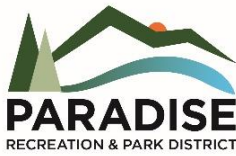


Agenda Prepared: 10/20/2023
Agenda Posted: 10/20/2023
Prior to: 7:00 pm



Paradise Recreation & Park District

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NOTICE OF BOARD OF DIRECTORS COMMITTEE MEETING

Committee: Recreation & Park Committee (*Bellefeuille/Rodowick*)
Date: Tuesday, October 24, 2023
Time: 2:00 p.m.
Location: Via Zoom and Terry Ashe Recreation Center Room A

Notice:

The public may listen to this meeting via computer or telephone. The public may submit comments prior to the meeting via email to bodclerk@paradisepspd.com before 1:00 p.m. on the day of the meeting and they will be read into the record. Please use the link to join the webinar: <https://us02web.zoom.us/j/85763921525?pwd=alE2bjBjQWpRbmZhWkpmeVZCZUpTZz09> Or via Telephone: Dial by your location: +1 669 900 9128 US (San Jose) (or) +1 346 248 7799 US (Houston)
Meeting ID: 857 6392 1525 Password: 6626

AGENDA:

The Committee will meet to:
1. Review the Morrison Report

ATTACHMENTS:

1. Morrison Report on the Concow School Site

https://paradisepspd.sharepoint.com/sites/BODMeeting/Shared Documents/_Committee.Rec.Park/2023/RPC_23.1024/RPC_23.1024.Agenda.docx

CONCOW COMMUNITY CENTER NEEDS ASSESSMENT

Conducted By:



EXECUTIVE SUMMARY

The community of Concow, though small in population, is rich in relationship, with individuals in the unincorporated Butte County foothill town interwoven into each other’s lives for generations. Community gatherings, even on cursory topics, lead to connection: conversations shift from details on public safety trainings to reminiscing about a beloved community member that provided swim lessons to a granddaughter or to upcoming wedding anniversaries that fall on the same day as a community event.

The bonds that exist in this forested landscape have tragically been forged and strengthened by fire: wildfires have swept through this community eight times since 1999 – the most serious of those include the 2000 Concow Fire, which destroyed 14 structures; the 2001 Poe Fire, which destroyed 49 homes, the 2008 BTU Lightning Complex Fire which destroyed more than 200 structures; the 2012 Concow Fire that scorched 60 acres; and the deadly 2018 Camp Fire, which claimed six lives and over 500 homes, which was more than 75% of the remaining homes in the rural community.



One structure that still stands is the Concow School, overseen and operated by the Golden Feather Unified School District, at 11679 Nelson Bar Road. On November 8, 2018, when flames ripped through the community of Concow, the school site was spared from total destruction. Though substantial damage to the school’s water system and outbuildings were sustained, the school’s main buildings were untouched by flames.

Since the day of the Camp Fire however, students have not been able to utilize this campus, with the school site largely shuttered. The resilient 75 students and staff that once vibrantly filled the school buildings have been well-served at the District’s Spring Valley School site where classes resumed following the Camp Fire.

Though this decision has supported students and staff well, it does leave the Concow School site underutilized, from the perspective of the greater Concow community. Whiteboards in the classrooms still have November 8, 2018 written in dry-erase marker; the school marquee shares the dates for the 2018 Thanksgiving break; and where students once sat to learn arithmetic and nouns, boxes of school supplies are now stacked.

Without consistent use, the Concow School site – which boasts a commercial kitchen, cold storage, a large multipurpose room with a functional stage, classrooms with flexible space, ample parking, basketball courts and a substantial outdoor track and soccer field – holds the potential for falling into disrepair, though to this point, it has been well-maintained. Still, the absence of

activity at the once bustling site is a continual community reminder of the loss experienced during the Camp Fire.

At the same time, **many residents of Concow have expressed a deep void in services offered to the community:** this was present pre-fire but has only been exacerbated post-fire. Given the rurality of the community and its size, Butte County government services and non-profit association resources have historically been limited, or entirely absent in Concow. For example, there are no brick-and-mortar library services, mental health or medical facilities, or youth recreation programs in Concow that exist in other small Butte County communities like Durham, Biggs, or Magalia.

As attention and resources are made toward restoring critical social and community services in other communities impacted by the Camp Fire, by and large, Concow residents have expressed the impression of being nearly invisible when it comes to the greater public response to their continued isolation from greater community investment.

To that end, the North Valley Community Foundation (NVCF) and the Butte Strong Fund, in an effort to support long-term recovery in Concow, engaged Morrison to explore the potential that may exist to leverage the Concow School as a Community Resource Center.

Though they may have had different opinions on what services could be located at a Community Center **the residents of Concow interviewed were united in stating the deep need and desire for a space where they could come together as a community to connect, celebrate, and cultivate relationships and health. The preferred model, expressed in community meetings, and one-on-one conversations, would be a center where a number of services could be co-located.** This concept is not unlike what is available in other communities, where yoga classes, community gardens, after-school programs, and food pantries are all housed under one roof, with multiple entities providing community services from a centralized space. Local fire safe council activities, community relief efforts, and food distribution events could readily locate in the space, if made available.

The Concow School was expressed by community members to be an ideal location for these types of co-located services and, practically speaking, to serve as a hub during emergencies. Located near Highway 70 with defensible space, ample parking, the Concow School could be a meeting place during times of crisis, offering heating, cooling, broadband internet service, and evacuation services.

The Concow School site is owned, operated, and managed by the Golden Feather Unified School District, and is an asset that is under the purview of this entity. It is ultimately the decision of the Golden Feather Unified School District as to what potential use the site holds in the future. This assessment does not negate that, but rather is intended to serve as a resource for the Golden Feather Unified School District in considering opportunities for the Concow School site.

Through one-on-one-interviews, site visits, group discussions, and an analysis of market conditions and risks, **Morrison determined it would be difficult for the Golden Feather Unified School District itself to operate a Community Center as envisioned by the Concow community and that a Community Center likely would not be a profitable enterprise. However, though it may be fiscally sound to continue with the status quo, that option does not curtail the deep need expressed by the community and the substantial benefits that may result from**

investments in a Community Center in Concow. Grant funding and creative partnerships may be able to support operations, and the cost-benefit analysis determined by entities potentially providing services, may be improved with a number of resources located in one location.

Through Morrison’s analysis, a likely partner that may be best suited as an anchor tenant for a proposed Community Center was determined: **the Paradise Recreation and Park District.** The Paradise Recreation and Park District expressed strong interest in considering co-locating at the Concow School site (perhaps with school operations and other entities); is best-positioned financially for a consideration of expanded operations at this site; and would bring energy to the location to restore it to a place where learning and activity could be experienced by the entire community.

With a partner like the Paradise Recreation and Park District, there is a high likelihood that their resources could allow for greater community use of the Concow School site, and attract location of additional services at the site, perhaps including those provided by other governmental and non-profit organizations.

The most substantial gap in this scenario is the lack of dedicated personnel to attract potential service providers to a Community Center in Concow. Perhaps given the early stages of this effort, with no formal commitment by the Golden Feather Unified School District to pursue an option of opening the Concow School to outside entities, many of the organizations outside of Concow that were contacted about interest in the facility had a difficult time committing interest in the location of services at a Community Center in Concow. An investment in one part-time individual for six months to one year to manage initial logistics to attract and support potential service providers in locating services at the Community Center; coordinate a facilities schedule; and conduct outreach to the community on services offered could more readily accelerate the success of a Community Center in Concow. An outside funder would likely need to be found to support this new position.

The pages that follow will identify the methods taken to arrive at the recommendation of this potential anchor tenant partner; including an assessment of the potential demand for the use of the Concow School site; the potential management and organization needs for the Concow School site; and a cursory overview of potential revenue and expenses that may be incurred under different scenarios for the Concow School site.

It is Morrison’s recommendation that the North Valley Community Foundation, the Golden Feather Unified School District, and the Paradise Recreation and Park District leverage the findings of this initial assessment to hold more detailed conversations to determine the feasibility of a partnership that could ultimately renew the Concow School site and benefit the Concow community, while continuing to move forward in conversations with other service providers to fully achieve the vision the Concow community has for a comprehensive Community Center.

METHODS

One of the key factors that was taken into consideration with this assessment was a deep respect and focus on engaging the local community in Concow to best determine their interest in a Community Center or potential uses for the Concow School site.

As such, significant time was spent with community members in informal conversations and group meetings to best understand the needs of the community and their desires for future investments in Concow.

Given the unique dynamics of the community – the rural nature, limited phone and internet access, and strong value on relational trust – it was determined that qualitative research would be far more valuable than quantitative research, with in-person one-on-one conversations being the most ideal method to determine the needs of the community and to engage with potential partners at the Concow School site.

To reflect these community values Morrison:

- Conducted a site tour of the Concow School and interviewed Golden Feather Unified School District Superintendent Joshua Peete and Executive Assistant Pearl Lankford one-on-one.
- Attended a community meeting facilitated by community leader Peggy Moak, attended by dozens of community members, with individual conversations held following the meeting.
- Attended a Butte County Department Head meeting to gauge interest in locating any county services at the Concow School site.
- Conducted one-on-one phone and virtual interviews with a number of community entities to determine interest in the Concow School site.
- Researched market information on potential lease rates to inform potential revenue opportunities.

These methods were agreed by the North Valley Community Foundation team to be sufficient for the needs of the assessment at this point in the process.

DEMAND

Two aspects of demand were considered in this assessment: one was the community’s demand or desire for a Community Center, and what the entities that comprise that center would ideally be; and the demand from any potential partners to locate at the Concow School site. This section provides an overview of findings for both.

Golden Feather Unified School District Demand

As noted in the Executive Summary, since the day of the Camp Fire, the Concow School has not been used for instruction, with all classes currently held at Spring Valley School. The Golden Feather Unified School District is still using the school site for storage and has an arrangement with a local church to utilize the multi-purpose room for their weekly church services at no charge.

Golden Feather Unified School District personnel noted that a number of community events and meetings could reasonably be held at the Concow School, with the largest gap preventing this being a lack of personnel to manage the reservation process. Personnel are accommodating as needs arise, but allowing the site to be used for community rentals would require coordination of schedules, opening and closing of the building, and janitorial services.

There is indeed little bandwidth within the Golden Feather Unified School District to manage logistics for community rentals; the incredibly dedicated personnel already wear multiple hats, with the Golden Feather Unified School District Superintendent also serving as the School

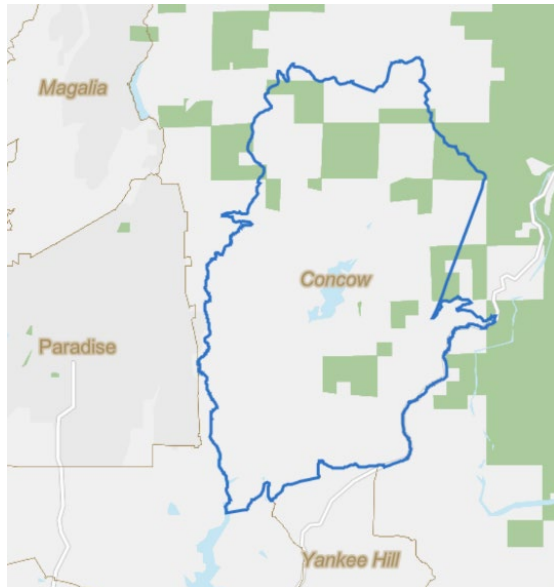
Principal, while also teaching, and leading students through healing and recovery from the trauma endured during the Camp Fire.

Golden Feather Unified School District personnel shared that it is unlikely that instruction would come back to Concow School in the near future. Still, there is a desire for the District to continue to have a presence at the site, and potentially utilize the main building of the Concow School, where administrative offices, classrooms, the multipurpose room and the kitchen are located.

Asked about options for community partners who District personnel would consider to be ideal co-tenants, it was largely desired to have partners who have a similar vision and purpose of either serving youth, or providing education, recognizing that is the use the school was designed for.

Community Demand

With an estimated 400 residents, according to the 2020 Decennial Census reported by the United States Census Bureau, the community of Concow is incredibly small, with an estimated 220 families living within the Concow census-designated-place. The rural community faces



disproportionate challenges relative to the rest of the Butte County and the state: the median household income is \$31,667, compared to \$84,907 for the state of California and only 34 percent of residents in Concow are employed compared to 57.6 percent in California, which in part is likely due to a higher proportion of the community being older and retired (US Census Bureau).

Perhaps because of its size, the residents of Concow hold a deep sense of community: many have been in the region for generations, and even in the wake of multiple wildfires, the remaining residents are resolute on maintaining Concow as their home.

This sense of community pride is challenged as a result of the Camp Fire when it comes to

community amenities however: currently, the only community gathering center within the community of Concow is the Yankee Hill Historical Society's historical Messilla Valley Schoolhouse, which does not have water as yet (they are linked to Concow School's water supply) and which doesn't comfortably accommodate much more than 20 to 25 individuals at one time (40 Max by Fire Code). The Yankee Hill Historical Society Historical Schoolhouse is located adjacent to the swimming pool, directly across Concow Road from the Concow School.

Source: US Census Bureau

A prior important meeting location, the Grange Hall, which was located just off Highway 70 on Big Bend Road, burnt to the ground in the 2018 Camp Fire. There are likely no plans to rebuild at this time, as there were significant financial and legal challenges within the local organization, which was in the process of withdrawing from the California Grange and renamed itself a Guild. Therefore, the use of the Concow School's multi-purpose room and commercial kitchen facility would restore the use to the community formerly offered by the Grange/Guild, which mostly

consisted of community dinners, community meetings, holiday events such as Halloween events, dances, etc.

Every member of the Concow community that was reached through this assessment expressed a desire for a designated Community Center for Concow that could serve as a space to hold meetings; gather during public safety emergencies; and host community events. Ideas that were broached were many: 1) leveraging the site for a weekly or monthly farmers market and craft fair – with the comment made that the Concow community is home to many talented artists and creators who have struggled following the Camp Fire, and could benefit from a site to sell their art; 2) art, music and drama classes, including summer programs for students 3) yoga and dance classes; 4) hosting the sheriff’s patrol team as a substation; 4) facilitating sports activities on an ad-hoc basis; 5) meeting spaces; 6) use of the commercial kitchen for cottage businesses, and more.

Personal rentals and use

Though all residents contacted were interested in having a Community Center, there was little desire for a new structure expressed by those reached through an assessment– nor is there the financial ability for the community to raise funding for one, with so much effort focused on recovery and rebuilding their own homes.



When asked about personal rentals of the space, many individuals noted that they were a part of organizations that would ideally be able to use a meeting room or the multipurpose room on a monthly or sporadic basis; there was no need expressed to use the facility on a daily more regular basis.

Furthermore, many residents noted that it would be anticipated that utilizing the multipurpose room or classroom space for events or meetings would be at no-charge, or a very low fee.

Considering this, it would be unlikely that community rentals would be a source of meaningful revenue for the District, with the costs of operations to allow the site to be open for community events and needs, likely to far outweigh any income earned from rental fees.

Community services

Far beyond this however, every member of the Concow community that was reached through this assessment expressed a need and a desire for a Community Center where a number of Butte County government and non-profit organization services could be co-located.

With the ample classroom space available at the Concow School, it was noted that office locations for Concow-based organizations and Camp Fire relief efforts could easily be set up, with pre-set office hours that may not require the Concow School to be open five days a week, eight hours a day. Furthermore, classrooms could also be utilized for satellite offices for organizations based in Chico, Paradise, or Oroville including among others, the Butte County

Library, or youth educational programs. The individual classrooms would likely be sufficient to house one or two organizations per classroom, with shared use of the multipurpose room, kitchen, and outdoor facilities.

As noted in the Executive Summary, this is a model that is not uncommon in other communities and that is used by social service programs across the state and nation, as described in Management and Organization Needs.

Among other services, after-school programs; adult education classes; GED courses; medical, dental, and veterinary services; cooking classes; yoga classes; library hours; mental health programs; disaster case management; a lending tool library; fire prevention classes; and a food pantry, among others. Community members were mixed on the potential for the site to co-locate public safety services – though many recognized the value this could hold for the community, there was a strong contingent that expressed a need to retain the Concow School site as a center focused on youth and community education, as opposed to public safety.

Potential Partner Demand

As noted in the Methods section, to determine potential partner demand, one-on-one phone and virtual interviews were conducted with a number of community entities to determine interest in the Concow School site and a Butte County Department Head meeting to gauge interest in locating any county services at the Concow School site.

Through these efforts, entities reached included: Butte County Department of Employment and Social Services, Butte County Library, Butte County Sheriff's Office, Butte County District Attorney's Office, Butte County Clerk/Recorder, Butte County Public Health Department, Butte County Agricultural Commissioner's Office; Butte County Behavioral Health, Butte County-Cal Fire; Butte County Public Works; the Feather River Park and Recreation District; and the Butte County Office of Education.

Though every entity contacted expressed excitement about the potential for a Community Center in Concow – and a deep need for investment in Concow – a lack of financial resources, the rural nature of the site's location, and a lack of demand for the services offered by the entity in the Concow community were among the challenges noted that would make locating at the Concow School site unrealistic under current circumstances.

When asked about interest level in leasing or locating at the Concow School site, many struggled to quantify a level of demand interest, perhaps given that the concept is still nascent. Still, one entity presented viable, concrete interest: the Paradise Recreation and Park District. Despite the lack of committed interest in the site by most other entities, at present, the partnership of the Paradise Recreation and Park District may provide great potential for the site. The Paradise Recreation and Park District has an established relationship with the Concow community through its operation of the Community Pool, located adjacent to the Concow School. Paradise Recreation and Park District is also in discussions with the Thermalito Water and Sewer District to explore expanding and operating recreation at Concow Lake, further increasing its presence in the Concow community.

Established as an independent special district in 1948, the Paradise Recreation and Park District has decades of experience to provide recreational facilities and programs to Butte County residents and attracting tourism to the region through their amenities.

The District maintains more than 73 acres of developed parkland and 358 acres of undeveloped open space; provides supervised recreational programs, individually; and cooperates with other local organizations to provide park and recreational services. The District also has ample experience operating the Terry Ashe Recreation Center, which has been a community hub for the Town of Paradise for years.

With strong governance, a staff of more than 30 employees, and a vision for creating community and greater quality of life, the Paradise Recreation and Park District would be an ideal partner to serve as an anchor tenant for the Concow School, with the potential of launching the site as a Concow Community Center.

Furthermore, many entities who could potentially co-locate in the space stated that if there was an anchor tenant, that could increase their interest in co-locating at a Community Center in Concow. This would be ideal from the desire expressed by the Concow community: one sole tenant alone would not fall into the vision expressed by the community members for the school space. It would be unlikely that the Paradise Recreation and Park District would need to utilize the entirety of the school site at any point in the future, making it feasible to still proceed with the Paradise Recreation and Park District as an anchor tenant in an agreement that is not exclusive, while working to attract additional tenants.

MANAGEMENT AND ORGANIZATION NEEDS

Community Center Model

The model of co-located services in one location is one that is familiar to many communities, even in Butte County and nearby Plumas County including the Southside Oroville Community Center, Hope Center, South Chico Community Assistance Center, Plumas Rural Services, and others.

In some locations, Community Centers exist simply as a facility; in others a designated non-profit organization runs a number of complementing programs and services from one location; while in others, the concept of a building that has space independently leased by a number of organizations is a preferred model.

There has also been tremendous energy, particularly on a state level, around the development of community resilience centers, a center where long-term services like those identified as needed by the Concow community exist, while the building they are housed in can serve as a community gathering space in times of natural disasters. This is the exact vision of the residents of Concow for a potential Community Center, strongly aligning with potential funding sources (see Potential Revenue and Expenses below).

Based on the feedback received from the Concow community residents and potential service providers, the scenario that would require the least management, organization, and financial capacity and that would be likely be most successful would be independently leasing space to a

number of organizations. As such, the Management and Organization needs outlined below consider this scenario.

Golden Feather Unified School District

Under the scenario of the Paradise Recreation and Park District serving as an anchor tenant, and co-locating with any district operations, as well as other community services, there would be little needed from the Golden Feather Unified School District in terms of management and organization resources.

The Golden Feather Unified School District, likely at the Board level, would need to oversee the lease agreement with the Paradise Recreation and Park District and other community entities and review these agreements, perhaps on an annual basis, but there would be no need to invest in any additional management or organization needs on the part of the Golden Feather Unified School District. Aside from this, the District may need to evaluate their insurance coverage to ensure it is adequate to cover needs for leasing space.

Paradise Recreation and Park District

The management and organization needs for the Paradise Recreation and Park District would be dependent on if and when recreation is expanded and operated at Concow Lake, but this would be entirely at their cost. It is possible that the Concow School could serve as satellite office space for Park District personnel providing recreation services at Concow Lake; that the Concow School could be a storage site for kayaks and other supplies; or that even a portion of the outdoor space could be transformed into greater recreational space, like a ropes course.

The Paradise Recreation and Park District already has established systems and processes for renting their facilities for community organizations, meetings, and events. If they served as a tenant at the Concow School, it is highly likely they could provide these services to the Concow community— with the multipurpose room and kitchen the most likely space requested for rental. This would be a benefit to the Golden Feather Unified School District, which does not have the capacity to accomplish this currently, and to the community at large, who would have greater access to the building and could truly use it as a Community Center.

There would be little risk to partnering with the Paradise Recreation and Park District: Golden Feather Unified School District would not have to make any investment in staff; would not be reliant on generating revenue to run new programs or services; and would be unlikely to need to make any capital improvements (see Potential Revenue and Expenses below).

As there is currently no income being generated from the Concow School site as is, there would be no loss of revenue by opening the site to a tenant. If the Paradise Recreation and Park District terminated their lease early, the Golden Feather Unified School District would just be back in its current state, with little to no negative ramifications.

Other Community Entities and Services

The most significant existing gap in management and organization needs to realize the Community Center model desired by the Concow community is the lack of dedicated personnel to attract potential service providers to the Community Center; manage initial logistics to support potential service providers locating services at the Community Center; coordinate a facilities schedule; and conduct outreach to the community on services offered.

An investment in one part-time individual for six months to one year could likely resolve this current limitation, if an outside funder could be found to support this position, as no funding for this role currently exists within the Golden Feather Unified School District or other community organizations.

In conversations with community members in Concow, it is likely that there would be a number of candidates who could fill this role with success, if funding existed.

POTENTIAL REVENUE AND EXPENSES

It is highly unlikely that a Community Center in Concow would be a profitable enterprise from a financial standpoint. As noted in the Demand section, there is simply not enough consistent demand in the community of Concow from residents and a lack of demand from greater community partners to co-locate at the space to generate any meaningful revenue from the Concow School site.

Lease revenue

If the Golden Feather Unified School District was considering solely a financial benefit for the use of the Concow School site, traditional lease agreements could generate revenue. Discussions with local commercial realtors, who have leased similar space within the last several months, noted that market conditions would support a lease rate of \$1.00 per square foot at the Concow School site. Under this scenario, the District may need to provide improvements to the site, including but not limited to, fresh paint, carpeting, and regular maintenance. The District would have to seek out willing tenants and manage those relationships. None of the potential partners reached were interested in leasing space at this cost, and this cost would likely prohibit any of the smaller community organizations in Concow from locating at the Community Center, given a lack of financial resources.

Another option, that may yield a higher benefit to the Golden Feather Unified School District and the greater Concow community, is to provide a lease rate to the Paradise Recreation and Park District and other interested entities that is nominal, but that would be provide a greater public benefit.

Under this scenario, the Golden Feather Unified School District could offer a lease to the Paradise Recreation and Park District for \$100 per year, but require the Paradise Recreation and Park District to maintain the facilities, maintain any space rented, and operate public reservations of the school amenities for the Concow community. As noted, above, when asked about personal rentals of the space, many Concow residents noted that they were a part of organizations that would ideally be able to use a meeting room or the multipurpose room on a monthly or sporadic basis; there was no need expressed to use the facility on a daily more regular basis. Furthermore, many residents noted that it would be anticipated that utilizing the multipurpose room or classroom space for events or meetings would be at no-charge, or a very low fee. Managing community reservations would be well within the capabilities of the Paradise Recreation and Park District.

Lease agreements could be structured similarly with other community partners seeking to provide services at the Community Center, with them simply paying a nominal lease rate. Should the Paradise Recreation and Park District locate on the Concow School site, this may bring the

energy and activity needed to attract other potential partners to the site, increasing the revenue possibilities.

Though this wouldn't be a direct increase in income into the Golden Feather Unified School District budget, it would enhance the value of the building over the long-term, and perhaps decrease any existing maintenance costs currently being incurred by the District.

Grant funding potential

In the absence of a sustainable existing funding source for a Community Center in Concow, there are a number of state and federal grant opportunities that could viably support the efforts to establish a Community Center in Concow.

It is also worth noting that the Paradise Recreation and Park District has been highly successful securing grant funding to upgrade existing and build new recreation facilities and their experience in this realm could potentially be leveraged to improve the Concow School site. These grant funds could support infrastructure as well as personnel costs and could be a conduit to support service providers in offering services in Concow that currently may not pencil out. Among other funding sources, these include:

- **California Strategic Growth Council Community Resilience Centers Program:** funding that supports new construction and upgrades of neighborhood-level resilience centers, including broadband, water storage, laundry facilities, and shower facilities. Perhaps most attractive, this funding source will allow for funding for service provision, including youth and senior services, and healthcare services. This could offset the incremental costs a service provider may have in locating satellite services in Concow and allow for dedicated funding that could help launch these services at a Community Center in Concow. Though the grant guidelines are still under development, it is anticipated this program will begin accepting applications Spring 2023. The draft language proposes implementation grants will each range from \$5 million to \$10 million, and planning grants will each range from \$200,000 to \$500,000.
- **California Department of Food and Agriculture 2022 Community Resilience Centers Program:** This program is structured similarly to the proposed structure of the California Strategic Growth Council Community Resilience Centers Program with funding available both for facilities upgrades and service provision. The minimum grant award is \$5 million; no maximum is indicated. This application is due February 27, 2023.
- **United States Department of Food and Agriculture Community Facilities Grant:** This opportunity would provide funding for to purchase, construct, and/or improve essential community facilities, to purchase needed equipment, and to pay related project expenses. This program typically does not allow for personnel costs. Award amounts vary; but are generally no more than \$500,000.
- **United States Department of Agriculture Farmers Market Promotion Program:** This program could support infrastructure and personnel costs to launch a weekly or month farmers market at the Concow school site and provide ongoing cooking classes, gardening classes, and training for local farmers. The maximum grant award is \$500,000.

This is not inclusive of all the funding opportunities that may be available for this effort and is meant to provide a brief overview to demonstrate the potential for outside funding to support efforts around the establishment of a Community Center in Concow.

MORRISON RECOMMENDATIONS

Based on this assessment, it is recommended that:

1. The North Valley Community Foundation, the Golden Feather Unified School District, and the Paradise Recreation and Park District leverage the findings of this initial assessment to hold more detailed conversations to determine the feasibility of a partnership that would result in the Paradise Recreation and Park District as an anchor tenant at the Concow School site. It would be critical to the community of Concow that this not be an exclusive lease agreement and that it would allow for the co-location of other community organizations providing social, educational, and recreational services. It would be advantageous if this lease agreement required the Paradise Recreation and Park District to operate public reservations of the school amenities for the Concow community at nominal rates (most likely the multipurpose room). This would allow the school resources to be available to the public, with little investment by the District.
2. If it is desired to establish a Community Center in Concow that includes co-located services from governmental and non-profit organizations, the Golden Feather Unified School District or Paradise Recreation and Park District could pursue outside funding to support a part-time position to attract and manage service providers that could be located at a Community Center in Concow.
3. The Golden Feather Unified School District could work with other community partners to pursue at least one of the identified outside funding sources for community resilience centers. This would allow for facility upgrades and establish a provision of services that could launch the Community Center in Concow.

In pursuing these recommendations, it is likely that a Community Center, reflective of the Concow community, could be a reality, requiring little financial investment on the part of the Golden Feather Unified School District.