

## *California 2021 Dixie Fire*

# **Implementation Strategy** *for the Recovery & Rebuilding of the Town of Greenville and Canyon Dam*



American Planning Association  
**California Chapter**  
**Planner Emeritus Network**

*Creating Great Communities for All*

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# About this Report

This 2021 *Dixie Fire Implementation Strategy for the Recovery and Rebuilding of the Town of Greenville and Canyon Dam* (“Report”) was prepared by the Community Planning Assistance Team (CPAT) of the American Planning Association California Chapter (APACA). The Plumas County Planning Department requested the assistance of the CPAT for the community’s wildfire recovery and rebuilding efforts in the aftermath of the Dixie Fire. The Report builds on the vision and concepts for the Greenville Town Center and Canyon Dam as described in the *Greenville Town Center Design Guidebook*, the *Canyon Dam Summary Report*, and other resources listed in Appendix B. The Report also reflects input from workshops and meetings attended by the CPAT which are noted in Appendix C.

The purpose of the Report is to provide guidance to the community on potential approaches, methods, strategies, and priorities for implementing its vision. While the CPAT benefited immensely from community input and a host of organizations and individuals working on recovery efforts (see Acknowledgments), the Report and its Recommendations are the work product of the CPAT and are based on its professional experience and deliberations.

*CPAT is a service program of APACA, a non-profit organization operating within the State of California and a chapter of the national American Planning Association. APACA’s CPAT program provides pro bono professional planning assistance to financially constrained municipalities and community groups to help address specific local planning issues. The CPAT Program pairs a multidisciplinary team of experienced planning professionals from around California with community members, stakeholders, and relevant decision makers to foster community education, engagement, and empowerment and promote a sustainable, livable, economically vibrant, and healthy community. Each CPAT team is selected specifically for the expertise needed.*

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# Executive Summary

This Executive Summary provides an overview of the *2021 Dixie Fire Implementation Strategy for the Recovery and Rebuilding of the Town of Greenville and Canyon Dam* (“Report”). The Report was prepared for Plumas County by the Community Planning Assistance Team (CPAT) of the American Planning Association California Chapter (APACA) and reflects the impressive work completed by the community on fire recovery and rebuilding efforts following the Dixie Fire. CPAT is a program of APACA with planners volunteering their time to provide pro bono professional planning assistance to communities.

*Honoring  
History,  
Embracing  
the Natural  
Setting,  
Shaping  
the Future*

*For over a century  
Greenville has been a hub  
of the socio-economic  
life of the greater  
Indian Valley area.*



*Canyon Dam has  
contributed to the historic  
recreation economy of the  
Lake Almanor region.*



This Report was prepared by CPAT in response to a Plumas County Planning Department request seeking assistance with 2021 Dixie Fire recovery and rebuilding efforts. While this Report relied on community input and the work of a host of local organizations and individuals involved with recovery and rebuilding efforts noted in Appendix B, the Recommendations in this Report are the work product of the CPAT and are based on its professional experience and deliberations.

The purpose of the Report is to assist in rebuilding of the historic Greenville Town Center, the Canyon Dam community, and the greater Indian Valley area. The primary implementation and action plan goals are:

- 1 To link the communities' desired visions, concepts, site plans, design guidance, uses, and needs into clear implementation opportunities, recommended strategies, and potential step-by-step actions based on criteria for priority setting; and
- 2 To address broader community planning issues that may include strategies for long-term economic development and sustainability, capacity-building, local governance, land use and zoning, and housing.

The Report identifies the following five overarching Guiding Principles for wildfire recovery to address the widely recognized community needs. These Principles serve as the organizational basis for the Recommendations which are the core of this Report.

**PRINCIPLE A Strengthen Local Governance and Community Capacity**

**PRINCIPLE B Attain Economic Sustainability**

**PRINCIPLE C Meet the Diverse Housing Needs of the Community**

**PRINCIPLE D Achieve Forward-looking Community Design and Development of the Physical Environment**

**PRINCIPLE E Conduct Community-based Planning and Streamline Regulations**

The CPAT has developed 43 Recommendations to further the 2021 Dixie Fire wildfire recovery and rebuilding efforts in Greenville, Canyon Dam, and the Indian Valley region. The Recommendations are located in Chapter 3 of this Report and are organized based on the five Guiding Principles. The Recommendations under Principles A, B, and C are less site-specific and pertain to the Indian Valley region as a whole and have provisions applicable to both Greenville and Canyon Dam. The Recommendations under Principles D and E contain more site-specific proposals with separate suggestions for Greenville and Canyon Dam.

## Setting Priorities

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The CPAT recognizes that the implementation of the 43 Recommendations cannot be achieved all at once and will require setting community priorities, phasing recommendations, and specific actions that can be immediately impactful. A community-driven Priority Action Plan is therefore recommended to further develop the Recommendations in this Report, and identify immediate actions and longer-term strategies for the recovery and rebuilding process.

The CPAT offers the following global recommendation for preparing a Priority Action Plan.

***Prepare a Priority Action Plan that identifies critical path actions within the capacity and financial resources of the community, the private market, local government, and other potential agencies and partners over time.***

In order to assist the community in the preparation of the Priority Action Plan, this Report suggests criteria for priority setting. Of the 43 recommendations, 18 Priority Recommendations have been identified based on the CPAT's assessment of immediate needs and actions that would be most beneficial for implementing the community's vision.

The Priority Recommendations fall into two general categories. Some of these Recommendations are essential actions to achieve immediate results or to address urgent needs. These include relatively low-cost community enhancement projects or removal of development impediments such as inhibitive zoning regulations. Other Priority Recommendations should be initiated to set the stage for subsequent actions that will require more time, planning, and resources. For example, preparing a market analysis or financing plan are foundational building blocks for future community planning and economic development efforts.

The Report also includes a suggested development sequence to implement the *Greenville Town Center Design Guidebook* for both private development and public realm improvements. While not a series of discrete implementation recommendations, this "Greenville Town Center Development Sequence and Action Plan" (Chapter 4) offers a general step-by-step guide with suggested planning and design considerations.

The 43 Recommendations are listed on the following table. Alpha-numeric references correlate the Recommendations to the five Guiding Principles. The 18 Priority Recommendations are noted with a star (★). Refer to Chapter 3 of the Report for a discussion of each recommendation.

## Implementation Strategy and Action Plan Recommendations

### PRINCIPLE A

#### Strengthen Local Governance and Community Capacity

##### A.1

###### Recommendations:

###### Local Non-Government Organizations and Individuals

- ★ A.1.a Transition the Dixie Fire Collaborative (DFC) recovery group to become an economically sustainable long-term community-based organization.
- A.1.b Promote the (re)establishment of the network of existing and new non-profit community service organizations.
- A.1.c Involve the Maidu indigenous community in the local governance structure.
- A.1.d Identify strategies to rebuild and attract volunteerism and individual initiative.

##### A.2

###### Recommendations:

###### Local Government Institutions

- ★ A.2.a Fill the position of a County Disaster Recovery Coordinator as recommended in the *Plumas County Wildfires Long-term Recovery Plan 2021*.
- A.2.b Continue streamlining and consolidating the numerous special districts in the County.
- A.2.c Continue to explore expanding the role of the Indian Valley Community Services District (IVCSD).

### PRINCIPLE B

#### Attain Economic Sustainability

##### B.1

###### Recommendations:

###### Demand Analysis and Economic Development

- ★ B.1.a Prepare a Market Analysis focusing on the Indian Valley Planning Area and Canyon Dam.
- ★ B.1.b Prepare an Absorption Study focusing on the Indian Valley Planning Area and Canyon Dam.
- ★ B.1.c Prepare a Facilities Needs Assessment focusing on the Indian Valley Planning Area and Canyon Dam.
- ★ B.1.d Prepare an Economic Development Strategy for the Indian Valley Planning Area and Canyon Dam that focuses on tourism in the short term but also considers longer-term economic development opportunities.
- B.1.e Support operating businesses that provide critical goods and services to the local population.

##### B.2

###### Recommendations:

###### Financing Strategies

- ★ B.2.a Develop a five-year financial plan with strategies to fund identified priority recovery programs and projects.
- B.2.b Identify potential properties to acquire for land banking to preserve future development opportunities and minimize community fragmentation.
- B.2.c Work with The Almanor Foundation (TAF), or a similar organization, to finance and develop workforce housing and/or to establish community assistance programs.
- B.2.d Explore funding through the California Jobs First initiative, formerly the Community Economic Resilience Fund (CERF), in the North State region to support and promote economic recovery and revitalization in Greenville, Canyon Dam, and Indian Valley.
- B.2.e Continue to seek funding opportunities from government and philanthropic sources, and regularly consult with these entities to determine the most applicable grant programs for achieving community goals.



**PRINCIPLE C****Meet the Diverse Housing Needs of the Community****C.1**

*Recommendations:*  
**Support for Existing  
 and Returning  
 Residents**

- ★ C.1.a Explore housing options and financial assistance to increase the feasibility for homeowners to rebuild and maintain their homes.
- ★ C.1.b Advocate for more affordable property insurance alternatives for homeowners.
- C.1.c Expand recovery education and support to property owners in the rebuilding process.
- C.1.d Explore first-time homeownership opportunities by supporting financial assistance or incentives that can leverage the PG&E settlements that tenants receive.
- C.1.e Survey the housing conditions and the needs of residents in the existing neighborhood in northwest Greenville to identify programs for conserving and improving the habitability of the housing stock.

**C.2**

*Recommendations:*  
**Housing Opportunities  
 for New Residents**

- ★ C.2.a Plan for a healthy jobs/housing balance that correlates the projected employment base in the Indian Valley Planning Area with the housing needs for Greenville and Canyon Dam.
- C.2.b While preparing the 7th cycle Plumas County General Plan Housing Element, conduct a sub-regional housing assessment of the Indian Valley Planning Area that evaluates the housing needs relative to the projected employment, household income, and population characteristics.
- C.2.c Explore possible state and federal grants and partnerships with the private sector and non-profits to construct subsidized residential and workforce housing projects.
- C.2.d Offer affordable housing options in Canyon Dam to meet the demographic needs of the workforce with emphasis on locating housing close to jobs.

**PRINCIPLE D****Achieve Forward-looking Community Design and Development of the Physical Environment****D.1**

*Recommendations:*  
**Greenville  
 Community Design  
 and Revitalization**

- ★ D.1.a Improve the image of the State Route 89 corridor in Greenville to be consistent with the Town Center vision.
- ★ D.1.b Capitalize on and re-purpose existing assets before new construction.
- D.1.c Expand the Town Center Vision for Greenville to include the entire Greenville community.
- D.1.d Develop a strategy to minimize community fragmentation in the rebuilding process.
- D.1.e Establish a community-wide program to undertake early-action projects immediately.

**D.2**

*Recommendations:*  
**Canyon Dam  
 Community Design  
 and Revitalization**

- ★ D.2.a Prepare a Reforestation/Beautification Concept and Action Plan, with emphasis on firewise design principles, to help guide property owners and public agencies in reforestation projects.
- ★ D.2.b Improve the image, identity and sense-of-place of Canyon Dam by preparing a “Design Strategy” for the State Route 89 corridor.
- D.2.c Explore with CAL FIRE, the California Department of Natural Resources, and other organizations the potential for grant funds to prepare the Reforestation/Beautification Concept Plan and launch the reforestation program.

**PRINCIPLE E****Conduct Community-based Planning and Streamline Regulations****E.1**

*Recommendations:*  
**Greenville Planning,  
 Zoning, and  
 Development  
 Approval**

- ★ **E.1.a** Prepare a Community Plan for Greenville and its Town Center reflecting the community’s design vision, community input regarding desired uses (e.g., housing, commercial, cultural, recreational, educational, and civic), and information regarding demand for retail, services, and other relevant considerations.
- ★ **E.1.b** Evaluate the County’s Zoning Code to identify any provisions that could impede implementing the Community Plan for Greenville and its Town Center and amend the Zoning Code as necessary and appropriate.
- E.1.c** Consider the future of Greenville and the Greenville Town Center within the context of the entire range of the County’s *2035 General Plan* and *Plumas County Wildfires Long-term Recovery Plan 2021* policy directions.
- E.1.d** Consider if and where it may be appropriate to adopt more flexible zoning regulations; determine whether, in various settings, an advisory rather than a regulatory approach would be more effective.
- E.1.e** Consider the potential for Plumas County’s planning efforts and implementation measures to continue to reduce wildfire risk and promote greater community resilience.

**E.2**

*Recommendations:*  
**Canyon Dam  
 Planning, Zoning,  
 and Development  
 Approval**

- ★ **E.2.a** Create an advisory working group to continue the visioning process for Canyon Dam and to promote a community-based planning and governance framework.
- ★ **E.2.b** Consider amendments to the County’s Zoning Code to increase the opportunity and flexibility to introduce residential and commercial mixed-use development into Canyon Dam.
- E.2.c** Promote economic development in Canyon Dam to support recreational facilities and activities in the Lake Almanor Basin (e.g., hunting, fishing, hiking, cycling, cross-country skiing, and lake-related activities).
- E.2.d** Create a Community Vision Plan that defines guiding land use policies and development priorities for Canyon Dam and respects the collective and individual goals of property owners and residents.

# 1

## Introduction

**Background** The Dixie Fire started on July 13, 2021, and burned 963,309 acres across five counties (Butte, Lassen, Plumas, Shasta, and Tehama), with over half of those acres devastating Plumas County. At the time, it was the largest wildfire in California history. In early August 2021, the small communities of Greenville and Canyon Dam were destroyed by the Dixie Fire. Greenville saw 375 residential structures and 280 non-residential structures damaged or destroyed and Canyon Dam saw 55 residential structures and 63 non-residential structures damaged or destroyed.<sup>1</sup>



*Greenville historic core after the Dixie Fire.<sup>2</sup>*

More significant than the sheer numbers of structural losses, was the nearly complete destruction of the core of both communities, physically, economically, and socially, including the historic Town Center of Greenville, which dated back to the Gold Rush era, and the recreation-serving community of Canyon Dam. Only a handful of businesses, institutions, and residences remain. The social fabric of the communities was thrown into near-total disarray as the population had to evacuate and dispersed throughout Plumas County and beyond. Many of the residents who lived in Greenville and Canyon Dam have not been able to return for various reasons, including the lack of services, facilities, and infrastructure. Over three years later, it remains unclear how many residents will choose to return, but it is generally believed that Greenville, in particular, may return to half its population before the wildfire.

<sup>1</sup>CAL FIRE, "Dixie Fire Structure Status," August 16, 2022.

<sup>2</sup>Los Angeles Times, September 24, 2021.

Despite its size of roughly 1,200 people before the Dixie Fire, the Town of Greenville was an important economic and social hub of Plumas County, providing essential goods and services to the larger Indian Valley region and housing for the County's workforce. After initial relief and clean-up efforts were completed and the area was stabilized, it is clear Greenville's role in the socio-economic life of the region remains essential. Therefore, rebuilding of the community is needed. But what kind of community will Greenville become? And how will recovery and rebuilding occur? And the same goes for the recreation-serving community of Canyon Dam, with roughly 30 people living there pre-Dixie Fire.

In September 2021, a group of committed individuals created a non-profit long-term recovery group called the Dixie Fire Collaborative (DFC). Its mission was to support wildfire recovery with an emphasis on health and human services, in coordination with other local services providers, to fulfill the unmet needs of Dixie Fire survivors and help to rebuild the communities of Greenville, Indian Falls, Canyon Dam, and Warner Valley.

Shortly thereafter, in April 2022, Plumas County, with assistance from the California Office of Emergency Services (Cal OES) and Federal Emergency Management Agency (FEMA) planners, working under the State-Federal Recovery Support Function (RSF) framework, kicked off conversations with the DFC to collaborate on a *Plumas County Wildfires Long-term Recovery Plan 2021* (LTRP) process, including potential actions in support of Greenville, Canyon Dam, and the larger Indian Valley region. The DFC's community-driven efforts included listening sessions, discovery, and visioning, and identified several recovery projects, which informed the LTRP community outreach process.

In the spring of 2023, the County hosted community recovery outreach meetings to understand the recovery values of the community, define a vision for recovery, and identify numerous recovery projects based on wildfire impacts and needs.

One of the LTRP projects is a desire by residents to rebuild Greenville's core with a community vision for a rebuilt Greenville Town Center. The vision would re-establish the scale, texture, and character of the Town's historic downtown with up-to-date functionality. A parallel effort involves reconstructing the Canyon Dam community, based on the desires of property owners. The results of these community visioning efforts are summarized in two reports: the *Greenville Town Center Design Guidebook* and the *Canyon Dam Summary Report*, completed in the Fall of 2023.

To assist the communities in implementing the visions and potential projects identified in the LTRP, the Plumas County Planning Department sought the assistance of the American Planning Association California Chapter (APACA) to work with the community to prepare this *2021 Dixie Fire Implementation Strategy for the Recovery and Rebuilding of the Town of Greenville and Canyon Dam* ("Report"). APACA offers a Community Planning Assistance Team (CPAT) program that provides pro bono professional planning services to communities. Each CPAT team is assembled based on the specific expertise needed for a project. This Report has been prepared by the Greenville/Canyon Dam CPAT and represents its professional expertise and judgment. The Report's conclusions and Recommendations are predicated on the ongoing recovery and rebuilding work of the community and the recent reports that have been produced, as listed in Appendix B.

**Goals of this Report** The concepts for the Greenville Town Center and Canyon Dam, described in the *Design Guidebook* and *Canyon Dam Summary Report*, are visions of what the community could become. However, the two reports do not provide detailed guidance on potential means, methods, timing, or strategies to implement the visions. This Report provides such content with specific guiding principles, recovery recommendations, and suggested criteria for setting priorities.

The goals of this Report are to assist in the recovery and rebuilding of the historic Greenville Town Center, Canyon Dam community, and the greater Indian Valley area as follows:

- To link the communities’ desired visions, concepts, site plans, design guidance, uses, and needs into clear implementation opportunities, recommended strategies, and potential step-by-step actions based on criteria for priority setting.
- To address broader community planning issues that may include strategies for long-term economic development and sustainability, capacity-building, local governance, land use and zoning, and housing.

**Process** In preparing this Report, CPAT relied on input from the Plumas County Planning Department, planners from the Federal Emergency Management Agency (FEMA), representatives of the Dixie Fire Collaborative (DFC), numerous community members,



*The CPAT Team attended workshops and community briefing sessions to gather information and gain insights into community desires and pending rebuilding efforts.*

and the Town Center Design Team which was led by the design firm LMNOP Design + Build and included a group of university student design interns and SERA Architects.

After reviewing background data provided to the CPAT by County staff and the Town Center Design Team, three representatives of the CPAT traveled to Greenville for five days in August 2023 and attended

background briefings and on-site visits, conducted community interviews, and participated in design work sessions and community events. Subsequently, numerous tele- and video-conferences were held to provide additional information and discuss potential strategies which are summarized in this Report. Refer to Appendix C for a list of meetings, interviews, presentations and community events attended by CPAT.

**Relationship to Other Plans** This Report builds upon the recovery and rebuilding concepts in the following reports, documents, and associated community outreach processes:



*A scale model of the Greenville Town Center was built by the Town Center Design Team for use as part of the community outreach process and for preparing the Town Center Design Guidebook.*

- 1 *Dixie Fire Recovery Planning Process: Phase 0 Summary Report*
- 2 *Dixie Fire Recovery Planning Process: Phase 1A Summary Report*
- 3 *Greenville Town Center Design Guidebook* (referred to as the *Design Guidebook*)
- 4 *Canyon Dam Summary Report*
- 5 *Plumas County Wildfires Long-term Recovery Plan 2021*

**Definition of Terms** Throughout this Report various terms are used for ease of reference and clarity. Unless otherwise noted in the narrative, these terms are defined as follows:

- “Local” and “community” refer specifically to the Greenville, Canyon Dam, and Indian Valley region. They do not include Plumas County as a whole, the Quincy area, or the Almanor Basin.
- “Indian Valley” refers to the geographic area illustrated in the “Planning Areas” map for Indian Valley in the *2035 Plumas County General Plan*. It does not include Canyon Dam or the Almanor Basin.
- “Greenville” refers to the Town of Greenville boundary as illustrated in the “Planning Areas” map for Indian Valley in the *2035 Plumas County General Plan*.
- “Almanor Basin” refers to the geographic area illustrated in the “Planning Areas” map for Almanor in the *2035 Plumas County General Plan*. It does not include Greenville or Indian Valley.
- “Canyon Dam” refers to the Rural Place of Canyon Dam illustrated in the “Planning Areas” map for Almanor in the *2035 Plumas County General Plan*.
- “*Design Guidebook*” is sometimes used as an abbreviated reference for the *Greenville Town Center Design Guidebook*.
- “Town Center” refers to the limited, mostly commercial, area of Greenville that was, pre-fire, the historic core of Greenville and is the specific area of focus in the “*Design Guidebook*.”
- “Sustainable” refers to the ongoing vitality of a community’s economic, social, and environmental health.
- “Long-term Recovery Plan” and “LTRP” refer to the *Plumas County Wildfires Long-term Recovery Plan 2021*.
- “Firewise Community” refers to a neighborhood or geographic area that has actively taken steps to reduce its wildfire risk, allowing them to be recognized as a designated “Firewise Site” by the National Fire Protection Association (NFPA). For more information on how to become recognized as a Firewise Site, visit: <https://www.nfpa.org/education-and-research/wildfire/firewise-usa>.

# 2

## Guiding Principles and Setting Priorities

The CPAT identified five Guiding Principles to guide preparation of 43 specific Recommendations that are found in Chapter 3 of this Report. While the principles were derived from community input and research, these principles are solely the observations of the CPAT team, based on the professional experience and deliberations of the team.

*It is essential that the local community define priorities and agree on a critical path forward.*



The CPAT also recognizes that the implementation of the 43 Recommendations cannot be achieved all at once and will require setting community priorities, phasing recommendations, and specific actions that can be immediately impactful. A community-driven Priority Action Plan is therefore recommended to further develop the Recommendations in this Report, and identify immediate actions and longer-term strategies for the recovery and rebuilding process.

In order to assist the community in the preparation of a Priority Action Plan, of the 43 Recommendations, the CPAT has identified 18 Priority Recommendations as well as criteria to consider in setting priorities.

These Priority Recommendations and criteria are based on the CPAT's assessment of immediate needs and actions that would be most beneficial for implementing the community's vision.

The following list summarizes the five Guiding Principles followed by suggested criteria for priority setting.

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## Guiding Principles

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### **PRINCIPLE A Strengthen Local Governance and Community Capacity**

Building capacity within the local community is the most important ingredient for long-term recovery success.

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### **PRINCIPLE B Attain Economic Sustainability**

Develop a right-sized community that can be supported within the local economy and meets the needs of the local population.

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### **PRINCIPLE C Meet the Diverse Housing Needs of the Community**

Ensure a range of housing types to meet the socio-economic needs of residents and all segments of the local workforce.

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### **PRINCIPLE D Achieve Forward-looking Community Design and Development of the Physical Environment**

Build a community that can adjust to population growth and is resilient in meeting the needs of the future.

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### **PRINCIPLE E Conduct Community-based Planning and Streamline Regulations**

Through a local, community-based process, clearly identify what is to be achieved and is likely achievable; then define regulations that are needed to allow and promote those objectives. Streamline regulations to provide maximum appropriate flexibility for property owners, individuals, and local institutions.

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## Setting Priorities

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As recovery efforts have progressed since the 2021 Dixie Fire, numerous proposals for rebuilding the communities of Greenville and Canyon Dam have emerged. The list of community desires includes dozens of projects, all competing for limited human and financial resources. Many are summarized in the following documents, in addition to the recommendations of this Report:

- 21 projects identified in the *Long-term Recovery Plan*
- Several projects identified in the *Town Center Design Guidebook*, each of which will require phasing, different funding streams, and different regulatory requirements



- Recommended projects and actions in the *Lake Almanor Basin Strategic Housing Plan*
- Several other locally identified projects, such as renovation of the Little League fields and others

The projects identified in these reports represent millions of dollars and thousands of hours of labor. Many of the proposals will be challenging to implement while others are not necessarily critical for creating an attractive and livable community.

Therefore, now that the rebuild process is well underway, it is essential that the local community define priorities and agree on a critical path forward. This involves working with the DFC, County, and special districts, and public and private partners such as the Indian Valley Community Services District, Indian Valley Recreation & Parks District, Indian Valley Chamber of Commerce, Greenville Rancheria, Roundhouse Council, Indian Valley Rotary, and many others.

As mentioned previously, a Priority Action Plan is therefore needed. The CPAT offers the following global recommendation for preparing a Priority Action Plan.

***Prepare a Priority Action Plan that identifies critical path actions within the capacity and financial resources of the community, the private market, local government, and other potential agencies and partners over time.***

It is essential that the local community have a strong voice in preparing a Priority Action Plan. Neither County government, nor this Report, can (or should) define the most important priorities for the residents and businesses of Greenville, Canyon Dam, and Indian Valley.

The Organizational Summit/Strategic Action Retreat, held on April 6, 2024, by the DFC was a first step in setting priorities by seeking to coordinate the activities of the various organizations that are working separately and may be competing for scarce resources. Continuing to build on this collaboration is pivotal to future planning success.

## Priority Action Plan Criteria

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As the community identifies a critical path in the context of preparing a Priority Action Plan, the following criteria are offered:

- 1 Build on the ***community-driven visions and values*** identified in the *Long-term Recovery Plan* and the Greenville Town Center/Canyon Dam planning processes, as well as ongoing outreach.
- 2 Build upon ***recovery efforts*** including those from the DFC, County, Greenville Town Center vision process, and The Almanor Foundation housing studies.
- 3 Focus on ***economically feasible projects*** based on an understanding of the regional and local economy, the local real estate market, and financial and human resource capacity.

- 4 Establish an “*orders of operation*” approach that sequences development according to logical construction processes and avoids costly reconstruction and repairs.
- 5 Define *short-term, mid-term, and long-term priorities* with a specific realistic schedule for the short-term.
- 6 Identify and build upon *existing community assets*, both physical assets (i.e., standing buildings) and human resource assets (i.e., DFC, Indian Valley Community Services District, Indian Valley Recreation & Parks District, Indian Valley Chamber of Commerce, Greenville Rancheria, Roundhouse Council, Indian Valley Rotary, and others in a volunteer capacity).
- 7 Prioritize *community-building projects*, particularly projects for families and children, in the near term.
- 8 Identify “*catalyst*” *projects* that stimulate further development and create immediate sense-of-place.
- 9 Prioritize projects and actions that can yield *immediate results*, with an identified or realistic funding source and contributes to the vision and priorities.
- 10 Identify key realistic *longer-term projects* that will create positive change, known as “game changers.”

# 3

## Recommendations

The CPAT has developed 43 Recommendations with 18 Priority Recommendations to further the 2021 Dixie Fire wildfire recovery and rebuilding efforts in Greenville, Canyon Dam, and the Indian Valley region.

The Recommendations are organized in this chapter under five sections that correlate to the five Guiding Principles described in Chapter 2. The Recommendations under Principles A, B, and C are less site-specific and pertain to the Indian Valley Planning Area and are applicable to both Greenville as well as Canyon Dam. The Recommendations under Principles D and E contain more site-specific proposals with separate suggestions for Greenville and Canyon Dam.

*“Communities with a high collective efficacy—those who see themselves as self-organizing and not reliant on others—are most likely to recover.”*

**Priority Recommendations.** With consideration of the criteria for preparing a Priority Action Plan discussed in Chapter 2, the CPAT has suggested 18 Priority Recommendations from among the 43 Recommendations. While all the Recommendations are important components of a comprehensive implementation strategy, not all are of equal priority or have the same sense of immediacy. Some are essential immediate actions which should be addressed earlier to set the stage for subsequent actions that will require more time, planning, and resources. Additionally, many Recommendations can be addressed concurrently by different organizations, public agencies, and individuals. Alpha-numeric references correlate each set of Recommendations to the Guiding Principles. Priority Recommendations are marked with a star (★).

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### PRINCIPLE A Strengthen Local Governance and Community Capacity

Disaster recovery research conducted in recent years indicates that “communities with a high collective efficacy—those who see themselves as self-organizing and not reliant on others—are most likely to recover.”<sup>1</sup> This concept is further supported by a desire to “Refresh the local governance model,” heard from the local community, referring to a desire for a stronger local voice in planning and decision-making in the future.<sup>2</sup>

Strengthening local governance and community capacity, should be considered in two general categories described in the following sections. Both non-governmental organizations and individuals, as well as government institutions, play an essential role in long-term disaster recovery and rebuilding efforts as well as an ongoing role in sustaining a healthy recovered community.

- A.1 Recommendations on Local Non-Governmental Organizations (NGO’s) and Individuals**
- A.2 Recommendations on Local Government Institutions (including Plumas County and local special districts)**

<sup>1</sup> Johnson and Olshansky, “After Great Disasters,” p. 6, 2017.

<sup>2</sup> LMNOP Design + Build/SERA, “Dixie Fire Recovery Planning Process: Phase 0 Summary Report,” 2022.

## A.1 Local Non-Government Organizations (NGOs) and Individuals

**Overview** Possibly the greatest issue affecting implementation of the Town Center vision and other recovery projects in Greenville, Canyon Dam, and the Indian Valley region is the limited capacity of local government, community organizations, and local institutions. Simply stated, there is so much to be done and a shortage of people and resources to do it.

*It is critically important that a robust local capacity-building framework be established.*

In the United States, government disaster management works as a shared system in which the over 88,000 local general-purpose governments, special districts, and Native American tribal governments are primarily responsible for supplying response and recovery resources. Regional, state, and national agencies provide support as requested.<sup>3</sup>

Except for the incorporated City of Portola, Plumas County government is the primary entity responsible for the coordination of development in the unincorporated County areas, including Indian Valley, Greenville, and Canyon Dam. Although resources were limited prior to the 2021 wildfires, day-to-day operations were generally stable and the County was able to adequately provide necessary public services, and coordinate development of proposed projects.

After the wildfires government stability was seriously fractured. The capacity of Plumas County government to provide services beyond day-to-day operations was already limited before the wildfires, due to the small population size of Plumas County, broad geographic area, and limited fiscal resources. Since the wildfire events of 2021, supporting recovery and rebuilding efforts has placed great strain on County resources. Despite these constraints, County staff and elected leaders were active participants in wildfire recovery efforts, leading several initiatives in coordination with numerous Federal, State, and local agencies and private organizations, notably working to streamline rebuilding regulations and policies.

The wildfire also exposed a pent-up desire to “refresh the local governance model” to help unify the community and provide a stronger, more-recognized voice in local decision-making and community affairs among Indian Valley/Greenville residents.<sup>4</sup> It is therefore critically important that a robust local capacity-building framework that supplements, and is not heavily dependent on, the County government, be established.

### Recommendations Local Non-Government Organizations and Individuals

#### ★ A.1.a Transition the Dixie Fire Collaborative (DFC) recovery group to become an economically sustainable long-term community-based organization.

The DFC is an invaluable asset to the Greenville and Indian Valley region. It has demonstrated the immense value of a local organization that provides a voice for local citizen involvement and coordination, as well as information-sharing, fundraising for local unmet needs, supporting health and wellness, and providing technical assistance resources. Such a local organization can be of continuing value long into the future and

<sup>3</sup> Johnson and Olshansky, “After Great Disasters,” p. 254, 2017.

<sup>4</sup> LMNOP Design + Build/SERA, “Dixie Fire Recovery Planning Process, Phase 0 Summary Report and Long-term Recovery Plan, Chapter 4, Recovery Vision and Values,” 2022.

be a key part of an improved local governance structure for Greenville and the Indian Valley region that the area never had before.

Transitioning the DFC to such a long-term organization is not without challenges. The most important will be identifying a long-term funding stream. It is likely, as the rebuilding process proceeds and the community stabilizes, current funding sources will dwindle. It will be critical to ensure that ongoing human resources will be available and to ensure community accountability and transparency. But, the organizational development process should begin now while financial and human resources are currently available.

### **Potential Alternative Organizational Structures**

*The Dixie Fire Collaborative (DFC) provides valuable services and a strong voice for local citizen involvement and coordination. If it is decided that the DFC were to discontinue this role in the community, alternative organizational structures to provide these local services should be considered.*

*There are advantages and disadvantages to each of the organizational structures outlined below, but all provide varying ways of achieving an ongoing funding stream. Some options involve partnering with or restructuring existing local government entities, while other options envision continuing as an autonomous private community service organization.*

- a. **Restructure** the Indian Valley Community Services District (IVCSD) to include the range of services currently provided by the DFC with a permanent, appointed Citizens Advisory Committee (CAC) and support staff. (See Recommendation A.2.c for further discussion.)
- b. **Retain** the current independent operational structure of the DFC and partner with the IVCSD to provide a range of community services under an MOU.
- c. **Transition** the DFC to a Community Land Trust model.
- d. **Retain** the current independent operational structure of the DFC and partner with an organization such as the North Valley Community Foundation and establish a collaborative of local non-profit community-service organizations with the DFC as lead coordinator.
- e. **Restructure** the DFC to function as a “Greenville Property-owners Working Group.”
- f. **Dissolve** the Dixie Fire Collaborative and absorb these functions into other organizations and agencies.

### **Roles and Responsibilities**

*The role and responsibilities of the future DFC will vary, depending upon the structure established. The intent for the future DFC (or successor) is to continue to provide a local voice, coordination, services, and more, similar to the role it plays in the community today. The DFC could continue to function as the lead coordinating umbrella organization and community liaison during the next 5-10-year rebuild process and into the future. In the near term, the DFC could lead and/or participate in preparing a multi-jurisdictional Priority Action Plan for local rebuilding efforts. Over the long term, periodically update the plan, similar to the public Capital Improvement Planning process, and include both hard (physical development) and soft (community programs) projects.*

*Other considerations:*

- *Once the recovery process is fully stabilized, transition the current “Coordinator for Long-term Recovery and Rebuild” position to permanent status.*
- *Continue to operate the existing local planning/design storefront located at 127 Crescent Street or at another location to assist property owners with project planning, design, permitting, and building.*



*The DFC can be an umbrella organization promoting and assisting other groups in community programs such as bike events for families and children.*

- Identify projects and programs that are within the capacity, scope, and ability of other local community service organizations and individuals. Ask the question: “Is this a project that is within the capability of a non-profit community service organization to provide or assist?”
- Lead and/or participate in the preparation of local development analyses and forward planning efforts, such as the Market Analysis and Economic Development Strategy (see Recommendations B.1.a and B.1.d), on-going Greenville Town Center and Canyon Dam planning studies, and long-term projects identified in the Long-term Recovery Plan.

- Constantly identify and seek funding opportunities to establish an independent funding stream.
- Within capacity limitations, set up structures that are sustainable and operate on an ongoing basis, such as:
  - Dedicated periodic (weekly or monthly) on-line newsletter, sent to all residents and interested parties, which reports regular progress and outcomes, as well as community events, and local government activities
  - Ongoing periodic Greenville Saturday Community meetings
  - Established set of “Deliverables” for the DFC’s Coordinator for Long-term Recovery/Rebuild (see also Recommendation A.2.a, below)
  - Regular direct, active communication and liaison with Plumas County, local districts, and private service providers, and state and federal government agencies such as the Plumas National Forest, HCD, CAL FIRE, and others

#### **A.1.b Promote the (re)establishment of the network of existing and new non-profit community service organizations.**

While the DFC (or its successor) would continue to function as a primary coordinating organization and liaison for the community during the next 5–10 years and into the future, an essential element in all healthy communities is the network of specialized non-profit community service organizations, typically run by volunteers, who provide important services to the community that public agencies and private businesses cannot. This network also helps build community spirit and a sense-of-place.



*The monthly community meetings in Greenville have been important functions of the DFC, providing a useful forum for information-sharing and input to County decision-makers and service providers. It is important to continue these meetings for a local community voice.*

In Greenville before the wildfire, this network included organizations such as the Greenville Cy Hall Memorial Museum, Indian Valley Chamber of Commerce, Greenville Rancheria, Greenville Rotary Club, American Legion, Greenville Little League, and several others. Much of this once-strong network of community service organizations has been dispersed, but all are not gone. Many organizations are regaining strength and are actively engaged in rebuilding efforts. It is important to support these organizations as well as to identify and cultivate the growth of new community-based organizations.

Concern has been expressed over a lack of coordination and duplication-of-effort among various organizations. Like rebuilding the physical environment, time and financial resources spent to actively support, as well as coordinate rebuilding of this network, will be resources well spent. The “Organizational Summit/Strategic Action Retreat” organized by the DFC and held on April 6, 2024, was a useful first step.

**A.1.c Involve the Maidu indigenous community in the local governance structure.**

The Maidu indigenous community has an important historic presence in Plumas County and Greenville. The local Greenville Rancheria operated the Town’s health clinic which served its members as well as the broader area population. The Roundhouse Council operated an educational center to preserve the history of indigenous people in the region. Unfortunately, these facilities were destroyed in the Dixie Fire, but they will be reestablished with the Roundhouse Center already under construction. The Greenville Rancheria was an essential community partner during the fire recovery period by establishing a mobile health and dental clinic in Greenville. With their integral historic role in the community and the essential services they provide, the Maidu indigenous community should continue to be a core participant in the community’s governance structure and rebuilding process.

**A.1.d Identify strategies to rebuild and attract volunteerism and individual initiative.**

Rebuilding the individual volunteer network is an important part of rebuilding the community. As the communities of Greenville and Canyon Dam rebuild, there are numerous opportunities for individual volunteer participation. It will require an “all hands on deck” approach and the individual volunteer network can be a useful part of rebuilding necessary capacity, particularly in small, “Early-Action” projects that enhance the community. See Recommendation D.1.e for a discussion of Early-Action Projects where individual volunteers can be instrumental. The DFC, or its successor, can play a useful role in this effort as a promoter of volunteerism, such as providing a “bulletin board” of individual opportunities, perhaps through an online periodic newsletter as described in Recommendation A.1.a above.

**A.2 Local Government Institutions**

**Overview** With only one incorporated city in the county, Plumas County government, supplemented by numerous local special districts, is tasked as the primary entity responsible for providing public services and managing development over a vast unincorporated County area. Generally, this was satisfactory for the ongoing day-to-day operations in the relatively stable environment of the region prior to the 2021 wildfires.

*A prime opportunity exists to consider an improved public governance network.*

But when disaster struck, it became apparent that the pre-fire governance structure, at both the County level and the local level, was not designed for the massive recovery and rebuilding effort that was required. This is not unusual. There are few places where local governments alone have the capacity to deal with major disasters. State and Federal assistance is often required, as well as the widely observed emergence of non-governmental organizations (such as the Dixie Fire Collaborative) that can rapidly provide the technical and communication services after disasters that governments cannot.<sup>5</sup>

In response to the challenges, County elected leaders, County staff, and local special districts have advanced post-wildfire recovery efforts. These efforts include leading several initiatives to coordinate Federal and State agencies, private service providers and foundations, and streamline building regulations and policies, while maintaining close communications with local communities.

<sup>5</sup> Johnson and Olshansky, “After Great Disasters,” p.11, 2017.

Nevertheless, supporting recovery and rebuilding efforts has placed great strain on County resources. Therefore, as the initial recovery period comes to a close and the rebuilding period proceeds, an opportunity exists to consider improved public governance strategies, particularly those that strengthen local coordination and decision-making, and build upon existing organizations and structures to reduce reliance on Plumas County government.

### **Recommendations Local Government Insitutions**

#### **★ A.2.a Fill the position of a County Disaster Recovery Coordinator as recommended in the *Plumas County Wildfires Long-term Recovery Plan 2021*.**

Many of the capacity-building recommendations in this Report are focused on increasing organizational capacity at the local level. The *Long-term Recovery Plan* recognized the importance of this with the recommendation to establish two Long-term Recovery Coordinators, one representing the DFC at the local level and another representing the County, who will function as partners in expediting local recovery and rebuild efforts. The DFC took rapid action and appointed a full-time Coordinator for Long-term Recovery and Rebuild in September 2023. The County Disaster Recovery Coordinator position is funded in the FY24/25 County budget and is key to the effectiveness of the local government efforts. Therefore it is a high priority that this position be filled.

#### **A.2.b Continue streamlining and consolidating the numerous special districts in the County.**

It has been estimated by the Plumas County Special District Association that the County has over 60 special districts. For a county of around 20,000 people, the burden of managing and staffing so many separate districts is immense, not to mention issues of interjurisdictional overlap, operational inefficiency, and the constant costly need to upgrade to best-practices standards and training. In the Greenville/Indian Valley area, streamlining and consolidating special districts is under consideration and should be continued to more efficiently use human and financial resources for both near-term wildfire rebuilding efforts and long-term provision of services. In particular, the relative roles of the IVCSD and the Indian Valley Recreation and Park District (IVRPD) should be evaluated to identify potential efficiencies for providing parks and recreation services.

#### **A.2.c Continue to explore expanding the role of the Indian Valley Community Services District (IVCSD).**

One of the strongest potential opportunities to provide a stronger voice in decision-making and community affairs at the local level is to strengthen and diversify the local services provided by the IVCSD. As discussed in Recommendation A.1.a, there are potential long-term benefits to continuing the community involvement, communication, information-sharing, and technical assistance role the DFC currently provides beyond the recovery and rebuild period. Including these services as part of the organizational structure of the IVCSD could benefit the community by assuring long-term organizational stability and a vehicle for improved local community input and support. This could be structured under a variety of scenarios, as described in Recommendation A.1.a.





*The Plumas County Sheriff's substation was previously located in this former historic bank building. This iconic building is an important publicly owned asset in a strategic location that could be re-imagined as a shared facility with the County, a Chamber of Commerce Visitors Center and potential museum, similar to the facility in Corning, California. See also Recommendation D.1.b related to Reuse of Existing Community Assets.*

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## PRINCIPLE B Attain Economic Sustainability

This Principle addresses essential economic and financial considerations for the successful rebuilding and long-term development of the Greenville, Canyon Dam, and the Indian Valley region. The recommendations are grouped into the following two sections:

- B.1 Recommendations on Demand Analysis and Economic Development**
- B.2 Recommendations on Financing Strategies**

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### B.1 Demand Analysis and Economic Development

**Overview** There is great enthusiasm for the rebuilding of Greenville and Canyon Dam as evidenced by the numerous projects that have been proposed. However, many of those projects may exceed the economic carrying capacity of the region because knowledge of the constraints and opportunities of the local economy appears to be mostly anecdotal and not well understood. A more in-depth and well-researched understanding of the economic opportunities of the Indian Valley region is needed to guide the creation of an economically sustainable community that fits the likely existing and future population, regardless of size.

*An understanding of the economic opportunities of the Indian Valley region is needed to guide the creation of an economically sustainable community.*

Shortly before the Dixie Fire, the 2020 U.S. Census reported that the population of Greenville stood at approximately 1,100 people. Also, according to the US Census, Greenville and nearby Canyon Dam were considered economically vulnerable communities with a median age of 51 compared with a statewide average of under 40, and a median household income of \$32,344 compared to a County average of \$57,885 and a statewide average of \$78,672.

The Dixie Fire had a devastating impact on the population and economy of both Greenville and Canyon Dam, as well as several other communities in the County, as residents left the area and many may not return. No confirmed data exists on the number of residents and businesses that are likely to return to Greenville and Canyon Dam. Based on interviews with local leaders and public officials (LMNOP, County staff, FEMA, local leaders), the population of returning residents to Greenville may not exceed 400-600 people for several years, less than 50% of the pre-fire population.

For Canyon Dam, estimates are unknown as this time. Furthermore, in July 2023, the California Department of Finance projected that the Plumas County population will decline by about 1/3 between 2020 and 2060, from about 20,000 to about 13,000 persons.<sup>6</sup>

The anticipated small (and declining) post-wildfire population, combined with the limited strength of the pre-fire local economy, raises questions about actual need for, and the appropriate scale of, near-term building development, particularly in Greenville. The low post-wildfire population will not create the same level of internal demand for goods and services (and the related need for built space) as the pre-fire population. Because much of Greenville was laid out and built several decades ago when the economy was stronger and the population was larger, much of the commercial building stock of the historic Greenville Town Center area was already underutilized prior to the wildfire. Prior to the wildfire, it is likely that Greenville was overbuilt relative to the needs of the population and the economy of the Indian Valley area.

Therefore, the surviving structures, businesses, and services in Greenville may meet current needs or exceed demand in their respective market categories until the population grows beyond locally anticipated estimates. As a result, there may be little current demand for the quantities of built space envisioned in the *Greenville Town Center Design Guidebook* and other projects.

## Recommendations Demand Analysis and Economic Development

### ★ B.1.a Prepare a Market Analysis focusing on the Indian Valley Planning Area and Canyon Dam.

To better understand current and future market support and demand for built space, a high priority is to conduct a focused market analysis and prepare a phased development program. It will help bring focus to the many alternative initiatives that are being proposed, provide guidance to public and private decision-makers, and help determine the magnitude of additional stimulus and support (if any) that may be required, particularly to assure ongoing success for essential services.

#### Key Components of Market Analysis

- Baseline trends in the local, sub-regional economy, focused on the Indian Valley Planning Area as defined in the Plumas County General Plan (excluding the Almanor Basin Planning Area), including:
  - Estimates of pre-fire local economic activity (e.g., occupied non-residential building space, local taxable sales) and population, employment, and tourist visitation within the Indian Valley Planning Area and within Plumas County as a whole
  - Estimates of current economic activity within the Indian Valley Planning Area and within Plumas County as a whole
  - Stable population estimates for the Indian Valley Planning Area, both near-term and long-term, based on the current economy
  - Stable employment/job estimates in the Indian Valley Planning Area, based on the current economy

<sup>6</sup> California Department of Finance, "Total Population Projections, California Counties 2020–2060," July 2023.

- *Potential Growth Opportunities in the Indian Valley Planning Area over the next 10 years (or other reasonable growth horizon), including:*
  - *Economic growth opportunities related to a long/short-term Economic Development Strategy (see discussion below) and trends in Plumas County economic drivers*
  - *Employment/job growth over time by threshold year*
  - *Population growth estimates over time based on employment/job growth and other factors.*
  - *Anticipated countywide tourism trends/growth*
  - *Future potential purchasing power based on population and tourism growth*
- *Market Demand Projections for both Baseline and Growth scenarios (estimated for threshold years) for the Indian Valley Planning Area, including:*
  - *Total quantities (square footage/units) by type of use for retail/restaurants, office, residential, lodging*
  - *Net additional square footage demand (beyond existing post-fire building stock)*

★ **B.1.b Prepare an Absorption Study focusing on the Indian Valley Planning Area and Canyon Dam.**

Using the Market Analysis and Public Facilities Needs Assessment (see B.1.c below) as a basis, estimate absorption demand for built space by type of use and public facilities by type, over time, based on population and economic growth, for identified threshold years.

★ **B.1.c Prepare a Facilities Needs Assessment focusing on the Indian Valley Planning Area and Canyon Dam.**

The lower post-wildfire population will not create the same level of locally driven demand for public services including schools, public buildings, parks and recreation facilities, and infrastructure, as the pre-wildfire population. It is therefore important to prepare a Facilities Needs Assessment for the various public services and investments, scaled and phased over time, to meet the current and future needs of the community.

The responsibilities for the provision of most public services fall on a range of providers, both public and private, including, Plumas County, IVCSD, Caltrans, PG&E, Frontier Communications, and others. Many of these providers, except for the IVCSD and Plumas County, have already undertaken needs assessments, completed necessary planning, begun or completed construction of improvements, or are in process. In the case of the IVCSD, the District is actively involved in the preparation of an Infrastructure Master Plan, which was identified as a high priority in the *Long-term Recovery Plan*.

**Recommended Needs Assessments**

**Housing Needs Assessment.** *This assessment will provide additional important information for understanding the local economy and market needs but should not replace the Market Analysis, which should be done separately. This assessment should distinguish between the housing needs for the County and the Indian Valley Planning Area. For further discussion related to housing needs and implementation, see Sections C.1 and C.2 (Housing) of this Report.*

**Parks and Recreation Needs Assessment.** *There are multiple project proposals for new or renovated parks in Greenville. These include proposals for new parks that did not exist pre-fire (Wolf Creek*

Community Park fronting Crescent Street, Amphitheatre Park on Wolf Creek at Main Street, and the Wolf Creek River Trail), as well as renovations of parkland that existed before the fire, such as the Little League Fields. However, there is no clear data indicating the need for all these park facilities. Typically, according to best planning practice, the need for such facilities is based on established national or state standards, or as outlined in the County General Plan or a parks and recreation master plan. Such standards do not exist and are not identified in Plumas County's local plans.

There is an obvious clear need to rehabilitate (or develop a shared use) for some existing facilities (such as the Little League fields and the school sports fields) as soon as possible. But, like the market, the actual need for additional new park facilities to serve the future population is undocumented. Before committing scarce resources to build and maintain new parks, an assessment should be undertaken to determine the acreage and type of new park facilities actually needed based on an inventory of existing available lands; recognized open space and recreation standards; and projected demand of the likely population over time. A Parks and Recreation Needs Assessment will help allocate scarce resources more efficiently and potentially bring needed facilities online more quickly. It will also be an important input to expand the Town Center Vision as described in Recommendation D.1.c and the Preparation of the Community Plan as described in Recommendation E.1.a.

**School Facilities Assessment.** This assessment should address the PUSD High School/Elementary School property in Greenville. While the property is now the home of the Plumas Charter School, the property is a significant community asset which could be better utilized to serve multi-purpose school and community functions. As a starting point, jurisdictional barriers should be broken down and the potentials for shared use of the property should be considered as part of the Parks and Recreation Needs Assessment described above and the preparation of a Community Plan described in Recommendation E.1.a. Potential opportunities:

- **Prepare** a revised master plan for the entire campus to meet the current and likely future school needs while also identifying a greater range of permanent and temporary community-serving uses. Assure that necessary security measures are incorporated into the revised campus plan, while also allowing public use in appropriate areas.
- **Redesign** the deep landscape and parking frontage along Crescent Street/State Route 89 to become a roadside park. This would be an ideal location along State Route 89 for farmers markets and other events that would show activity to passing visitors and act as a gateway to the Town.
- **Consider** how underutilized parking and landscape areas can be used more efficiently for a variety of uses.



Greenville PUSD campus contains underutilized land and building assets, such as the deep frontage on Crescent Street/State Route 89, that potentially exceed the educational needs of the community now and into the future. This underutilized land and the buildings could be re-purposed for economic and community-serving purposes at comparatively low cost compared with building new facilities.

★ **B.1.d Prepare an Economic Development Strategy for the Indian Valley Planning Area and Canyon Dam that focuses on tourism in the short-term but also considers longer term economic development opportunities.**

While the Market Analysis, Needs Assessment, and Absorption Study will provide critical data to guide rebuilding efforts based on current trends, the communities in the Indian Valley Planning Area must also take realistic, proactive measures to improve sustainable short and long-term economic development.

For the long-term, an Economic Development Strategy should be prepared. This Strategy should focus on opportunities to expand and diversify the local economy beyond current economic activities by prioritizing long-term investments to support new economic growth opportunities. Several potential long-term investments are identified in the Comprehensive Economic Development Strategy (CEDS), prepared by the Sierra Business Council, and the *Long-term Recovery Plan*. To focus efforts, as part of the Market Analysis, potential long-term investments that are within the potential financial and human resource capacity of the Indian Valley region should be identified. These may include additional infrastructure, public facilities and/or services, development of local human capital, and/or other place-based investments that will enhance the attractiveness of the local area for sustained economic activity.

*“Sustainable Recreation” presents strong potential near-term growth opportunities in the Indian Valley Region.*

#### **Economic Development Potential**

*Many speculative economic development projects were defined in the Long-term Recovery Plan process and by various individuals and organizations. While many of these projects are worthy, most have not been analyzed relative to actual short and long-term market potential, costs, and benefits. The recently completed Sierra Economic Development District (SEDD) Comprehensive Economic Development Strategy (CEDS) (June 2024), prepared by the Sierra Business Council does, however, provide useful guidance on potential short and long-term economic development opportunities for the five-county central/north-Sierra region, including Plumas County.*

*While this high-level strategy does not identify specific recommendations for economic development at the local level, it does identify key industry sectors of focus. According to the CEDS, “priority industry sectors for job growth are working lands (agriculture, forestry, biomass), sustainable recreation, and resilient renewable energy.”<sup>7</sup> Most of these priority industry sectors are capital-intensive and generally require long-term planning and investment. They may be feasible as part of a long-term economic development strategy. But “sustainable recreation” has relatively low start-up costs and is accessible to small business entrepreneurs. It therefore presents strong potential near term growth opportunities in the Indian Valley Region as well as in Canyon Dam.*

*Sustainable Recreation: Prior to the Dixie Fire, a portion of the local economy was related to tourism, particularly pass-thru traffic along State Route 89 and rustic accommodations in surrounding lodges and camps. However, tourism services were not well developed to their full potential, particularly in Greenville. This may be Greenville’s greatest near-term economic development opportunity, by taking the following measures:*

- **Focus on pass-through tourism along State Route 89 between the major destinations of Lake Tahoe and Lake Almanor/Lassen National Park.**

<sup>7</sup> Sierra Business Council, “Sierra Economic Development District: Comprehensive Economic Development Strategy 2023–2027,” June 2024. SEDD CEDS, p. 21.

- **Improve** the image of private businesses and public spaces along State Route 89 across the entire town (not just in the historic Greenville Town Center area (see Recommendation D.1.a for additional discussion related to State Route 89 improvements).
- **Support**, invest in, and promote existing (and new) lodging and camps in the area that were not damaged by the fire.

### B.1.e Support operating businesses that provide critical goods and services to the local population.

While very little remained of Canyon Dam after the fire, in Greenville several businesses and institutions outside the historic Town Center survived the wildfire. Most of these surviving businesses (and much of the surviving residential and institutional uses) have provided essential goods and services to the community during the recovery and rebuilding phase. These include uses such as the IVCSO offices, the school, the Evergreen Market, the Dollar General store, and others.



Several businesses and institutions survived the fire such as Evergreen Market, and have provided essential goods and services throughout the recovery period. Support and focus rebuilding efforts on these assets to catalyze new development and create a rapid sense-of-place.

Rebuilding efforts should support and build upon these valuable assets (both their location and their function) when engaging in additional new building activity. It is noteworthy that most of these existing built assets are located along Crescent Street/State Route 89. These existing buildings and facilities serve as “catalyst project” opportunities for an infill development strategy that would focus new development along the Crescent/State Route 89 corridor as a priority. The success of THE SPOT demonstrates the viability of such a strategy. The importance of the State Route 89 corridor in both Greenville and Canyon Dam as part of an economic development strategy is discussed further in Recommendations D.1.a, D.1.b, and D.2.b.

## B.2 Financing Strategies

**Overview** Financial resources are necessary to implement many of the recommended actions for Greenville and Canyon Dam. While many actions are programmatic, organizational, or regulatory in nature, for which staff and community capacity are primary considerations, other items such as housing construction, infrastructure improvements, and economic development programs will require considerable financial resources. The overall financing strategy should be to pursue, leverage, and combine multiple sources of potential capital. It is also acknowledged, however, that the task of seeking financing requires staff and possibly contract support and an upfront commitment of resources. Recommendations in this section of the Report are offered to address financial resources.

*The overall financing strategy should be to pursue, leverage, and combine multiple sources of potential capital.*

Financial resources can come from state and federal government grants as well as from private entities, including investments from non-profit/for-profit developers and contributions from non-government organizations (NGOs) such as philanthropic organizations, foundations, and private companies. The DFC, North Valley Community Foundation (NVCF), The Almanor Foundation (TAF), and several private companies are widely recognized for their pivotal roles in wildfire recovery efforts and funding for this essential work. Additionally, the PG&E settlements will inject investment and human capital into the community depending on each individual's decision to rebuild in Greenville and Canyon Dam.

The following recommendations are not intended to represent a set of comprehensive actions but highlight items for consideration. It is important to be flexible as funding or development opportunities can be fluid depending on economic conditions. Whereas a project or program may not be a high priority, it may be beneficial to pursue if financing is available and it is an important component of the vision for rebuilding the community. However, consider how shifting priorities could impact the implementation of other projects and the availability of staff.

## Recommendations Financing Strategies

### ★ B.2.a Develop a five-year financial plan with strategies to fund identified priority recovery programs and projects.

Enlist the DFC (or successor) or form a community/technical advisory committee to assist in preparing the financial plan or strategy in association with the County. Obtain a grants consultant, as necessary. The Maidu indigenous community should be integral in this process.

One objective of the five-year financial plan or strategy is to target funds that have the highest potential of being secured by the County or community for projects that can be implemented in the near term.

For public improvement projects, determine if they can be included and prioritized in the County's capital improvements program budget with projected funding and implementation dates.

#### **Considerations for Applying for Project and Program Grants**

- **Scope out** the priority programs and projects and identify work plans, estimated costs, realistic timelines, and staffing requirements; engage the community to define and obtain buy-in on goals and priorities.
- **Reach out** to agencies and organizations to discuss grant programs or funding sources that could be a good match; create direct relationships with staff from these agencies and organizations.
- **Identify** matching fund requirements, if any, and eligible "in-kind" services; understand monitoring and reporting requirements, which can diminish the benefits if the potential grant amount is relatively small.
- **Understand** the grant criteria and submittal requirements for each grant program; allocate sufficient time for staff or consultant to prepare well-crafted competitive grant applications.
- **Explore** opportunities to partner with public, private, or community-based entities to combine and leverage resources and to strengthen a grant application.

**B.2.b Identify potential properties to acquire for land banking to preserve future development opportunities and minimize community fragmentation.**

Once the PG&E settlements are determined, provide a support network of agency staff and community representatives to work with property owners to determine their rebuilding plans. Create a site inventory and monitor properties that may be available on the market. Establish a funding source for land acquisition assistance and reach out to organizations that may be interested in purchasing properties for future development. Explore private/public partnerships with developers, community land trusts, and community-based organizations. If funds are fronted by the County, assistance could be structured as grants or loans with loan repayments placed in a revolving fund. Consider assembling adjacent parcels to maximize development options if the opportunity arises. Additionally, prioritize acquiring sites that may be needed for public facilities and community programs. See Recommendation D.1.d for additional discussion of strategies to mitigate community fragmentation.

**B.2.c Work with The Almanor Foundation (TAF) or a similar organization to finance and develop workforce housing and/or to establish community assistance programs.**

TAF is already actively engaged in the community and has developed a multi-prong strategy to address workforce housing and other needs in the community, but a comparable organization could also implement these programs. In addition to acquiring a site to develop housing, program assistance could include managing a first-time homebuyer program, a housing rehabilitation program, a workforce development program, or coordinating other community benefits programs. Refer to the *Lake Almanor Basin Strategic Housing Plan* and *Housing Systems Map* (July 2023) for an outline of program options. TAF is an important community-based organization and, along with seeking private and NGO funding, could provide leveraging advantages to strengthen state and federal grant applications.

**B.2.d Explore funding through the California Jobs First initiative, formerly the Community Economic Resilience Fund (CERF), in the North State region to support and promote economic recovery and revitalization in Greenville, Canyon Dam, and Indian Valley.**

Funding for this program is in partnership with the following state agencies: Labor and Workforce Development Agency (LWDA), Employment Development Department (EDD), Governor's Office of Land Use and Climate Innovation (formerly the Governor's Office and Planning and Research (OPR), and the Governor's Office of Business and Economic Development (GO-Biz). The priority uses for California Jobs First (formerly CERF) would be identified by the County and community and would be informed by the market analysis and absorption study discussed in Recommendations B.1.a and B.1.b.

**B.2.e Continue to seek funding opportunities from government and philanthropic sources, and regularly consult with these entities to determine the most applicable grant programs for achieving community goals.**

The *Long-term Recovery Plan's Appendix, "Resource Matrix,"* provides a comprehensive list of potential financial assistance programs from government agencies that can be especially beneficial for implementing community building, housing, economic,



infrastructure, and resiliency/recovery goals for Greenville, Canyon Dam, and Indian Valley. While many state and federal grant programs are potentially available, allocation of funds is typically highly competitive. Appendix A identifies general program areas covered in the CPAT recommendations and correlates these program areas with potential government grant categories.

Additionally, Appendix A lists possible state and federal grant programs for each grant category. The list is not comprehensive; refer to the *Long-term Recovery Plan* and agency websites for more information. For California grant programs, a search tool is available at <https://www.grants.ca.gov/>. Another useful website for researching funding opportunities for transportation, infrastructure, parks, and affordable housing projects was recently launched by Civic Well, a non-profit organization that also offers technical and community building assistance: <https://civicwell.org/service/direct-assistance/>.

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## PRINCIPLE C Meet the Diverse Housing Needs of the Community

*Housing is critical to the economic prosperity of Greenville, Canyon Dam, and the greater Indian Valley area.*

The shortage of housing, particularly affordable workforce housing, has been recognized as a key challenge for Plumas County even before the Dixie Fire in 2021. As previously discussed in Section B.1 of this Report, residents in Greenville exhibited a lower area median household income (AMI) than the rest of Plumas County, and the County's AMI was significantly lower than the statewide average. The housing challenge became more severe after the fire. During the public outreach process conducted by the DFC, the urgency to tackle the housing deficiency was identified as a top priority. The *Lake Almanor Basin Housing Assessment* and subsequent *Strategic Housing Plan* (see references in Appendix B) suggest that the primary housing issues for Greenville, Canyon Dam, and Indian Valley pertain to housing affordability with insufficient housing choices for lower-income households such as the lack of affordable rental units.

Observations and recommendations for addressing housing have been grouped into two general categories:

- C.1 Recommendations on Support for Existing and Returning Residents**
- C.2 Recommendations on Housing Opportunities for New Residents**

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### C.1 Support for Existing and Returning Residents

**Overview** Prior to the Dixie Fire, the housing conditions and deficiencies in Plumas County were well-documented in various studies, and policies and programs for addressing the community's housing needs are articulated in the County's *2019–2024 Housing Element* of the General Plan. Following the Dixie Fire, several reports document the importance of rebuilding the homes that have been destroyed and continue to identify the need to expand the supply of affordable housing. These reports reinforce the community's consensus that housing is critical to the economic prosperity of Greenville, Canyon Dam, and Indian Valley.

The recommendations that are discussed below are based on the housing deficiencies findings cited in the referenced reports. These reports include comprehensive proposals to address the housing needs of the region. This Report highlights and supports key recommendations that could be prioritized for next-step action items. Priorities should address the “critical housing needs,” as identified below. While these needs are County or region-wide, they provide a useful context for envisioning a future housing scenario for Greenville and Canyon Dam.

#### **Critical Housing Needs**

- Community preference for single-family detached homes
- Multi-family apartments or lower-cost duplex, triplex, and fourplex rental housing for the workforce
- Smaller units such as accessory dwelling units (ADUs) or “tiny homes” on a foundation for small households
- Affordable housing for lower-income cost-burdened households
- Rehabilitation of the existing housing stock (primarily single-family detached homes and RV/mobile home parks)
- Housing options for the aging population
- Housing options for the seasonal workforce
- Housing for displaced or unhoused population

It is uncertain at this time who will choose to rebuild, and who may choose to sell their property to an interested developer or a future new homeowner. There may be an interest to repurpose some properties zoned for multi-family housing to address the need for more rental housing, particularly smaller units per the findings of the housing reports. Additionally, an existing neighborhood with modest homes is located northwest of the Greenville Town Center that was largely spared from the Dixie Fire. These dwellings provide an existing supply of affordable workforce housing but could benefit from rehabilitation assistance to preserve and stabilize viable structures. Supportive social and workforce development programs may also be beneficial for existing residents.

The community is strongly interested in encouraging and supporting homeowners and local property owners to rebuild in Greenville and Canyon Dam. However, even with the PG&E settlements, the cost to construct housing is formidable for most homeowners. To facilitate this objective and ease the rebuilding process, the following recommendations are offered:

### **Recommendations Support for Existing and Returning Residents**

#### **★ C.1.a Explore housing options and financial assistance to increase the feasibility for homeowners to rebuild and maintain their homes.**

- Incentivize accessory dwelling units (ADUs) to provide affordable housing and supplemental income for homeowners; encourage and publicize model ADU plans and pre-approve additional design options.

- Support live/work units to facilitate the entrepreneurial and maker economy.
- Continue to assist homeowners in obtaining financial assistance through the ReCoverCA program formerly known as the Community Development Block Grant–Disaster Recovery (CDBG-DR) program and other programs administered by the California Department of Housing and Community Development (HCD).
- Participate in the Plumas County Housing Council and champion those initiatives.

★ **C.1.b Advocate for more affordable property insurance alternatives for homeowners.**

- Support the State Insurance Commissioner’s office in advocating for regulations to lower affordable insurance rates for high wildland fire risk areas.
- Encourage property owners to educate themselves about the State’s Safer from Wildfires program to assist in homeowners insurance policy rate reductions. Safer from Wildfires is a ground-up approach to wildfire resilience with three layers of protection—for the structure, the immediate surroundings, and the community.
- Encourage the establishment of new Firewise Communities<sup>8</sup> in the Indian Valley area.
- Assist property owners in exploring options for fire insurance, including the California FAIR Plan or more favorable solutions to meet insurance needs.

**C.1.c Expand recovery education and support to property owners in the rebuilding process.**

- Distribute and post resources, such as the *Dixie Fire Recovery Housing Guide*. Enlist community members to be liaisons with County staff on outreach and education.
- Offer in-person and virtual workshops to property owners that provide information on rebuilding, such as hiring a design/build firm versus a licensed architect or contractor, how to obtain a building permit, and what are the current building code requirements and firewise building, landscaping, and driveway design standards.
- Provide dedicated staff or contract support (e.g., a planning and building permit facilitator) to homeowners and contractors at the County’s Permit Center (555 Main Street, Quincy) for zoning and building permit approvals. If the demand arises, explore staffing a temporary satellite office in Greenville (e.g., one day per week) during the height of the rebuilding period or season.

**C.1.d Explore first-time homeownership opportunities by supporting financial assistance or incentives that can leverage the PG&E settlements that tenants receive.**

- Encourage the Plumas County Community Development Commission to implement a first-time homebuyers program for tenants that were displaced by the Dixie Fire with assistance for lower-income households.
- Support Plumas County local government in establishing a CalHome Program to provide grants to local public agencies and nonprofit corporations for first-time homebuyer and housing rehabilitation assistance, homebuyer counseling, and technical assistance activities to enable low- and very low-income households to become or remain homeowners.

<sup>8</sup> For additional information on the Firewise Communities program, see “Definition of Terms” in **Chapter 1: Introduction** of this Report.

### C.1.e Survey the housing conditions and the needs of residents in the existing neighborhood in northwest Greenville to identify programs for conserving and improving the habitability of the housing stock.

The residential neighborhood located northwest of Greenville Town Center between Wolf Creek and Setzer Road fortunately escaped the destruction caused by the Dixie Fire, although these residents were severely impacted economically and emotionally by the devastation of Indian Valley. The homes are primarily modest single-family dwellings and some are in severe need of rehabilitation. This housing stock provides essential affordable housing for the Indian Valley workforce. Rehabilitating and maintaining these homes as affordable housing could be more cost-effective than building new housing units.

#### **Housing Survey**

During the 7th cycle Housing Element update process, survey residents and structures to assess the feasibility of the following action items:

- **Offer** housing rehabilitation grants or low interest deferred loans for emergency repairs and housing improvements (research available CDBG and state funds).
- **Identify** alternative housing in the County for residents interested in relocating.
- **Provide** public health, employment assistance, skills training, and community services to promote self-sufficiency.
- **Enforce** and abate substandard housing, particularly properties owned by absentee landlords.
- **Identify** street and utility improvements and measures to mitigate creek overflow and flooding during major storm events.
- **Seek** funding for resilience “home hardening” assistance for homeowners and landlords.

## C.2 Housing Opportunities for New Residents

**Overview** While there is strong support for residents to rebuild and maintain their presence in the community, inevitably, some homeowners and property owners will choose to not rebuild and will sell their properties. The opportunity exists to attract responsible developers to add to the vibrancy of the community and introduce a variety of housing types in Greenville and Canyon Dam to accommodate future residents.

*Plan for the proper supply, affordability level, and types of housing units to support the employment base.*

The market analysis discussed in Recommendation B.1.a of this Report will provide insights on the potential future employment base for the region and, correspondingly, the proper supply, affordability level, and types of housing units that will be beneficial or necessary to support the employment base. This analysis will allow for planning of sufficient housing units to promote a healthy jobs/housing balance in the region. Overbuilding housing relative to job creation can exacerbate economic conditions with many vacant or abandoned units while underbuilding housing can drive up the cost of both rental and ownership housing and create overcrowding due to the lack of supply. The following recommendations address future housing needs and opportunities.

## Recommendations Housing Opportunities for New Residents

### ★ C.2.a Plan for a healthy jobs/housing balance that correlates the projected employment base in Indian Valley Planning Area with the housing needs for Greenville and Canyon Dam.

- Establish an appropriate jobs/housing goal for the region to guide housing policy decisions and financing strategies. A jobs/housing ratio of 1.2 to 1.8 (i.e., 1.2 to 1.8 jobs for every housing unit) is a common objective although the appropriate ratio is influenced by average household composition and area-specific demographic and economic factors.
- With the significant change in the population and economy due to the Dixie Fire, a job/housing analysis predicated on the findings of the market analysis should be incorporated into the housing needs assessment for the 7th cycle Housing Element Update.

### C.2.b While preparing the 7th cycle Plumas County General Plan Housing Element, conduct a sub-regional housing assessment of the Indian Valley Planning Area that evaluates the housing needs relative to the projected employment, household income, and population characteristics.

- Prepare the sub-regional housing assessment as part of the County-wide housing assessment for the 7th cycle *Housing Element Update* (June 30, 2024–June 30, 2029). A County-wide housing assessment is required by HCD as part of the *Housing Element Update*, which is a component of the *Plumas County General Plan*.



*One-story courtyard-style multi-family construction, similar to these existing units in Greenville are typically more cost-effective than multi-level construction and provide access to outdoor space for families with children.*

- Produce housing that will meet the needs of the projected workforce. Accommodate the housing needs of both year-round and seasonal employees where short-term leases are available.
- Prioritize locating housing near jobs to reduce the distance and time for commuting and to promote environmental sustainability. (For instance, new housing may be preferable in Chester and Quincy where the jobs are located.)
- Construct housing unit types that are in most demand or are in short supply in the region (e.g., smaller affordable ownership and rental housing units).
- Prioritize financial support and incentives for projects that meet the above objectives.

**C.2.c Explore possible state and federal grants and partnerships with the private sector and non-profits to construct subsidized residential and workforce housing projects.**

- Continue to confer with the Plumas County Community Development Commission, HCD, United States Department of Agriculture-Rural Communities (USDA-RC), and other government agencies on the availability of subsidized housing assistance.
- Explore potential partnerships with the private and non-profit sectors to spearhead workforce housing, including but not limited to The Almanor Foundation, a similar community-based housing organization, a community land trust, and non-profit housing developers.
- See Recommendations B.2.a to B.2.e for further discussion on financing strategies.

**C.2.d Offer affordable housing options in Canyon Dam to meet the demographic needs of the workforce with emphasis on locating housing close to jobs.**

The *Canyon Dam Summary Report* recognizes that the town historically provided lodging options for visitors and also provided essential housing for the seasonal workforce that supported the recreational activities at Lake Almanor and the previous lumber industry in the region. Canyon Dam will likely continue to be a more affordable option for rental housing than the nearby Lake Almanor communities which contain many competing short-term rental units. In implementing the Community Vision Plan (Recommendation E.2.d), speculative real estate development should be avoided. The amount and type of new housing units should be correlated with the future economic potential of the area and the location of existing and future jobs to promote a healthy jobs/housing balance.

Other considerations to support residents and visitors to create a more complete town:

- Promote convenient commercial uses and transportation services to support Canyon Dam residents and visitors.
- Continue to support initiatives by The Almanor Foundation or other organizations to build replacement workforce housing in Canyon Dam.
- Consider County Zoning Code amendments to expand workforce housing options in Canyon Dam.

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**PRINCIPLE D Achieve Forward-looking Community Design and Development of the Physical Environment**

Principle D includes recommendations that address community design and development opportunities in Greenville and Canyon Dam. However, the historic setting, community character, and development potential differ between the two areas. Therefore, the Recommendations presented are described in two sections. Section D.1 contains specific recommendations for Greenville that encompasses the historic Town Center area as well as the larger Greenville community. Section D.2 contains recommendations for rebuilding the Canyon Dam community.

**D.1 Recommendations on Greenville Community Design and Revitalization**

**D.2 Recommendations on Canyon Dam Community Design and Revitalization**

## D.1 Greenville Community Design and Revitalization

### Overview *Design Vision*

*Issues affecting the success of the Greenville rebuilding effort extend beyond the historic Town Center area alone. A more comprehensive design vision is needed.*

The *Town Center Design Guidebook* provides a strong vision for rebuilding the historic commercial core of Greenville. However, community design and development issues affecting the success of the Greenville rebuilding effort extend beyond the historic Town Center area alone and a more comprehensive design vision is needed.

Prior to the Dixie Fire, Greenville's image was mixed. Around Main Street, the 19th-century structure of closely spaced historic commercial buildings, pedestrian-oriented street-fronting structures, multi-story buildings, and nearby historic residential neighborhoods gave the Town Center a strong, attractive image and unique sense-of-place.

But this unique historic image, while powerful, was only a part of Greenville's physical character. A large portion of Greenville was, and remains, derived from developments that occurred since WW II, notably the Greenville High School and most of the commercial frontages along Crescent Street/State Route 89 south of Ayoob Circle. With widely spaced one-story utilitarian buildings separated by parking lots, this newer development pattern was shaped by, and dependent upon, the automobile. This area of Greenville does not have a unique sense-of-place, looking much like post-WW II development anywhere in California or around the nation.



*Around Main Street, the 19th-century structure of closely spaced historic commercial buildings, pedestrian-oriented street-fronting structures, multi-story buildings, and nearby historic residential neighborhoods gave the Town Center a strong, attractive image and unique sense-of-place.*

The Dixie Fire destroyed the historic 19th-century portion of Greenville that gave the town its unique physical image and sense-of-place. It is understandable that the community desires to replace that unique quality. The *Design Guidebook* is a strong effort to restore that image and sense-of-place. But that effort to build sense-of-place should be extended to the entire community, with a particular focus on the entirety of the State Route 89 corridor.

From a community design perspective, it is not necessary to recreate an entire 19th Century town. In the surrounding residential areas, this community design effort could be primarily focused on public streets and spaces, including street trees, lighting, and other modest improvements. But on the State Route 89 corridor, efforts should be made to create an attractive, unified, pedestrian-oriented place along the entire corridor as the *Design Guidebook* seeks to do in the historic core.

*The SR89 corridor is the public “front door” to the community.*

### **State Route 89 Corridor**

While the goal is to improve the image and sense-of-place of the entire community, the highly visible Crescent Street/State Route 89 (SR89) corridor areas are of particular importance, along with the historic core along Main Street which is already included in the *Design Guidebook*. The SR89 corridor is the public “front door” to the community that thousands of visitors see as they pass through to major destinations to the north and south. The character of this high image corridor is key to the success of a potential improved tourism development strategy for the community. This corridor design philosophy also applies to Canyon Dam, as described in Section D.2 of this Report.

As Section B.1 of this Report describes, tourism is potentially one of Greenville’s most important short-term economic opportunities. And the State Route 89 corridor through Greenville is potentially the most important location to capitalize on this opportunity. But the current image of the existing built environment does little to attract tourism dollars except for short stops for fuel and supplies.

The effort to recreate the historic Town Center area, as represented in the *Design Guidebook*, is a step in the right direction to attract tourism as well as create a sense-of-place for locals. But, for commercial development, limiting (or prioritizing) these efforts to the historic Town Center area misses a broader economic development opportunity. Beyond the “Four Corners” directly fronting State Route 89, it will likely be difficult to achieve commercial development on side streets such as Pine, Mill, and East and West Main streets, given natural competitive market forces that will favor State Route 89, as they have in the past.

Properties within the Town Center will be competing with properties in other areas along Crescent Street and State Route 89, extending as far to the south as Riley’s Jerky and to Hillside Drive to the north, all of which are zoned commercial. All properties along this corridor will likely be preferred locations in the competitive market for new development, particularly for uses that can capture both the local and the visitor-services market. The Evergreen Market is a good existing example.

### **Physical Framework**

*The physical framework of a community contributes greatly to the sense of community that develops over time.*

The physical framework of a community contributes greatly to the sense of community that develops over time. In Greenville, the tight-knit physical framework of walkable streets, easily accessible services, and nearby community institutions will help to foster a strong sense of community among residents. Generally, widely spaced, fragmented communities and neighborhoods make such strong community interactions difficult.

Since the Dixie Fire, the physical framework has been severely impacted. Over time, as the physical framework of the community rebuilds, the pre-wildfire sense of community might return naturally, without much guidance. But since it is unknown how much of the pre-fire population will return and rebuild, it is also unknown how the development pattern will emerge and at what pace. Based on experience in other disaster recovery areas, rebuilding may result in a widely spaced pattern of rebuilding, based on the decisions of individual property owners or new purchasers over a long period of time. The future character of Greenville may be one of scattered, newly



*Prioritize projects that build community rapidly and catalyze other community-building projects.*

constructed buildings separated by vacant lots for many years to come. This is clearly not the intent envisioned by the community in the Town Center vision process.

To restore this physical framework of community, a key community design consideration will be building sequence and timing. Rebuilding efforts will need to prioritize projects that build community rapidly and catalyze other community-building projects. THE SPOT is an excellent example of a temporary project that has stimulated a sense of community and has catalyzed activity around the Greenville Town Center area.

This does not mean there should be interference in the building decisions of private property owners. But proactive strategies can be directed toward strategically located projects that support a sustainable community structure at all stages of development, regardless of population size.

Rebuilding will entail new construction, as described in Recommendation D.1.b below. Evaluating the rehabilitation and reuse potential of existing facilities is a critically important early step in the rebuilding process, which may not have been given sufficient attention in the initial Town Center visioning process.

The following Recommendations consider important issues that extend beyond the Town Center but are integral to the implementation of the concepts and proposals in the *Design Guidebook*.

## Recommendations Greenville Community Design and Revitalization

### ★ D.1.a Improve the image of the State Route 89 corridor in Greenville to be consistent with the Town Center vision.



*The recent streetscape improvements along Crescent Street/State Route 89 are important assets to build upon. Prioritize early development along this corridor to capitalize on these improvements.*

Design and development emphasis should focus on the entire State Route 89 corridor through Greenville, to give the entire corridor a strong identity, rather than the few blocks along Main and Pine Streets. This effort should include:

- Capitalize on, and continue to improve, the streetscape investments along State Route 89 that have recently been completed by Caltrans and the Streetscape Design Committee. Continue to work with Caltrans to explore possible “context-sensitive” design solutions, such as traffic calming and additional pedestrian enhancements.
- Improve the character and identity of the existing, contemporary post-WWII development along the corridor consistent with the goals expressed by the community in the Town Center vision process.
- Identify incentives for property owners and private investors to achieve community design objectives and guidelines by renovating existing properties and when investing in new development.
- Advance the design ideas for the corridor illustrated in the *Design Guidebook*, such as gateway/entry signage elements at the north and south boundaries of the Town along the corridor.

- Prioritize infill development of vacant and underutilized properties, street-fronting parking lots, and remnant landscape areas to transform the corridor into an attractive pedestrian-friendly commercial area similar to the concepts described for Main Street in the *Design Guidebook*.
- Re-imagine the frontage of the PUSD School property to contribute to the overall vision for the corridor, as described in Recommendation B.1.c.

#### ★ D.1.b Capitalize on and re-purpose existing assets before new construction.

Many buildings and facilities in Greenville, such as the High School, the Evergreen Market, the Dollar General store, the 127 Crescent Street office building and others were fortunately spared the devastation of the Dixie Fire. Several of these proved to be essential services and valuable assets as the community moved through the initial recovery period and began the rebuilding process.

*The unbuilt frontage along State Route 89, was an underutilized strategic asset prior to the Dixie Fire. Prioritize the use/re-use of this asset for economic and community development purposes.*



The community has several additional strategic physical assets that should be capitalized upon, including the unbuilt frontage land along the Crescent Street/State Route 89 corridor, the school buildings and grounds, and strategically located lands in County/public ownership. A comprehensive assessment should be undertaken and strategies for use/re-use of these assets should be a priority component of the community rebuilding effort. This focus on prioritizing re-use and re-purposing of existing physical assets before embarking on expensive new construction is an important component of the Economic Development Strategy described in Recommendation B.1.d.

#### D.1.c Expand the Town Center vision for Greenville to include the entire Greenville community.

Using the inputs from the Market Analysis, Needs Assessment, and Absorption Study (Recommendations B.1.a, B.1.b, and B.1.c), as well as community-defined goals from the Town Center vision process, expand the design vision to include all of Greenville, not just the historic Town Center area as described in the *Design Guidebook*. The area of this expanded community design vision should generally include all areas within the Town of Greenville boundary as illustrated in the “Planning Areas” map for Indian Valley in

the 2035 Plumas County General Plan and described in the “Definitions” section of the Introduction in this Report. This overall community design vision should be a part of the Community Plan for Greenville described in Recommendation E.1.a.

**D.1.d Develop a strategy to minimize community fragmentation in the rebuilding process.**

The following actions are suggested for implementing this recommendation:

- Identify “catalyst” projects in strategic locations, not just in the Town Center area, that quickly create a sense-of-place and identity and will stimulate nearby projects.
- Identify incentives to encourage strategic private development such as fee and tax waivers, priority and streamlined development approvals, and direct public and institutional investments.



*THE SPOT is an excellent example of a well-located project that has catalyzed activity around it.*

- For properties in strategic locations that remain unbuilt over time, consider local land banking, assembly, and consolidation strategies through mechanisms such as a community land trust or other entity.
- Identify strategic locations appropriate to specific desired types of use as part of the Community Plan preparation process described in Recommendation E.1.a.
- Identify strategic locations appropriate to specific desired types of use as part of the Community Plan preparation process.
- Identify phasing and sequencing “barriers” and how those may be removed/alterd to promote projects in strategic locations.
- Identify funding sources for design, construction, and maintenance of public realm improvements in strategic locations. See Recommendations B.2.c–B.2.e and Appendix A for a discussion of potential funding/financing sources and strategies. Examples of such projects include children and family-oriented facilities (such as ball fields and play areas) and facilities for community gatherings (public and private).

**D.1.e Establish a community-wide program to undertake early-action projects immediately.**

Rebuilding the communities of Greenville and Canyon Dam will be a long-term endeavor. In any major project, and particularly after a major disaster, it is not uncommon for a community to become disheartened, weary, and frustrated at the pace of rebuilding. An active program of micro-projects that can be built rapidly can help relieve this frustration and should be defined. Seek projects that don’t require long-term planning to implement and can revitalize community volunteer organizations. Signs of continued positive progress, even if small, will help rebuild community pride. The intent is to add amenities that catch the eye, show activity and vibrancy, and provide active opportunities for individual involvement.



*This student-created sign is an excellent example of a small, cost-effective, and easily produced “Early Action” project that shows community vitality and encourages participation by community members.*

Strategies to consider for implementing early action projects include the following, of which several could be coordinated by the DFC (or successor) as described in Section A.1.

- Identify a part-time coordinator (volunteer or paid) to promote opportunities, assist participants with ideas, and overcome constraints. The importance of such improvements cannot be overstated. This effort is well worth the small amount of time required for local coordination.
- Focus projects in visible, strategic locations that can build pride and awareness, occur rapidly and create an instant sense-of-place.
- Use the *Design Guidebook* to guide design ideas, but don’t be overly restrictive. Encourage creativity.
- Encourage and support individual volunteer efforts to build capacity and stake in the community. Greenville and Canyon Dam were both originally built through a series of individual, creative actions and that spirit should be stimulated.
- Maintenance is important. Do not proceed with projects that are overly burdensome. Ensure responsibility for maintenance by a property-owner, a volunteer organization, the DFC, or other local entity or individuals.
- Support results (however small) by an aggressive public relations and promotional effort. Celebrate accomplishments.
- Look for small projects that can be done by as few as one interested person as well as larger projects.
- Establish procedures that allow temporary projects to be ministerially approved by the County or the IVCS. Streamline any required discretionary approvals.

#### **Potential Early-Action Projects**

- **Renovate** the Little League fields and other relatively easy-to-achieve active facilities for families and children.
- **Utilize** the sports fields at the PUSD property.
- **Identify** one or more strategic locations for community gardens, which can be either permanent or temporary, depending on property ownership. Locate in the center of the community, rather than the periphery to infill fragmentation gaps and create vitality and provide a public amenity.
- **Install** a community kiosk or electronic messaging board for announcements.
- **Add** small beautification projects in the recently completed streetscape zone along Crescent Street and State Route 89 such as banners on the light poles, planting pots, and seating.
- **Encourage** attractive “Coming Soon”/“We are Rebuilding” signs and murals.



*Renovation of the existing Little League fields should be a high priority. These facilities are an existing family-friendly asset that plays an outsized role in rebuilding a sense of community.*

- **Encourage/assist** commercial/institutional (non-residential) projects to improve the appearance of their “front door” along public streets, beyond paving. This could include in-ground plantings or in pots, special signage, and banners. Public agencies (such as the Post Office, the IVCSD, the County and others with built facilities) can lead these efforts on highly visible public locations.
- **Grow** THE SPOT with enhanced and increased space for additional pop-up businesses and amenities and expanded with more food truck beverage/eateries and retail. As an important gathering place for the community, consider ways to grow it organically with a low-cost physical design expression that fits the desires of the community as expressed in the Design Guidebook.
- **Promote** and encourage block parties and small celebrations (successes, achievements, community building, new businesses).



*THE SPOT is an example of an early-action project that quickly created a sense-of-place for all members of the community, including families.*

## D.2 Canyon Dam Community Design and Revitalization

**Overview** The Canyon Dam community is situated at the boundary of both Indian Valley and the Almanor Basin Planning Areas and so can potentially capture the economic potential of both sub-regions. Many of the recommendations included under Principles A, B, and C of this Report will also apply to this Section D.2 for revitalizing and transforming Canyon Dam. Findings from the Market Analysis and Absorption Study (Recommendations B.1.a and B.1.b) can provide insights on the role of Canyon Dam within the economic setting of Indian Valley as well as the Lake Almanor regions.

While the devastation of the community has substantially erased its previous identity, this situation also offers a prime opportunity for property owners to envision and explore new opportunities and directions for the area. The following community design recommendations are specific to Canyon Dam and are important implementation elements to incorporate into the Community Vision Plan for Canyon Dam that is later discussed in Recommendation E.2.d.

### Recommendations Canyon Dam Community Design and Revitalization

- ★ **D.2.a Prepare a Reforestation/Beautification Concept and Action Plan, with emphasis on firewise design principles, to help guide property owners and public agencies in reforestation projects.**

Perhaps the most compelling visual feature of Canyon Dam before the fire was the large scale of the forest canopy over the community.

The goal is to reestablish the forest according to sustainable firewise principles. The initial actions are to remove and harvest the dead trees and stabilize and recondition the soil as needed. Strategic replanting of this forest can change the negative image left by the fire relatively quickly. A tree planting reforestation program is a priority action for Canyon Dam. The Feather River Resource Conservation District’s Plumas

Emergency Forest Restoration Team (EForT) and the Dixie Fire Canopy Project are examples of replanting programs that are restoring the forest in the areas affected by the Dixie Fire.

★ **D.2.b Improve the image, identity and sense-of-place of Canyon Dam by preparing a Design Strategy for the State Route 89 corridor.**

To reinforce the recreational emphasis and “gateway to Lake Almanor” principle, improving the image and character of the State Route 89 corridor is recommended as a high priority.



*Improving the image of Canyon Dam for visitors is an important part of economic development of the community. The image can be greatly improved if the “front door” of individual rebuilding projects is enhanced beyond simply constructing a new building and parking. The post office can take the lead in this effort by improving its frontage with modest landscape and pedestrian amenities.*

*An opportunity exists for property owners to envision and explore new opportunities and directions for the area.*

- State Route 89 right-of-way enhancements, including entry signage, lighting, landscaping and pedestrian improvements, in both the southbound and northbound direction, will help define the community to passing visitors as well as improve conditions for the local community.
- Encourage and assist all individual new developments, whether commercial, institutional, or residential, to improve the appearance of their “front door” along State Route 89, beyond simply providing paving. This could include plantings in-ground or in pots, special signage, flags, banners, a simple bench, local sculptural elements, or other small gestures. Public agencies (such as the post office) should show leadership in this effort.
- Prepare a simple Design Strategy to guide and assist property owners who front on State Route 89 as they improve their properties. This could be informal in appearance, introducing strong elements of the forest, or more formal in nature, depending on the “look and feel” desired by the community and as expressed in the *Dixie Fire Recovery Phase 1a* of the community planning process.
- Work closely with Caltrans to explore grant funds and design and implement right-of-way improvements consistent with the Design Strategy. The design objective is to visually alert visitors driving north on SR 89 that they are entering the town that marks the southerly gateway into the Lake Almanor recreational area, which could include a gateway feature. Traffic calming measures to slow down traffic through Canyon Dam would also be highly beneficial to explore for identity and safety objectives.

**D.2.c Explore with CAL FIRE, the California Department of Natural Resources, and others on the potential for grant funds to prepare the Reforestation/Beautification Concept Plan and launch the reforestation program.**

The success of the reforestation program requires dedicated funding for tree clearance and replanting as well as ongoing resources for forest management. Creating a funding strategy and implementation framework are critical first steps that could involve forming a partnership consisting of public agencies, landowners, and non-profit entities to coordinate the program.

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## **PRINCIPLE E Conduct Community-based Planning and Streamline Regulations**

Principle E includes recommendations that address the community planning and regulatory framework for Greenville and Canyon Dam. However, as noted for Principle D, the historic setting, community character, and development potential differ between the two areas, which raise different land use, zoning, and design considerations. Therefore, the recommendations are presented in two sections. Section E.1 contains specific recommendations for Greenville that encompasses the Town Center area as well as the larger Greenville community. Section E.2 contains specific recommendations for rebuilding the Canyon Dam community and recreational economy.

- E.1 Recommendations on Greenville Planning, Zoning, and Development Approval**
- E.2 Recommendations on Canyon Dam Planning, Zoning, and Development Approval**

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### **E.1 Greenville Planning, Zoning, and Development Approval**

**Overview** The County’s community planning approach can have a critical role in how Greenville and its Town Center will redevelop in the short- and long-term. It is a primary way to reflect the community’s vision and create opportunities. At the same time, Community Planning can promote desired development and function to avoid development at odds with the community’s vision. In addition, the County’s community planning efforts can promote the objectives of the *Long-term Recovery Plan* vision, values, and projects.

The following presents a set of community planning, zoning and development Recommendations.

#### **Recommendations Greenville Planning, Zoning, and Development Approval**

- ★ E.1.a Prepare a Community Plan for Greenville and its Town Center reflecting the community’s design vision, community input regarding desired uses (e.g., housing, commercial, cultural, recreational, educational, and civic), and information regarding demand for retail, services, and other relevant considerations.**

The *Greenville Town Center Design Guidebook*, based on robust involvement of members of the community, provides extensive and thoughtful guidelines for physical design.

*Community planning can promote desired development and avoid development at odds with the community's vision.*

Important as this is, there is also a critical need for the community's views on desired uses, the scale and variety of development, the nature of supporting infrastructure and public facilities, and related issues. Greenville would be well served by developing a Community Plan that addresses all of these topics, informed by a market-based assessment of community needs and desired uses as described in Recommendations B.1.a–B.1.c. This Community Plan will provide a sound basis for economic development activities, infrastructure development, the development of community facilities, and potential revisions to the County Zoning Code, appropriate to the community's desired design and development goals.

This community planning process would benefit from the community design and development Recommendations described under Principle D of this chapter. Among these are the role of the State Route 89 Corridor and expanding the Town Center vision to include the entire community.

#### **Community Plan Preparation Process**

*The County and community will need to configure a process that is locally based and efficient, fully engages the community and its evident commitment to identifying and implementing its vision for Greenville, and involves the private sector in meaningful ways.*

*An important consideration is defining the primary responsibility for putting the Community Plan together. Would it be County staff from a committee appointed by the County specifically for this purpose, or one or more existing entities, such as the Dixie Fire Collaborative (or successor), the Indian Valley Community Services District, or others?*

*Regarding funding, seek external sources for this effort. Greenville presents an important case study for other communities throughout California and beyond and funders are likely to recognize this.*

*While the Community Plan is being developed, other aspects of community building and desired individual projects would be expected to continue.*

#### **Possible Contents of the Community Plan**

- Community design
- Economic development
- Land Use
- Housing
- Transportation
- Infrastructure and public services
- Recreation and open space
- Community health
- Maidu indigenous culture
- Wildfire and other resilience concerns
- Others as determined by the community and County staff

#### **★ E.1.b Evaluate the County's Zoning Code to identify any provisions that could impede implementing the Community Plan for Greenville and its Town Center and amend the Zoning Code as appropriate.**

This identification could be “bottom up,” reflecting the community's visioning experience, the community's experience with rebuilding, input from potential developers, and code enforcement issues, for example. As a related step, ensure that the County's regulations reflect any applicable recent state laws intended to promote housing opportunities. Additionally, consider if the County's project review process can be streamlined to reduce the time required to issue zoning and other approvals.



**E.1.c Consider the future of Greenville and the Greenville Town Center within the context of the entire range of the County’s 2035 General Plan and Plumas County Wildfires Long-term Recovery Plan 2021 policy directions.**

Plumas County’s General Plan provides an important resource for consideration of the redevelopment of Greenville and the Greenville Town Center. The County’s General Plan, adopted in 2013, is a rich policy document across both the required General Plan elements and several optional elements including the Economic Element, Public Health and Safety Element, Agriculture and Forestry Element, and the Water Resources Element. This is an important and valuable resource in contemplating the future for Greenville and its Town Center. Build on existing General Plan policies or suggest new or supplemental policies. Address topics such as public health, resilience, the natural environment, economic development, and cultural heritage to promote the vision for Plumas County, Greenville, and the Greenville Town Center.

The *Plumas County Wildfires Long-term Recovery Plan 2021* also includes community-driven visions, values, and recovery projects, and likewise provides important considerations for redeveloping Greenville and the Greenville Town Center.

**E.1.d Consider if and where it may be appropriate to adopt more flexible zoning regulations; determine whether, in various settings, an advisory rather than a regulatory approach would be more effective.**

Regarding flexibility, an example is those cities and counties that include in their zoning regulations provisions that allow for granting relief from specified requirements (e.g., development dimensions or parking standards) when it is in the interest of the community and will not have any adverse effects on surrounding uses. The County may want to consider adding such provisions to its Zoning Code as it deems appropriate and in the spirit of its planning efforts for Greenville and its Town Center.

The County might also determine, in various settings, whether an advisory or guidelines approach would be most effective or, conversely, whether a mandatory or regulatory approach would be more in line with visions and goals for that setting. There should be clear distinctions between mandatory regulations and advisory guidelines.

**E.1.e Consider the potential for Plumas County’s planning efforts and implementation measures to continue to reduce wildfire risk and promote greater community resilience.**

Plumas County has been very active in reducing wildfire risks and improving resiliency. The lessons learned during the wildfire recovery period, including development of the *Long-term Recovery Plan*, join the advanced work of communities throughout the United States. Plumas County is uniquely positioned to continue to evaluate and potentially incorporate additional approaches. This would have the added benefit of expanding the body of knowledge and experience in prevention, emergency preparedness, and recovery.

## E.2 Canyon Dam Planning, Zoning, and Development Approval



*Canyon Dam,  
circa 1940s*

**Overview** As stated in Section D.2 for Canyon Dam, many of the recommendations included under Principles A-D of this Report will also apply to this Section E.2 and the recovery and rebuilding efforts in Canyon Dam. Findings from the Market Analysis and Absorption Study (Recommendations B.1.a and B.1.b) can provide insights on the role of Canyon Dam within the economic setting of Indian Valley as well as the Lake Almanor region. Creating a land use, housing, and community design framework are also important next steps for envisioning the future of Canyon Dam, which would inform decisions on potential zoning and financing options for implementation of the framework.

The *Canyon Dam Summary Report* identifies three “founding principles” expressed by the community for the rebuilding of Canyon Dam:

- Seasonally focused community, with emphasis on recreation and housing (both short- and long-term),
- Individualistic (Site Specific) response compared to community (Town Planning) mindset, and
- Small mountain town that serves as “the gateway to Lake Almanor.”<sup>9</sup>

The following recommendations support these principles but also suggest further examining these concepts through a continuing community-based dialogue.

### Recommendations Canyon Dam Planning, Zoning, and Development Approval

- ★ E.2.a **Create an advisory working group to continue the visioning process for Canyon Dam and to promote a community-based planning and governance framework.**

As described in the *Canyon Dam Summary Report*, several property owners own a substantial portion of the land within Canyon Dam and are important community stakeholders. Their future plans for their property, whether to reestablish the mobile home/RV parks, consider alternative land uses, or eventually sell their property, are important considerations that will shape the future direction of Canyon Dam.

<sup>9</sup> LMNOP, “*Canyon Dam Summary Report*,” p. 1–3, November 1, 2023.

It is important to respect the interests of the property owners while also continuing the larger public dialogue to develop a community vision for Canyon Dam. The advisory working group would include the property owners but could include other participants representing community-based organizations (e.g., The Almanor Foundation and/or the Dixie Fire Collaborative or successor group), public agency representatives (e.g., Plumas County, IVCS, CAL FIRE, and/or HCD), and other interested parties or stakeholders. In addition to creating a community vision, the advisory working group could provide guidance on future actions to implement the vision.

★ E.2.b **Consider amendments to the County’s Zoning Code to increase the opportunity and flexibility to introduce residential and commercial mixed-use development into Canyon Dam.**

The outcome of the recommended Market Analysis and Absorption Study (Recommendations B.1.a and B.1.b) and the community visioning process would inform the future land use framework for Canyon Dam. An appropriate action item would be to amend the Plumas County Zoning Code, as deemed necessary, to further advance the economic potential and community vision. Identify zoning regulations or approval processes that could unintentionally impede the community vision and desired land uses.

*Respect the interests of property owners while continuing the public dialogue to develop a community vision for Canyon Dam.*

*The following suggestions are predicated on adjusting the existing zoning to facilitate and accommodate a wider range of allowable land uses in Canyon Dam, which would be beneficial to respond to potential market interest. As previously discussed, however, priority for public financing of new workforce housing should be aligned with the location of projected employment to reduce long-distance commuting.*

- *In the Recreation Commercial Zone (“R-C”), consider a zoning overlay district or designate an area with more permissive zoning for a variety of residential uses and housing types in Canyon Dam. The zoning overlay district would pertain only to Canyon Dam, thereby not affecting “R-C” zoned parcels in other areas of the County.*
- *With the community’s interest in considering workforce housing to serve the employment base in Lake Almanor and Indian Valley, reduce the constraints to residential uses in the “R-C” Zone to respond to realistic market opportunities.*
- *Allow for manufactured or modular housing that is not regulated as mobile home parks under the purview of HCD.*
- *Consider other housing options that are subject to local approval only (i.e., not regulated by HCD), such as micro-units, tiny homes, or attached housing for the year-round and seasonal workforce.*

E.2.c **Promote economic development in Canyon Dam to support recreational facilities and activities in the Lake Almanor Basin (e.g., hunting, fishing, hiking, cycling, cross-country skiing, and lake-related activities).**

As part of the regional Market Analysis and Absorption Study, the recreational potential for Indian Valley should be evaluated. The *Lake Almanor Basin Housing Assessment* and subsequent *Strategic Housing Plan* are also informative for understanding the potential role of Canyon Dam in the regional economic setting.

These analyses provide insights on the development possibilities for Canyon Dam as a recreational hub and a viable location for workforce housing. Promoting a hub for

recreational activities would potentially benefit local residents by enhancing their options for recreation, economic development, and employment, in the form of bike, camping, and fishing shops and associated activities (e.g., shuttles, rental equipment, events).

To support the recreational hub, there might also be a variety of food services (permanent and pop-up) and lodging opportunities (private campgrounds, RV parks, short-term rentals, and hotels/motels). It might be complemented by various regional initiatives, such as the Connected Communities' Lost Sierra Trail and Lake Almanor Trail systems.

**E.2.d Create a Community Vision Plan that defines guiding land use policies and development priorities for Canyon Dam and respects the collective and individual goals of property owners and residents.**

Before the Dixie Fire, Canyon Dam was primarily a seasonal community that provided a base for visitors to enjoy the recreational and open spaces amenities in the Lake Almanor Basin and as a housing base for the seasonal workforce. Emphasis was on mobile home parks and recreational vehicle (RV) parks. Supplemental commercial services were provided to serve this seasonal population.

Through the suggested visioning process, a core decision for the advisory working group (Recommendation E.2.a) would be to determine if the historic purpose and function of the community should guide the recovery and rebuilding of Canyon Dam, or if Canyon Dam should be envisioned as a more complete rural community with a higher presence of year-round residents and a broader range of commercial services and retail uses. The feasibility of both directions will be informed by the Market Analysis and Absorption Study described in Recommendations B.1.a and B.1.b.

However, it is recognized that seasonal recreation will continue to be the primary economic driver shaping the future of Canyon Dam. Additionally, rebuilding in this fire-prone area requires responsible firewise planning and design.

# 4

## Greenville Town Center Development Sequence and Action Plan

**Overview** While the previous chapters discuss community planning issues related to Indian Valley, Greenville, and Canyon Dam as a whole, this chapter focuses specifically on implementation of the Greenville Town Center as described in the *Design Guidebook*. It is not structured as a set of planning recommendations, but rather offers a step-by-step project development sequence for the Greenville Town Center development project.

*A step-by-step project development sequence for Greenville Town Center development project.*



Like most development projects, rebuilding the Greenville Town Center will require a partnership between the private sector and the public sector, each with specific roles necessary to achieve a successful outcome.

On the private side, the Town Center project will be focused primarily on development of private properties and, in some cases, the construction of public improvements (portions of streets, sidewalks, parks and plazas) to serve private site development activities. Private building will likely be conducted by one (or a combination of) the following four types of project developers:

- 1 Individual business or property owner as builder/developer for their own use
- 2 Individual “build-to-suit” projects by an existing business or property owner in partnership with a builder/developer
- 3 Single property buy-outs and speculative development by a builder/developer(s)
- 4 Multi-property buy-outs by a master developer who may “build-to-suit” for individuals or develop multiple speculative buildings and create a whole, unified development

Generally, with all the developer scenarios, development of the Greenville Town Center will depend on the strength of the local economy and real estate market. Understanding the size of the future population, demand for goods and services, and the amount of space needed, is critical for determining the feasibility of development in the Town Center, particularly the ability to obtain financing for a project. Input from a Market Analysis and Absorption Study is a recommended first step for implementing the Greenville Town Center vision (see Section B.1 of this Report).

On the public side, building the Town Center involves providing community planning guidance and development entitlements and constructing portions of the public realm of streets, sidewalks, parks, recreation facilities and backbone infrastructure to support private development. Public improvements are less dependent on a market analysis as they are typically financed by other means. But public fiscal policy should be guided by an analysis of the future public facilities needs of the population. A Facilities Needs Assessment is an equally critical next step for implementing the Greenville Town Center vision (see Section B.1 of this Report).

With these general considerations in mind, the following is a generalized step-by-step development sequence to implement the Town Center vision as described in the *Design Guidebook*. The discussion is organized according to the following two general categories:

- 1 **Town Center Private Development Sequence**
- 2 **Town Center Public Improvement Considerations**

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## Town Center Private Development Sequence

*Accelerate construction through a “fast-track” building permit review and approval process where possible.*

The development sequence with 15 actions discussed below is described in a typical, linear fashion. However, due to the unique wildfire recovery needs of Greenville, it would be desirable to accelerate development projects as quickly as possible. Therefore, project developers and public agencies should work closely together to streamline activities and approvals and run steps concurrently wherever and whenever possible.

A possible approach for accelerating the construction of a project is through a “fast-track” building permit review and approval process, where some construction can begin, such as the building foundation, while the full design is being completed. It allows for portions of a project to be in design and under construction concurrently. However, the feasibility of this facilitated process depends on the type of construction and associated County code and California Building Code requirements.

### **Action 1 Assess Market Conditions**

It is highly unlikely that the Greenville Town Center buildings illustrated in the *Design Guidebook* can be built all at once. Therefore, as a starting point, review the findings of the Market Analysis and Absorption Study (Recommendations B.1.a and B.1.b) for input to determine the appropriate type, scale and phasing of development. The results of the Market Study may indicate the need for a modification in the Greenville Town Center development project design, scale, and scope as currently envisioned.

If a project is desired before the Market Analysis is completed, project sponsors should conduct their own market assessment to define an appropriate project scale, particularly if outside financing will be required.

### **Action 2 Define the Project**

More clearly define the scope, scale, and uses envisioned in the Greenville Town Center development project, based on development objectives illustrated in the *Design Guidebook* and the market assessment. This includes more information on proposed land and building uses, anticipated building typologies (number of stories, construction type), gross square footage by use, preliminary phasing (square footage by use) and necessary supporting public improvements.

### **Action 3 Conduct a Preliminary Feasibility Analysis**

Assess the feasibility of the Greenville Town Center development project as defined, considering a range of development factors, including:

- Potential for market and financial success based on the findings of the Market Analysis, Absorption Study, and Facilities Needs Assessment. Consider the realities of the competitive market for built space, notably properties along the Crescent Street/State Route 89 corridor where greater interest to develop may potentially exist, depending on timing and the use envisioned, because of their visible location.
- Regulatory (zoning), environmental, transportation, infrastructure, and funding needs and constraints.
- General “order-of-magnitude” pro-forma budget analysis using generalized “rule-of-thumb” cost and revenue estimates.

### **Action 4 Modify the Project Based on Feasibility Study Findings**

Modify the specific elements of the Greenville Town Center development project, as needed, to conform to the realities of the development market and other constraints as identified in the Preliminary Feasibility Analysis.

### **Action 5 Prepare Development Phasing Strategy**

The Greenville Town Center development project will likely require phasing for market absorption, financial feasibility, or other reasons. Identify a project development Phasing Strategy based on the findings of the Absorption Study and other factors.

Key features of the Phasing Strategy include:

- Immediate Phase 1 development area(s) and future phases of building development.
- Anticipated timing for public improvements, infrastructure and other support facilities over time.

Phasing considerations may include development that:

- Provides essential services that will meet immediate needs.
- “Catalyst projects” that will stimulate other development, including future phases.
- Creates an immediate and vibrant sense-of-place.

- Creates a place that feels complete and whole, even if future phases do not come to pass.
- Begins on Ann Street/Crescent Street/State Route 89 to capture pass-through visitor traffic (depending on use).
- Effectively leverages public uses and investments (e.g., County/State/Federal) for additional funding opportunities.

#### **Action 6 Update Preliminary Pro-forma Analysis**

Update the preliminary pro-forma analysis with greater detail to conform to the modified plan and phasing strategy. Focus particularly on Phase 1, to confirm financial feasibility prior to proceeding with more lengthy and costly next stages.

#### **Action 7 Identify Regulatory Requirements/Begin Entitlements Process**

Coordinate with public agencies such as Plumas County, the IVCS and other special districts, and Caltrans, to identify regulatory requirements and begin the process to obtain development entitlements. It should be noted that if a Community Plan for Greenville is completed (Recommendation E.1.a), development projects in the Plan area can anticipate a streamlined planning/zoning approval process. Of course, near-term development projects should not stop or be slowed while the Greenville Community Plan is being completed. Projects that proceed before completion of the Community Plan will be entitled under current regulatory conditions.

#### **Action 8 Prepare Detailed Phase 1 Development Plans and Program**

The Phase 1 documents should include schematic-level architectural and engineering documents, for building(s), site-improvements, and associated public street and infrastructure needs, suitable for detailed cost analysis and planning approvals. If a fast-track process is desired, it is appropriate at this stage that a construction contractor be brought on to the team.

#### **Action 9 Update Project/Phase 1 Feasibility Analysis**

The Phase 1 feasibility analysis will confirm the Greenville Town Center development project is suitable to seek private and/or public funding. The updated feasibility analysis will include the following:

- Detailed Phase 1 project cost estimates
- Phase 1 development pro-forma
- Value engineering, if needed, to create a feasible project

#### **Action 10 Obtain Final Project Entitlements, Regulatory Amendments and Construction Permits**

If the updated Feasibility Analysis concludes that Phase 1 is feasible, the Greenville Town Center development project will be shovel-ready when all project entitlements and building permits are in hand.



**Action 11 Finalize Funding/Financing Commitments**

Throughout the Greenville Town Center development project feasibility and design process, commitments for construction and long-term financing should be sought from a variety of conventional sources. Funding commitments can be finalized once the shovel-ready project is defined. If the project cannot be funded through conventional sources, “gap” funding may be available from a variety of sources, depending on the type of project. See Section B.2 and Appendix A of this Report for a more complete discussion and listing of potential funding opportunities.

**Action 12 Commence Early Action Projects**

Depending on financial capacity, small-scale, early-action projects may be desirable to create enthusiasm and awareness of the project during the project planning phase or to begin site infrastructure improvements before full entitlements are in place. Depending on the type of development, these projects may include examples described in Recommendation D.1.e of this Report, or projects identified during the design process for Town Center development phases. Early action projects could also be part of public realm projects described in the *Design Guidebook* and discussed later in this chapter.

**Action 13 Finalize Construction Documents for Phase 1 Development**

Once Greenville Town Center development project financing commitments are in hand, preparation of construction documents will define all the details and specifications necessary to construct the Phase 1 project, update estimates of probable construction cost, negotiate a construction contract, and obtain final building permits. If an accelerated fast-track process is being utilized, construction document packages can be prepared based on the sequence of construction.

**Action 14 Obtain Necessary Building Permits**

If an accelerated fast-track process can be utilized, building permits can be issued for construction in sequence with the preparation of construction document packages.

**Action 15 Commence Phase 1 Construction**

Phase 1 construction mobilization can begin as soon as the contractor is brought on to the team (as early as Action 8 of this development sequence). Under a fast-track process, construction can also begin under the first building permit (before the entire Greenville Town Center development project has received permits) and proceed in sequence as subsequent construction documents are being prepared and reviewed.

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**Town Center Public Improvement Considerations**

Concurrent with the private building development process, the following are selected actions to advance key public realm improvements in the Greenville Town Center illustrated in the *Design Guidebook*. Most of these improvements would typically be undertaken by the public sector. However, depending on the project, portions of some improvements, such as sidewalk, public amenities, and frontage improvements, may be included as part of private development projects.

### **Gateway Elements**

- Consider a design competition or a Request For Proposals (RFP) to create a branding program and to design and construct gateway elements.
- Coordinate with Caltrans on design constraints for placing elements within the State Route 89 right-of-way.

### **Streetscape Improvements**

- Discussion with County Public Works, Engineering, Planning, and Building departments on issues, including:
  - Design standards (e.g., durability, snow removal)
  - Historic/decorative streetlights vs. standard streetlights
  - Maintenance and replacement responsibility, funding (e.g., community/business association)
  - Easement or right-of-way dedication needs
  - Location of utilities
  - ADA requirements
  - Availability of County funds
- Discussion with Caltrans on potential State Route 89 improvements, such as:
  - Explore feasibility of decorative pedestrian lighting in Town Center core.
  - Expand pedestrian/bicycle zone/parking to improve pedestrian and bicycle safety.
  - Street transition—explore traffic calming options (e.g., stop signs, traffic circle at Four Corners, road diet) for the roadway section through Greenville.
  - Understand Caltrans' *Main Street, California: A Guide for People-Centered State Highway Main Streets*, and design exception procedures and approval criteria.
  - Identify potentially eligible State transportation and community enhancement grant programs.

### **Public Arts Program**

- Identify possible funding from private developers/foundations, community fund, County allocation, and others.
- Discuss the concept of Town Center history displays with the Plumas County Museum and Greenville Cy Hall Memorial Museum for possible topics and available resources for such historical displays.
- Involve and support the emerging maker economy in creating public art for the Town Center.

### **Parking Strategy**

- Support creating shared parking lots around the perimeter of the Town Center to reduce individual on-site parking and maximize Town Center space for building, pedestrian, and outdoor gathering spaces.
- Identify potential sites for acquisition and reservation through land banking.
- Ownership and maintenance—discuss private or public options (if public, consider business association, County, or combination of both).

### **Wolf Creek Community Park and Amphitheatre Park**

Just as the feasibility of private development in the Town Center will be dependent upon the strength of the local economy and real estate market, the type, scale, and demand for parks should be based on likely future population needs as indicated in the Public Facilities Needs Assessment recommended in Section B.1 of this Report. This is important if funding is sought, which is highly competitive given the park deficiencies in many communities. Funding from public agencies, private foundations, or other sources typically goes to communities based on state and federal park standards, local plans and policies, defined projects, and demonstrated population needs. As a first step in the implementation process, the Parks and Recreation Needs Assessment should be conducted as discussed in Recommendation B.1.c to determine how the Wolf Creek Community Park and the Amphitheatre Park fit within the needs of the community.

Other design and implementation considerations:

- Continue to develop Town Center community park and trails open space conceptual plans and potential grant funding sources (see Appendix A for possible state and federal funding resources).
- Consider the proposed Wolf Creek Community Park as a community branding opportunity.
- Prioritize establishing pedestrian connections to the Greenville Town Center and the regional trail system.
- Incorporate interpretative displays to highlight:
  - Maidu indigenous community
  - Natural environment and creek community history—lumber, ranching, and agricultural economy (within Town Center also)

### **Multi-use Path Concept**

- Further evaluate the feasibility, costs, alternatives designs, and priority locations for a dedicated pedestrian/bicycle pathway to enhance user safety (highest benefit could be along State Route 89), and identify possible funding sources (see Appendix A).

### **Design of the Public Realm**

- Distinguish the difference between the Four Corners/Main Street area from the State Route 89/Crescent Street corridor and consider if there is a desire for additional form-based code/development standards to define the design of the public realm (e.g., pedestrian zones and commercial storefronts) to complement the *Design Guidebook*.
- Consider an incentive program that offers funds or reimbursements to developers and/or property owners that build projects implementing the *Design Guidebook* public realm concepts.
- Evaluate the *Design Guidebook* design guidelines through the mood board's architectural elements (e.g., building forms, colors, and materials) for aspirational design themes.

# 5

## Conclusion

*The tragedy of the 2021 Dixie Fire presents the opportunity for the communities of the Indian Valley to re-emerge stronger economically, socially, and environmentally than they were in the decades prior to the wildfire.*



*Indian Valley*

### **Honoring History, Embracing the Natural Setting, Shaping the Future**

The 2021 Dixie Fire resulted in a tragic loss of homes, businesses, and community in the Indian Valley region, destroying much of the communities of Greenville, Canyon Dam and others. The wildfire also burned thousands of acres of forest and wildlife habitat in Plumas and adjacent counties.

Nature has an extraordinary capacity to renew itself after such events, resulting in a healthier, more productive, diverse and beautiful landscape. The results of that extraordinary renewal are already evident in the mountains and forests surrounding Indian Valley and its communities. A dynamic, beautiful new forest and valley landscape is emerging.

Like the surrounding landscape, the tragedy of the 2021 Dixie Fire presents the opportunity for the communities of the Indian Valley to renew and re-emerge stronger; economically, socially, and environmentally, than they were in the decades prior to the wildfire.

The five Guiding Principles contained in this Report provide a broad conceptual framework to meet these future opportunities:

- Continuing to **strengthen local governance and community capacity** will unify the community to undertake the rebuilding tasks and provide a framework to give citizens an effective voice in future decision-making.
- Attaining **economic sustainability** that is tailored to the actual needs of the local population, regardless of whether that population is large or small, will assure a community that is resilient during changing economic cycles and can thrive long into the future.
- Meeting the **diverse housing needs** of the community will ensure that a range of housing types will be available for all socio-economic segments of the local population and supports the employment base.
- Achieving **forward-looking community design and development** that respects the past and protects the health and beauty of nature, while also embracing new ideas in building, will allow the community to create an attractive and comfortable place to live and respond to new and evolving opportunities long into the future.
- Conducting **community-based planning** will help the community clearly identify, and reach consensus on, future goals to be achieved and provide a roadmap for future decision-making that all can support.

Using these Principles as a guide, combined with the supporting implementation Recommendations outlined in this Report and the proven strength and resilience of the community, will provide the essential ingredients for healthy, attractive, and sustainable communities that will flourish in harmony with the remarkable renewed landscape of the Indian Valley region.

# Appendix A

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## Potential State and Federal Funding Resources

The following Tables describe a targeted listing of potential state and federal government funding resources that may be available for wildfire recovery and rebuilding efforts. Tables A-1 and A-2 are organized according to several grant categories (i.e., Economic Development, Housing, Technical Assistance, Resilience and Recovery, Tribal Communities, Infrastructure, Transportation, and Parks and Recreation), and are not intended to represent a complete list.

Plumas County funding could also assist with implementing community programs and projects, if available. It should be noted that the tables do not include non-governmental organizations (NGOs) and other philanthropic sources that can provide essential financial support as well as matching funds for government grant programs, if required.

Examples of grant program areas that may benefit recovery and rebuilding efforts in Greenville and Canyon Dam include:

- Community Capacity Building
- Business Support and Development, Tourism
- Workforce Development
- Housing Construction and Rehabilitation
- Public Facilities and Infrastructure
- Community Recreation Facilities
- Community Resiliency and Recovery
- Transportation Improvements (State Route 89/Crescent Street)

**Table A-1: Federal Funding Resources**

Federal Grant Programs	Economic Development	Housing	Technical Assistance	Resilience and Recovery	Tribal Communities	Infrastructure	Transportation	Parks and Recreation
<b>Economic Development Administration (EDA)</b> —Economic Adjustment Assistance (EAA) —Public Works and Economic Adjustment Assistance (PWEAA)	✓		✓	✓	✓	✓	✓	
<b>U.S. Dept. of Agriculture—Rural Communities (USDA-RC)</b> —Rural Business Development Grants (RBDG) —Rural Partners Network (RPN) —Rural Communities Development Initiative (RCDI)	✓	✓	✓		✓			
<b>Single-Family Housing Repair Loan and Grants Program</b> —Powering Affordable Clean Energy (PACE) —Community Facilities Direct Loan and Grant Broadband Technical Assistance and Grants		✓		✓		✓		
<b>National Endowment for the Humanities (NEH)</b> —Our Town Cultural and Community Resilience Program	✓			✓	✓			
<b>U.S. Department of Housing and Urban Development (HUD)</b> —CDBG —CDBG-RC Rural Capacity Building (RCB)		✓	✓		✓	✓		
<b>Department of Transportation</b> —Federal Lands Access Program (FLAP) —Federal Lands Transportation Program (FLTP)			✓				✓	
<b>Federal Emergency Management Agency (FEMA)</b> —Public Assistance (via Cal OES) —Building Resilient Infrastructure and Communities (BRIC) —Hazard Mitigation Grant Program (HMGP)			✓	✓	✓	✓	✓	
<b>U.S. Forest Service (USFS)</b> —Community Wildfire Defense Grant (CWDG)				✓				
<b>U.S. Department of Energy (DOE)</b> —Clean Energy to Communities (C2C)				✓				
<b>National Park Service</b> —Historic Preservation Fund (HPF) —Rivers, Trails, and Conservation Assistance (RTCA)					✓			✓





# Appendix B

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## References

- 1 *After Great Disasters*, Laurie Johnson and Robert Olshansky, published by Lincoln Institute of Land Policy, 2017.
- 2 *Almanor Basin Housing Systems Map*, LMNOP Design + Build / SERA, July 7, 2023.
- 3 *Canyon Dam Summary Report: Town Center Planning Report*, LMNOP Design + Build, November 1, 2023.
- 4 *Dixie Fire Impact Report: How Donations and Grants are Shaping Recovery in Plumas County*, North Valley Community Foundation, September 2022.
- 5 *Dixie Fire Recovery Planning Process: Phase 0 Summary Report*, LMNOP Design + Build/SERA, May 13, 2022.
- 6 *Dixie Fire Recovery Planning Process: Phase 1a Summary Report*, LMNOP Design + Build/SERA, November 2022.
- 7 *Greenville Town Center Design Guidebook*, SERA/LMNOP Design + Build, November 1, 2023.
- 8 *Informational Handout: Joint Discussion of the Plumas County Board of Supervisors and Dixie Fire Collaborative*, Special Meeting of the Plumas County Board of Supervisors, April 25, 2023.
- 9 *Lake Almanor Basin Housing Assessment (Draft)*, ECO Northwest, March 2023.
- 10 *Lake Almanor Basin Strategic Housing Plan: Summary Report*, LMNOP Design + Build, July 7, 2023.
- 11 *Plumas County 2035 General Plan*, adopted December 17, 2023.
- 12 *Plumas County Long-term Wildfire Recovery Plan Process and Recovery Support Function Working Groups*, Community Meeting PowerPoint Presentation by Plumas County Planning Department in collaboration with the Dixie Fire Collaborative, December 17, 2022.
- 13 *Plumas County Wildfires Long-term Recovery Plan 2021*, FEMA in collaboration with Plumas County Planning Department (Draft), August 2023.

- 14 *Plumas County Wildfires Long-term Recovery Plan 2021: Summary Report of the February/March 2023 Community Meetings & Survey Data Results*, Plumas County Planning Department in collaboration with the Dixie Fire Collaborative, April 22, 2023.
- 15 *Plumas County Wildfires Long-term Recovery Plan 2021: Summary Report of the April 2023 Community Meetings & Post-Meeting Input Data Results*, Plumas County Planning Department in collaboration with the Dixie Fire Collaborative, June 17, 2023.
- 16 *Plumas County Code of Ordinances, Title 9 Planning and Zoning, Chapter 2 Zoning*.
- 17 *Sierra Economic Development District: Comprehensive Economic Development Strategy 2023–2027*, Sierra Business Council, June 2024.
- 18 *Sisters 2040 Comprehensive Plan*, City of Sisters, Oregon, Adopted September 22, 2021.
- 19 *Summer Internship Summary Report*, LMNOP Design + Build, November 2023.
- 20 *Total Population Projections, California Counties 2020–2060* (Report P-2A Baseline 2019 Population Projections), California Department of Finance, Demographic Research Unit, Sacramento, California, July 2023.

## Appendix C

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### **Meetings, Interviews, Presentations, and Community Events Attended**

- Tracey Ferguson, AICP, Plumas County Planning Director. Multiple on-site work sessions and video telephone conferences, including multiple coordination calls after CPAT site visit to prepare this Report.
- John Russell, Recovery Planner, FEMA. Multiple on-site work sessions and video and telephone conferences.
- Tyler Pew, Founding Principal, LMNOP Design + Build, Town Center Design Team Project Director. Multiple on-site work sessions and video/telephone conferences.
- Sue Weber, Executive Director (former), Dixie Fire Collaborative, August 17, 19, 2023.
- Adam Cox, General Manager, Indian Valley Community Services District, Greenville, California. Video, August 17, 2023.
- Greenville Town Center and Canyon Dam Student Intern Design Team. Group meetings, August 15, 16, 2023.
- Susan Bryner, Executive Director, The Almanor Foundation, Canyon Dam. On-site meeting, August 16, 2023.
- Kristin York, Vice President, Sierra Business Council. Phone interview, August 7, 2023.
- John Mannle, PE, Plumas County Public Works Director (former). Meeting at County office, August 18, 2023.
- Dixie Fire Collaborative, Community Plenary Meetings on June 17, 2023 (video); August 19, 2023 (live); October 21, 2023 (video); November 18, 2023 (video); December 16, 2023 (video); January 20, 2024 (video).
- Greenville Town Center and Canyon Dam Student Intern Design Team. Presentation of Town Center Design Concepts to Indian Valley Ranch Community, August 17, 2023.
- Greenville Town Center and Canyon Dam Student Intern Design Team. Daily Presentations of Town Center Design Concepts, August 15–18, 2023.

