Human Services, Indian Health Services ¹	Department of Interior, Bureau of Indian Affairs ¹

1. There is funding for a variety of programs from each of these agencies for water, forestry, transportation, and emergency preparedness. Currently work is being done on listing county roads in BIA's Indian Reservation Roads Inventory, which provides funding for designated roads.

Private Funding

Ford Foundation Asset Building and Community Development	California ReLeaf	Community Commemorative Donor Program
Bank of America Community Development Program	Toyota Foundation	



Projected Construction Costs

Determining construction costs at this phase of a project is an exercise in guess work and prognostication. Many factors, systems, and details simply have not been determined, leaving a wide range of choices, and potential project costs.

That said, following is our estimate of probable construction costs for the main portions of the work discussed in this report.

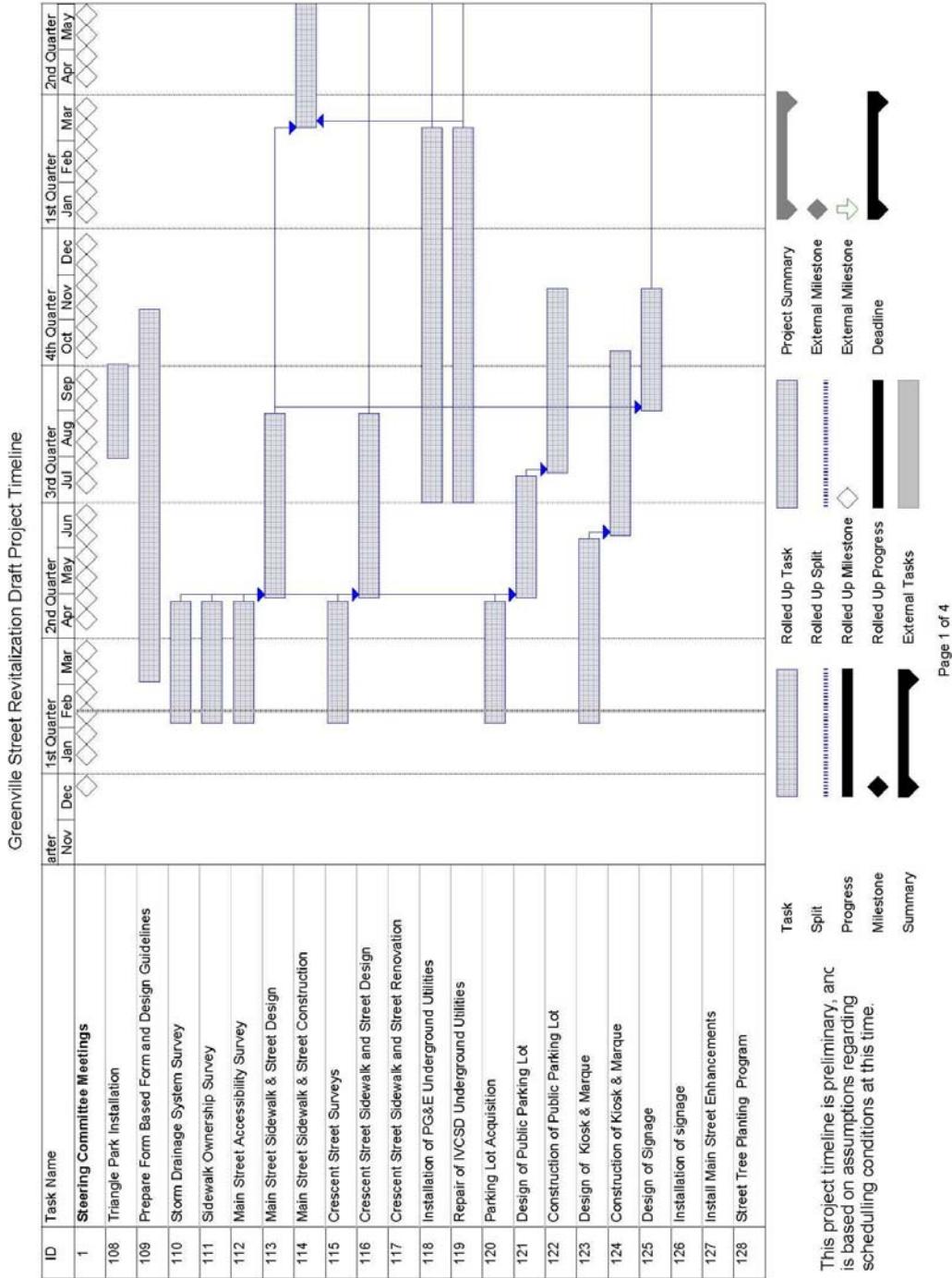
Main Street District	
Road Repair	\$5,000,000
Sidewalks and Streetscape Improvements	\$1,175,000
Lighting	\$650,000
Sub Total	\$6,825,000

Crescent Street District	
Road Repair	\$3,150,000
Sidewalks and Streetscape Improvements	\$775,000
Lighting	\$330,000
Sub Total	\$4,255,000

Total	\$11,080,000
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Timeline Recommendations

Proposed Project Timeline Page 1



This project timeline is preliminary, and is based on assumptions regarding scheduling conditions at this time.

