APPENDIX J - BLACK CREEK WATERSHED PLAN: GOALS & STRATEGIES

Black Creek Watershed Goals

Educational Opportunities

Goal 1: Community has increased understanding about, and exercises stewardship towards Black Creek.

Health/Welfare

Goal 2: Provide clean water for safe physical contact with creek (secondary recreation)

Goal 3: Aesthetically pleasing natural green space provides for emotional/spiritual experiences

Local Economy

Goal 4: High property resale value is maintained

Recreation

Goal 5: Maintain pleasant pedestrian & bicycle recreation & travel

Goal 6: Recreation in Lake Crabtree is improved.

Goal 7: Bird watching opportunities are maintained or improved

Wildlife

Goal 8: Maintain and increase diversity and abundance of terrestrial and avian wildlife in watershed

Goal 9: Increased diversity and abundance of aquatic animals in Black Creek and its tributaries by improving water quality through:

- reduced volume & velocity of stormwater reaching Black Creek and tributaries,
- reduced amounts of organic pollutants in stormwater, and
- improved in-stream and terrestrial habitat

Strategies	Helps to achieve Goals
A. Install retrofit stormwater best management practices on Town of Cary properties and use as educational demonstrations. Possible locations include: • Black Creek Greenway right of way • sewer rights of way along tributaries • Godbold Park • North Cary Park	Goal 1 - [Education] Goal 9 - [Wildlife]
B. Create educational elements along the Black Creek Greenway. a. Possible topics include: stream processes Black Creek Slopes natural area, indigenous vegetation and wildlife, watershed restoration and protection	Goal 1 - [Education].
C. Install pet waste stations and education along the Black Creek Greenway.	Goal 1 - [Education] Goal 2 - [Health and Welfare] Goal 5 - [Recreation]
D. Identify areas of natural interest (green infrastructure) for preservation or recreational opportunities.	Goal 3 - [Health and Welfare] Goal 4 - [Local Economy]
E. Preserve additional natural open space in the watershed (do not allow offset in lieu payments and/or ensure funds for open space stay in the watershed).	Goal 3 - [Health and Welfare] Goal 4 - [Local Economy]
F. Conserve the TOC property that is bound by Black Creek Greenway and Cary Parkway, (adjacent to North Cary Park) as natural area and use as a natural resource education site.	Goal 3 - [Health and Welfare] Goal 4 - [Local Economy] Goal 5 - [Recreation]
G. Improve access to Black Creek Greenway from neighborhoods and businesses.	Goal 4 - [Local Economy]
H. Improve Black Creek Greenway (meets Goal #5 too) • Camouflage and improve sewer manholes to reduce smells and make more attractive • Remove exotic, invasive vegetation, plant native vegetation	Goal 4 - [Local Economy] Goal 5 - [Recreation]
I. Consider establishing Black Creek Greenway as a linear park (similar to ATT)	Goal 5 - [Recreation]

J. Provide or partner with organizations on recreational events along Black Creek Grenway (e.g. bird & amphibian counts, runs/races)	Goal 5 - [Recreation]
K. Control sedimentation and erosion from any development sites, including parks and greenway facilities	Goal 6 - [Recreation] Goal 9- [Wildlife]
L. Maintain the currently unbroken forest canopy over Black Creek Greenway trail	Goal 7 - [Recreation] Goal 8 - [Wildlife]
M. Remove exotic invasive vegetation and manage for native vegetation	Goal 7 - [Recreation] Goal 8- [Wildlife]
N. Maintain forested corridors of >150 feet wide	Goal 7 - [Recreation]

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APPENDIX K – PYRAMID METHODOLOGY

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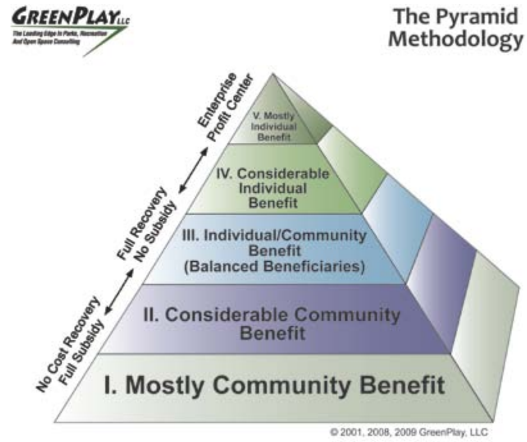
THE PYRAMID METHODOLOGY: COST RECOVERY AND SUBSIDY ALLOCATION PHILOSOPHY

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency's financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.



The development of a financial resource allocation philosophy can be separated into the following steps:

Step 1 – Building on Your Organization's Values, Vision, and Mission

The premise of this process is to align agency services with organizational values, vision, and mission. It is important that organizational values are reflected in the vision and mission. Oftentimes, mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission and a vision for the future. This is accomplished by engaging staff and community members in a discussion about a variety of Filters.

Step 2 – Understanding the Pyramid Methodology, the Benefits Filter, and Secondary Filters

Filters are a series of continuums covering different ways of viewing service provision. **Filters** influence the final positioning of services as they relate to each other and are summarized below. The **Benefits Filter**, however; forms the **foundation** of the **Pyramid Model** and is used in this discussion to illustrate a cost recovery philosophy and policies for parks and recreation organizations.

Filter	Definition
Benefit	Who receives the benefit of the service? (Skill development, education, physical health, mental health, safety)
Access/Type of Service	Is the service available to everyone equally? Is participation or eligibility restricted by diversity factors (i.e., age, ability, skill, financial)?
Organizational Responsibility	Is it the organization's responsibility or obligation to provide the service based upon mission, legal mandate, or other obligation or requirement?
Historical Expectations	What have we always done that we cannot change?
Anticipated Impacts	What is the anticipated impact of the service on existing resources? On other users? On the environment? What is the anticipated impact of not providing the service?
Social Value	What is the perceived social value of the service by constituents, city staff and leadership, and policy makers? Is it a community builder?

THE BENEFITS FILTER

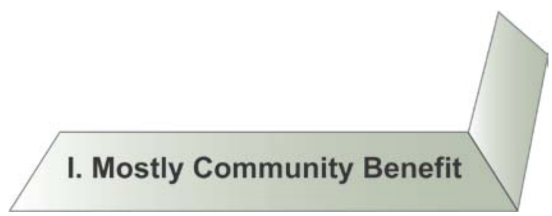
The principal foundation of the Pyramid is the **Benefits Filter.** Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation system. Services appropriate to higher levels of the pyramid should only be offered when the preceding levels below are comprehensive enough to provide a foundation for the next level. This foundation and upward progression is intended to represent public parks and recreation's core mission, while also reflecting the growth and maturity of an organization as it enhances its service offerings.

It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, *pyramid* is defined by Webster's Dictionary as "an immaterial structure built on a broad supporting base and narrowing gradually to an apex." Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

MOSTLY COMMUNITY Benefit

The foundational level of the Pyramid is the largest, and includes those services including programs and facilities which **MOSTLY** benefit the **COMMUNITY** as a whole. These services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee. A large percentage of the agency's tax support would fund this level of the Pyramid.

Examples of these services could include: the existence of the community parks and recreation system; the ability for youngsters to visit facilities on an informal basis; low-income or scholarship programs; park and facility planning and design; park maintenance; or others.



NOTE: All examples above are generic – individual agencies vary in their determination of which services belong in the foundation level of the Pyramid based upon agency values, vision, mission, demographics, goals, etc.

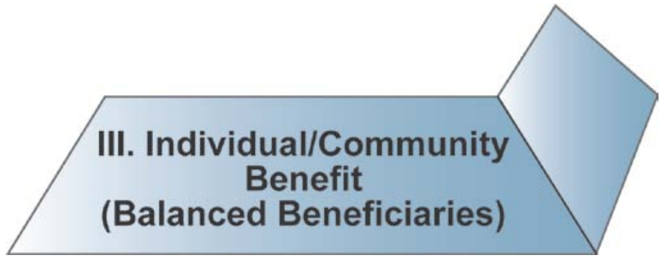
CONSIDERABLE COMMUNITY Benefit

The second and smaller level of the Pyramid represents services which promote individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These services are typically assigned fees based upon a specified percentage of direct (and may also include indirect) costs. These costs are partially offset by both a tax subsidy to account for **CONSIDERABLE COMMUNITY** benefit and participant fees to account for the **Individual** benefit received from the service.

Examples of these services could include: the capacity for teens and adults to visit facilities on an informal basis;, ranger led interpretive programs;, beginning level instructional programs and classes; etc.

BALANCED INIDIVIDUAL/COMMUNITY Benefit

The third and even smaller level of the Pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of skill development. This level provides balanced **INDIVIDUAL** and **COMMUNITY** benefit and should be priced accordingly. The individual fee is set to recover a higher percentage of cost than those services that fall within lower Pyramid levels.



Examples of these services could include: summer recreational day camp; summer sports leagues; year-round swim team; etc.

CONSIDERABLE INDIVIDUAL Benefit

The fourth and still smaller Pyramid level represents specialized services generally for specific groups, and those which may have a competitive focus. Services in this level may be priced to recover full cost, including all direct and indirect expenses.

Examples of these services could include: specialty classes; golf; and outdoor adventure programs

MOSTLY INDIVIDUAL Benefit

At the top of the Pyramid, the fifth and smallest level represents services which have profit center potential, may be in an enterprise fund, may be in the same market space as the private sector, or may fall outside the core mission of the agency. In this level, services should be priced to recover full cost in addition to a designated profit percentage

Examples of these activities could include: elite diving teams; golf lessons; foc rentals; and other facility rentals such as for weddings or other services.

Step 3 – Developing the Organization's Categories of Service

In order to avoid trying to determine cost recovery or subsidy allocation levels for each individual agency service including every program, facility or property, it is advantageous to categorize agency services into like categories. This step also includes the development of category definitions that detail and define each category; and service inventory "checks and balance" to insure that all agency services belong within a developed category. Examples of Categories of Service could include: Beginner instructional classes; Special events; and Concessions/Vending.

Step 4 – Sorting the Categories of Service onto the Pyramid

It is critical that this sorting step be done with staff, governing body and citizen representatives involved. This is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, and organizational values, vision and mission. It is the time to develop consensus and get everyone on the same page, the page that is written together. Remember, this effort must reflect the community and must align with the thinking of policy makers.

Sample Policy Development Language:

XXX community brought together staff from across the department, agency leadership, and citizens to sort existing programs into each level of the Pyramid. The process was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different people had to say about serving culturally and economically varied segments of the community; about historic versus active-use parks; about the importance of adult versus youth versus senior activities; and other philosophical and values-based discussions. This process gets at both the "what" and "why" with the intention of identifying common ground and consensus.

Step 5 – Determining (or Confirming) Current Subsidy/Cost Recovery Levels

This step establishes the expectation that the agency will confirm or determine current cost recovery and subsidy allocation levels by service area. This will include consideration of revenues sources and services costs or expenses. Typically, staff may not be cost accounting consistently, and these inconsistencies will become apparent. Results of this step will identify whether staff members know what it costs to provide services to the community; whether staff have the capacity or resources necessary to account for and track costs; Whether accurate cost recovery levels can be identified; and whether cost centers or general ledger line items align with how the agency may want to track these costs in the future.

Step 6 – Defining Direct and Indirect Costs

The definition of direct and indirect costs can vary from agency to agency. What's important is that all costs associated with directly running a program or providing a service are identified and consistently applied across the system. Direct costs typically include all the specific, identifiable expenses (fixed and variable) associated with providing a service. These expenses would not exist without the service and may be variable costs. Defining direct costs, along with examples and relative formulas is necessary during this step.

Indirect costs typically encompass overhead (fixed and variable) including the administrative costs of the agency. These costs would exist without any specific service but may also be attributed to a specific agency operation (in which case they are direct expenses of that operation). If desired, all or a portion of indirect costs can be allocated, in which case they become a direct cost allocation.

Step 7 – Establishing Cost Recovery/Subsidy Goals

Subsidy and cost recovery are complementary. If a program is subsidized at 75%, it has a 25% cost recovery, and vice-versa. It is more powerful to work through this exercise thinking about where the tax subsidy is used rather than what is the cost recovery. When it is complete, you can reverse thinking to articulate the cost recovery philosophy, as necessary.

The overall subsidy/cost recovery level is comprised of the average of everything in all of the levels together as a whole. This step identifies what the current subsidy level is for the programs sorted into each level. There may be quite a range within each level, and some programs could overlap with other levels of the pyramid. This will be rectified in the final steps.

This step must reflect your community and must align with the thinking of policy makers regarding the broad picture financial goals and objectives.

Examples

Categories in the bottom level of the Pyramid may be completely or mostly subsidized, with the agency having established limited cost recovery to convey the value of the experience to the user. An established 90-100% subsidy articulates the significant community benefit resulting from these categories.

The top level of the Pyramid may range from 0% subsidy to 50% excess revenues above all costs, or more. Or, the agency may not have any Categories of Service in the top level.

Step 8 – Understanding and Preparing for Influential Factors and Considerations

Inherent to sorting programs onto the Pyramid model using the Benefits and other filters is the realization that other factors come into play. This can result in decisions to place services in other levels than might first be thought. These factors also follow a continuum; however, do not necessarily follow the five levels like the Benefits Filter. In other words, a specific continuum may fall completely within the first two levels of the Pyramid. These factors can aid in determining core versus ancillary services. These factors represent a layering effect and should be used to make adjustments to an initial placement on the Pyramid.

THE COMMITMENT FACTOR: What is the intensity of the program, what is the commitment of the participant?

Drop-In Opportunities	**Instructional – Basic**	**Instructional – Intermediate**	**Competitive – Not Recreational**	**Specialized**

THE TRENDS FACTOR: Is the program or service tried and true, or is it a fad?

Basic	**Traditionally Expected**	**Staying Current with Trends**	**Cool, Cutting Edge**	**Far Out**

THE POLITICAL FILTER: What is out of our control?

This filter does not operate on a continuum, but is a reality, and will dictate from time to time where certain programs fit in the pyramid

THE MARKETING FACTOR: What is the effect of the program in attracting customers?

Loss Leader	**Popular – High Willingness to Pay**

THE RELATIVE COST TO PROVIDE FACTOR: What is the cost per participant?

Low Cost per Participant	**Medium Cost per Participant**	**High Cost per Participant**

THE ECONOMIC CONDITIONS FACTOR: What are the financial realities of the community?

Low Ability to Pay **Pay to Play**

FINANCIAL GOALS FACTOR: Are we targeting a financial goal such as increasing sustainability, decreasing subsidy reliance?

100% Subsidized **Generates Excess Revenue over Direct Expenditures**

Step 9 – Implementation

Across the country, ranges in overall cost recovery levels can vary from less than 10% to over 100%. The agency sets their goals based upon values, vision, mission, stakeholder input, funding, and/or other criteria. This process may have been completed to determine present cost recovery levels, or, the agency may have needed to increase cost recovery levels in order to meet budget targets. Sometimes, simply implementing a policy to develop equity is enough without a concerted effort to increase revenues. Upon completion of steps 1-8, the agency is positioned to illustrate and articulate where it has been and where it is heading from a financial perspective.

Step 10 – Evaluation

The results of this process may be used to:

- articulate and illustrate a comprehensive cost recovery and subsidy allocation philosophy
- train staff at all levels as to why and how things are priced the way they are
- shift subsidy to where is it most appropriately needed
- benchmark future financial performance
- enhance financial sustainability
- recommend service reductions to meet budget subsidy targets, or show how revenues can be increased as an alternative
- justifiably price new services

*This **Cost Recovery/Subsidy Allocation Philosophy: The Pyramid Methodology** Outline is provided by:*

GREENPLAY LLC
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APPENDIX L – SERVICE ASSESSMENT TOOL

Public Sector Agency Service Assessment

Based on MacMillan Matrix for Nonprofit agencies from the Alliance For Nonprofit Management. Adapted by GreenPlay, LLC and GP RED for Public Sector Agencies. April 2009.

Public agencies have not traditionally been thought of as organizations needing to be competitively oriented. Unlike private and commercial enterprises which compete for customers and whose very survival depends on satisfying paying customers, many public and non-profit organizations operate in a non-market, or grants economy - one in which services may not be commercially viable. In other words, the marketplace may not supply sufficient and adequate resources.

In the public sector, our customers (taxpayers) do not decide how funding is allocated and which service gets adequate, ongoing funding. (In fact, many public agencies and non-profits can be considered "sole-source," the only place to get a service, so there is little to no market saturation and therefore, potential for apathetic service enhancement and improvement). Consequently, public and non-profit organizations have not necessarily had an incentive to question the status quo, to assess whether customer needs were being met, or to examine the cost-effectiveness or quality of available services.

The public sector and market environments have changed, funders and customers alike are beginning to demand more accountability; and both traditional (taxes and mandatory fees) and alternative funding (grants and contributions) are getting harder to come by, even as need and demand increase. This increasing demand for a smaller pool of resources requires today's public and non-profit agencies to rethink how they do business, to provide services where appropriate, to avoid duplicating existing comparable services, and to increase collaboration, when possible. In addition, organizations are leveraging all available resources where possible.

An assessment of a **Public Sector Agency Services** is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of an agency's **Service Portfolio**. Additional results indicate whether the service is **"core to the organization's values and vision"**, and provides recommended provision strategies that can include, but are not limited to enhancement of service, reduction of service, collaboration, advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to the organization's purpose. The process includes an analysis of: each service's relevance to the organization's values and vision; the organization's market position in the community relative to market; other service providers in the service area including quantity and quality of provider; and the economic viability of the service.

Based on the **MacMillan Matrix for Competitive Analysis of Programs**[1], the Public Sector Services Assessment Matrix is an extraordinarily valuable tool that is specifically adapted to help public agencies assess their services. The MacMillan Matrix realized significant success in the non-profit environment and has led to application in the public sector. The **Public Sector Agency Services Assessment Matrix** is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.

The **Public Sector Agency Service Assessment Matrix** assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

> **Q: Is the agency the best or most appropriate organization to provide the service?**
> **Q: Is market competition good for the citizenry?**
> **Q: Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?**
> **Q: Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?**

Services Assessment Matrix **© 2009 GreenPlay LLC and GP RED**		**Financial Capacity** Economically Viable		**Financial Capacity** Not Economically Viable	
		Alternative Coverage High	**Alternative Coverage** Low	**Alternative Coverage** High	**Alternative Coverage** Low
Good Fit	**Strong Market Position**	Affirm Market Position 1	Advance Market Position 2	Complementary Development 5	"Core Service" 6
	Weak Market Position	Divest 3	Invest, Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8
Poor Fit		Divest 9			

[1] Alliance for Nonprofit Management

Note: Based on MacMillan Matrix for Nonprofit agencies from the Alliance For Nonprofit Management. Adapted by GreenPlay, LLC and GP RED for Public Sector Agencies. April 2009.

Fit

Fit is the degree to which a service aligns with the agency's values and vision, reflecting the community's interests. If a service aligns with the agency's values and vision, and contributes to the overall enhancement of the community, it is classified as "good fit", if not, the service is considered a "poor fit".

- Does the service align with agency values and vision?
- Does the service provide community-wide return on investment (i.e. community, individual, environmental, or economic benefits and outcomes that align with agency values such as crime prevention, improved health and well-being, enhancement of property values)?

Financial Capacity

Financial Capacity is the degree to which a service (including a program, facility or land asset is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective.

No program should be classified as 'highly attractive" unless it is ranked as attractive on a substantial majority of the criteria below.

- Does the service have the capacity to sustain itself (break even) independent of General Fund or taxpayer subsidy/support?
- Can the service reasonably generate at least X% (TBD) from fees and charges?
- Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
- Are there consistent and stable alternative funding sources such as donations, sponsorships, grants and/or volunteer contributions for this service?
- Can the service reasonably generate at least X% (TBD) of the costs of service from alternative funding sources?
- Is there demand for this service from a significant/large portion of the service's target market?
- Can the user self-direct or operate/maintain the service without agency support?

Market Position

Market Position is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies – a combination of the agency's effectiveness, quality, credibility, and market share dominance. No service should be classified as being in a "strong market position" unless it has some clear basis for declaring superiority over all providers in that service category, and is ranked as affirmative on a substantial majority of the criteria below.

- Does the agency have the adequate resources necessary to effectively operate and maintain the service?
- Is the service provided at a convenient or good location in relation to the target market?
- Does the agency have a superior track record of quality service delivery?
- Does the agency currently own a large share of the target market currently served?
- Is the agency currently gaining momentum or growing its customer base in relation to other providers? (e.g., "Is there a consistent waiting list for the service?")
- Can you clearly define the community, individual, environmental and/or economic benefits realized as a result of the service
- Does agency staff have superior technical skills needed for quality service delivery?
- Does the agency have the ability to conduct necessary research, pre and post participation assessments, and/or properly monitor and evaluate service performance therefore justifying the agency's continued provision of the service? (Benchmarking performance or impact to community issues, values, or vision)
- Are marketing efforts and resources effective in reaching and engaging the target market?

Alternative Coverage

Alternative Coverage is the extent to which like or similar services are provided in the service area to meet customer demand and need. If there are no other large (significant), or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as "low coverage." Otherwise, coverage is "high."

Unfair Competition

It has become somewhat challenging to draw a line of demarcation between those services that are recognized to be the prerogative of the private sector and those thought to be the responsibility of the public sector. Overlap of service production and provision are common. A continuing problem today is the lack of clarification between what sector should be producing or providing which services, therefore, developing boundaries. What is needed is the reshaping of how public and private sector agencies work independent of each other or together in a more effective way, becoming complementary rather than duplicative.

Service lines are blurred due to a variety of factors. Whether it is due to the emergence of new services, not offered before, in response to customer demand, or reduced availability of public funds and therefore greater dependence on revenue generation, these blurred lines sometimes result in charges that the public sector engages in unfair competition practices by offering similar or like services to those of the private sector. These charges result from the resource advantages the public sector has over the private sector including but not limited to immunity from taxation and the ability to charge lower fees for similar or like services due to receipt of subsidy dollars.

The Service Assessment forces participants to consider this issue in light of specific target markets being served, fees that may be barriers to participation, type of service offered, etc

Recommended Provision Strategies – Defined (numbers refer to graphic above)

<u>Affirm Market Position</u> (1)– a number (or one significant) *alternative provider*(s) exists yet the service has *financial capacity* and the agency is in a *strong market position* to provide the service to customers or the community. **Affirming market position** includes efforts to capture more of the market and investigating the merits of competitive pricing strategies. This includes investment of resources to realize a financial return on investment. Typically, these services have the ability to generate excess revenue.

<u>Advance Market Position</u> (2) – a smaller number or <u>no</u> *alternative providers* exist to provide the service, the service has *financial capacity* and the agency is in a *strong market position* to provide the service. Due primarily to the fact that there are fewer if any alternative providers, **advancing market position** of the service is a logical operational strategy. This includes efforts to capture more of the market, investigating the merits of market pricing, and various outreach efforts. Also, this service may be an excess revenue generator by increasing volume.

<u>Divestment</u> (3,4,7,8,9) – the agency has determined that the service <u>does not</u> *fit* with the agency's values and vision, and/or the agency has determined it is in a *weak market position* with little or no opportunity to strengthen its position. Further, the agency deems the service to be contrary to the agency's interest in the responsible use of resources, therefore, the agency is positioned to consider **divestment** of the service.

<u>Investment</u> (4) – **investment** of resources is the agency's best course of action as the service is a *good fit* with values and vision, and an opportunity exists to strengthen the agency's current *weak market position* in the marketplace.

Complementary Development (5)– the service is a *good fit*, a number of or one significant *alternative provider(s)* exists which provide the service, the agency is in a *strong market position* to provide the service, yet it does not have *financial capacity* to the agency. "**Complementary development"** encourages planning efforts that lead to complementary service development rather than duplication, broadening the reach of all providers. Although there may be perceived market saturation for the service due to the number or like services of alternative providers, demand and need exists justifying the service's continued place in the market.

Collaboration (4,7,8)– the agency determines that the service can be enhanced or improved through the development of a collaborative effort as the agency's current *market position is weak*. **Collaborations** (e.g., partnerships) with other service providers (internal or external) that minimize or eliminate duplication of services while most responsibly utilizing agency resources are recommended.

Core Service (6)– these services *fit* with the agency's values and vision, there are few if any *alternative providers*, yet the agency is in a *strong market position* to provide the service. However, the agency does not have the *financial capacity* to sustain the service outside of General Fund support and the service is deemed to not be economically viable. These services are **"core" to satisfying the agency's values and vision** typically benefiting all community members, or are seen as essential to the lives of under-served populations.

Glossary

Ability - the quality or state of being able; power to perform; competence in doing

Adequate - sufficient for a specific requirement; reasonably sufficient

Capacity - the potential or suitability for accommodating; the maximum amount or number that can be contained or accommodated; the facility or power to produce, perform, or deploy; capability

Quality - meeting or exceeding expectations; degree of excellence; superiority in kind

Superior - of higher rank, quality, or importance; excellent of its kind

Target market – the specific market of a service (e.g., age, sex, race/ethnicity, education level, ability level, residence)

This ***Services Assessment Methodology*** *Outline is provided by:*

GREENPLAY LLC
The Leading Edge In Parks, Recreation And Open Space Consulting

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APPENDIX M – POTENTIAL GRANT FUNDING SOURCES

Potential Grant Funding Sources

This compendium is a collection of referenced funding resources available for park, recreation, and greenway development in the State of North Carolina from federal, state, and private sources. All sources are cited and detailed information is available from each source's web site. Please note that funding and grant source information changes on a regular basis and sources should be consulted regularly for the most up-to-date information.

Overview of Federal Funding Sources

Federal-aid Highway Program
The Federal-aid Highway Program provides more than $30 billion per year to the States for the Nation's surface transportation system. Most funds are distributed to the States by formula for several program areas: Interstate Maintenance, National Highway System, Bridge, Surface Transportation Program (STP, which has a set-aside amount for Transportation Enhancement activities), Congestion Mitigation and Air Quality Improvement Program, Highway Safety Improvement Program, Appalachian Development Highway System, and the Recreational Trails Program. There are also several discretionary programs, and congressionally directed high priority projects.

Federal-aid highway funding programs benefit recreational interests, either indirectly by providing access to goods and services, or directly by providing access to recreation areas. Nearly all Federal-aid highway funding categories can be used to develop pedestrian facilities and bicycle transportation facilities, including shared use paths and related facilities that may have recreational use. Since 1992, the States have invested more than $4 billion in more than 10,000 projects for shared use paths, trails, bicycle facilities, and related facilities with Federal-aid highway funds.

Source: www.fhwa.dot.gov

Surface Transportation Program - Transportation Enhancement Activities
Area of Interest: Parks, Greenways/Trails, Cultural Resources

Pedestrian and bicycle projects are eligible for all Surface Transportation Program (STP) funds. The STP provides more than $6 billion annually to the States through a formula apportionment. Ten percent must be used for Transportation Enhancement (TE) Activities. TE funds provide about two-thirds of the Federal-aid highway funding for pedestrian and bicycle projects and programs. TE funds may be used for project construction and related activities, but not for routine maintenance. TE projects must relate to surface transportation, but many TE projects benefit recreation.

Three of the 12 TE categories specifically benefit pedestrians, bicyclists, and trails:

- Pedestrian and bicycle facilities (which may include sidewalks, bicycle parking, bicycles on buses, and pedestrian and bicycle transportation facilities, including shared use paths),
- Pedestrian and bicycle safety and education activities
- Preservation of abandoned railway corridors (also known as rail-trails or rails-to-trails)

Since 1992, more than 20,000 TE projects have been selected for funding, totaling about $6 billion. More than half of the TE funds have been used for pedestrian and/or bicycle facilities and related projects. About one-third to one-half of these projects are shared use paths or trail-related, including more than 1,000 rail-trail projects.

Many States give extra credit to projects that benefit two or more of the eligible TE activities (including items such as scenic or historic easements, landscaping and scenic beautification, historic preservation, environmental mitigation, and transportation museums).

In general, the maximum Federal share for TE projects is 80 percent (higher in States with large proportions of Federal lands). The non-Federal match must come from project sponsors or other fund sources. Some in-kind materials and services may be credited toward the project match. Some States allow case-by-case exceptions to standard Federal-aid requirements.

Source: www.fhwa.dot.gov/environment/te *and* www.enhancements.org

Surface Transportation Act (SAFETEA LU)
Area of Interest: Greenways/Trails

“On August 10, 2005, the President signed into law the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). With guaranteed funding for highways, highway safety, and public transportation totaling $244.1 billion, SAFETEA-LU represents the largest surface transportation investment in our Nation's history. The two landmark bills that brought surface transportation into the 21st century—the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) and the Transportation Equity Act for the 21st Century (TEA-21)—shaped the highway program to meet the Nation's changing transportation needs. SAFETEA-LU builds on this firm foundation, supplying the funds and refining the programmatic framework for investments needed to maintain and grow our vital transportation infrastructure.

Source: Federal Highway Administration Office of Legislation and Intergovernmental Affairs Program Analysis Team

Recreational Trails Program (RTP)
Area of Interest: Greenways/Trails

The Recreational Trails program provides funds to the States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. Funded by contract authority, to remain available for 4 years. Funds are subject to the overall Federal-aid highway obligation limitation.
Before apportioning funds to the States, there will be a takedown of $840,000 each fiscal year (2005-2009) for program research, technical assistance, and training expenses.

Funds are available to develop, construct, maintain, and rehabilitate trails and trail facilities. Trail uses include hiking, bicycling, in-line skating, equestrian use, cross-country skiing, snowmobiling, off-road motorcycling, all-terrain vehicle riding, four-wheel driving, or using other off-road motorized vehicles.

Continued eligibilities include:

- Maintenance and restoration of trails
- Development and rehabilitation of trailside and trailhead facilities
- Purchase and lease of trail construction and maintenance equipment
- Construction of new trails (with some limits on Federal lands)
- Acquisition of easements and fee simple title to property
- Assessment of trail conditions for accessibility and maintenance
- Development and dissemination of publications and operation of trail safety and trail environmental protection programs.

New eligible activities include:

- Assessment of trail conditions for accessibility and maintenance
- Clarification that educations funds may be used for publications, monitoring and patrol programs and for trail-related training

States must meet minimum funding between motorized, non-motorized and diverse trail use:

- 40% for diverse trail use;
- 30% for non-motorized recreation
- 30% for motorized recreation

The ability for a State recreational trails advisory committee to waive the setasides for non-motorized and motorized recreation has been eliminated by SAFETEA-LU.
States are encouraged to enter into contracts and cooperative agreements with youth conservation and service corps to perform trail construction and maintenance.

Recreational Trails program funds may be used to match other Federal program funds for purposes that would be eligible under the Recreational Trails program

Source: http://www.fhwa.dot.gov/environment/rectrails/

Surface Transportation Program (STP)
Area of Interest: Greenways/Trails

The Surface Transportation Program provides flexible funding that may be used by States and localities for projects on any Federal-aid highway, including the NHS, bridge projects on any public road, transit capital projects, and intracity and intercity bus terminals and facilities.

Funded by contract authority, to remain available for 4 years. Funds are subject to the overall Federal-aid obligation limitation. Apportioned funds are to be distributed based on the following factors:

- 25% based on total lane miles of Federal-aid highways
- 40% based on vehicle miles traveled on lanes on Federal-aid highways
- 35% based on estimated tax payments attributable to highway users in the States into the Highway Account of the Highway Trust Fund (often referred to as "contributions" to the Highway Account

The Federal share is generally 80 percent, subject to the sliding scale adjustment. When the funds are used for Interstate projects to add high occupancy vehicle or auxiliary lanes, but not other lanes, the Federal share may be 90 percent, also subject to the sliding scale adjustment.

Source: www.fhwa.dot.gov

Congestion Mitigation and Air Quality (CMAQ)
Area of Interest: Greenways/Trails

The Congestion Mitigation and Air Quality Improvement Program (CMAQ) provides funding for projects and programs in air quality nonattainment and maintenance areas for ozone, carbon monoxide (CO), and particulate matter (PM-10, PM-2.5) which reduce transportation related emissions.

Funded by contract authority, to remain available for 4 years., funds are subject to the overall Federal-aid obligation limitation.

Funds are apportioned according to a formula based on population and severity of pollution in ozone and carbon monoxide areas, similar to the formula under TEA-21, but weighting factors have been revised.

A State may transfer CMAQ funds to its Surface Transportation, National Highway System, Interstate Maintenance, Bridge, Highway Safety Improvement, and/or Recreational Trails apportionment.

States and MPOs are encouraged to consult with State and local air quality agencies in non-attainment and maintenance areas on the estimated emission reductions from proposed congestion mitigation and air quality improvement programs and projects.

An evaluation and assessment of CMAQ projects and programs to determine the direct and indirect impact of the projects on air quality and congestion is required. A cumulative database describing the impacts shall be maintained and disseminated.

The Federal share is generally 80 percent, subject to sliding scale and 90 percent for Interstate projects. Certain other activities, including carpool/vanpool projects, priority control systems for emergency vehicles and transit vehicles and traffic control signalization receive a Federal share of 100 percent

Source: www.fhwa.dot.gov

TIGER Discretionary Grants
Area of Interest: Greenways/Trails

The U.S. Department of Transportation (USDOT) has awarded grants under two programs to surface transportation projects that will have a significant impact on the Nation, a metropolitan area or a region. The first program, called the Transportation Investment Generating Economic Recovery (TIGER) Grants, made $1.5 billion available through the American Recovery and Reinvestment Act of 2009. Under this program, 51 grants were awarded on February 17, 2010. The second program made $600 million available for national infrastructure investments through the FY 2010 Appropriations Act. Because this program is similar in structure to the TIGER Grants, the USDOT is referring to these grants as TIGER II Discretionary Grants. Under this program 42 capital construction projects and 33 planning projects in 40 states received awards on October 20, 2010. On June 30, 2011 USDOT announced that $527 Million will be made available for a third round of TIGER Grants. The Department will also focus on projects that are expected to quickly create and preserve jobs and spur rapid increases in economic activity.

Highway Safety Improvement Program (HSIP)
Area of Interest: Greenways/Trails

Safety programs are funded from a set-aside from the Surface Transportation Program. The program authorizes a new core Federal-aid funding program beginning in FY 2006 to achieve a significant reduction in traffic fatalities and serious injuries on all public roads.

Each State's apportionment of HSIP funds is subject to a set-aside for construction and operational improvements on high-risk rural roads. High-risk rural roads are roadways functionally classified as rural major or minor collectors or rural local roads with a fatal and incapacitating injury crash rate above the statewide average for those functional classes of roadways; or likely to experience an increase in traffic volume that leads to a crash rate in excess of the average Statewide rate. The set-aside will total $90M nationally and be applied proportionally to the States' HSIP apportionments. If a State certifies that it has met all its needs relating to construction and operational improvements on high-risk rural roads, it may use those funds for any safety improvement project eligible under the HSIP.

The Federal share is 90 percent, subject to the sliding scale adjustment, except that the Federal share is 100% for certain safety improvements listed in 23 USC 120(c).

Source: www.fhwa.dot.gov

Safe Routes to School Program (SR2S)
Area of Interest: Greenways/Trails

The program’s goal is to enable and encourage children, including those with disabilities, to walk and bicycle to school; to make walking and bicycling to school safe and more appealing; and to facilitate the planning, development and implementation of projects that will improve safety, and reduce traffic, fuel consumption, and air pollution in the vicinity of schools.

Funds are to be administered by State departments of transportation to provide financial assistance to State, local, and regional agencies, including non-profit organizations that demonstrate the ability to meet the requirements of the program.

Funds are used for infrastructure related projects. Eligible activities are the planning, design, and construction of projects that will substantially improve the ability of students to walk and bicycle to school. These include sidewalk improvements, traffic calming and speed reduction improvements, pedestrian and bicycle crossing improvements, on-street bicycle facilities, off-street bicycle and pedestrian facilities, secure bike parking, and traffic diversion improvements in the vicinity of schools (within approximately 2 miles). Such projects may be carried out on any public road or any bicycle or pedestrian pathway or trail in the vicinity of schools.

Each State must set aside from its Safe Routes to School apportionment not less than 10 percent and not more than 30 percent of the funds for non infrastructure-related activities to encourage walking and bicycling to school. These include public awareness campaigns and outreach to press and community leaders, traffic education and enforcement in the vicinity of schools, student sessions on bicycle and pedestrian safety, health, and environment, and training, volunteers, and managers of safe routes to school programs. The Federal share is 100 percent.

Source: www.fhwa.dot.gov

Land and Water Conservation Fund (LWCF)
Area of Interest: Parks, Greenways/Trails

The Land and Water Conservation Fund (LWCF) provides funding to assist in preserving, developing, and assuring accessibility to outdoor recreation resources including but not limited to parks, trails, wildlife lands, and other lands and facilities desirable for individual active participation. Grants are to be evaluated based on:

- How the project addresses the identified needs and priorities of a statewide comprehensive or strategic plan
- Technical merits
- Public/private partnerships

Eligible Grant Recipients:

- Counties, cities and towns
- Park districts
- Port districts
- Tribal governments
- State agencies

Grant recipients must provide at least 50% matching funds in either cash or in-kind contributions. Applications are to be evaluated in a competitive process by a team of experts, with criteria developed by a citizen advisory committee. A portion of Federal revenue derived from sale or lease of off-shore oil and gas resources. The program is administered by the US Department of the Interior through the National Park Service and the IAC.

Source: http://www.nps.gov/

Environmental Protection Agency (EPA) - Environmental Education Grants Program
Areas of Interest: Environmental Education – Parks, Natural Areas, Greenways/Trails

The Grants Program sponsored by EPA's Environmental Education Division (EED), Office of Children's Health Protection and Environmental Education, supports environmental education projects that enhance the public's awareness, knowledge, and skills to help people make informed decisions that affect environmental quality. EPA awards grants each year based on funding appropriated by Congress. Annual funding for the program ranges between $2 and $3 million. More than 75 percent of the grants awarded by this program receive less than $15,000.

Source**:** http://www.epa.gov/enviroed/grants.html

Community Block Development Grant Program (HUD-CBDG)
Area of Interest: Parks, Greenways/Trails , Cultural Resources

Since States are in the best position to know and to respond to the needs of local governments, Congress amended the Housing and Community Development Act of 1974 (HCD Act) in 1981 to give each State the opportunity to administer CDBG funds for non-entitlement areas. Non-entitlement areas include those units of general local government which do not receive CDBG funds directly from HUD as part of the entitlement program (Entitlement Cities and Urban Counties). Non-entitlement areas are cities with populations of less than 50,000 (except cities that are designated principal cities of Metropolitan Statistical Areas), and counties with populations of less than 200,000.

The State CDBG program has replaced the Small Cities program in States that have elected to participate. Currently, 49 States and Puerto Rico participate in the program. HUD continues to administer the program for the non-entitled counties in the State of Hawaii because the State has permanently elected not to participate in the State CDBG.

The primary statutory objective of the CDBG program is to develop viable communities by providing decent housing and a suitable living environment and by expanding economic opportunities, principally for persons of low- and moderate-income.

Communities receiving CDBG funds from the State may use the funds for many kinds of community development activities including, but not limited to:

- Acquisition of property for public purposes;
- Construction or reconstruction of streets, water and sewer facilities, neighborhood centers, recreation facilities, and other public works;
- Demolition;
- Rehabilitation of public and private buildings;
- Public services;
- Planning activities;
- Assistance to nonprofit entities for community development activities; and
- Assistance to private, for profit entities to carry out economic development activities (including assistance to micro-enterprises).

Source: www.hud.gov

Save America's Treasures Program
Area of Interest: Parks, Cultural Resources

Save America's Treasures grants are available for preservation and/or conservation work on nationally significant intellectual and cultural artifacts and nationally significant historic structures and sites. Projects must meet the program Selection Criteria.

Grants are awarded through a competitive process to eligible applicants. A dollar-for-dollar, non-Federal match is required. The minimum grant request for collections projects is $25,000 Federal share; the minimum grant request for historic property projects is $125,000 Federal share. The maximum grant request for all projects is $700,000 Federal share. In 2006, the average Federal grant award to collections was $132,000, and the average award to historic properties was $223,000.

Who May Apply?

- Federal Agencies funded by the Department of the Interior and Related Agencies Appropriations Act
- Other Federal agencies collaborating with a nonprofit partner to preserve the historic properties or collections owned by the Federal agency may submit applications through the nonprofit partner
- Nonprofit, tax-exempt 501(c), U.S organizations
- Units of state or local government
- Federally recognized Indian Tribes
- Historic properties and collections associated with active religious organizations are eligible to apply for grants. They must meet the grant Selection Criteria, including national significance.

What is Funded?
Preservation and/or conservation work on nationally significant intellectual and cultural artifacts and nationally significant historic structures and sites. Intellectual and cultural artifacts include artifacts, collections, documents, sculpture and works of art (hereinafter collections). Historic structures and sites include historic districts, sites, buildings, structures and objects (hereinafter historic properties).

Source: http://www.nps.gov/history/hps/treasures/ProgramDetails.htm

Overview of State Funding Sources

North Carolina DOT – Bicycle and Pedestrian Program
Area of Interest: Greenways/Trails

The North Carolina General Assembly enacted legislation (G.S. 136-71.12 Funds) that authorizes the North Carolina Department of Transportation (NCDOT) to spend any federal, state, local, or private funds available to the Department and designated for the accomplishment of Article 4A, Bicycle and Bikeway Act of 1974. In addition the 2005 Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) requires the Department to set aside federal funds from eligible categories for the construction of bicycle and pedestrian transportation facilities."

Federal Aid Construction Funds – Several categories of federal aid construction funds — National Highway System *(NHS) and Surface Transportation Program (STP) — or Congestion Mitigation and Air Quality (CMAQ)* funds provide for the construction of pedestrian and bicycle transportation facilities. The primary source of funding for bicycle and pedestrian projects is STP Enhancement Funding.

State Construction Funds – State roadway construction funds (not including the Highway Trust Fund for Urban Loops and Interchanges) may be used for the construction of sidewalks and bicycle accommodations that are a part of roadway improvement projects.

Governor's Highway Safety Program (GHSP) – GHSP funding is provided through an annual program, upon approval of specific project requests, to undertake a variety of pedestrian and bicycle safety initiatives. Amounts of GHSP funds vary from year to year, according to the specific amounts requested.

Independent Projects – $6 million is annually set aside for the construction of bicycle improvements that are independent of scheduled highway projects in communities throughout the state. Eighty percent of these funds are from STP-Enhancement funds, while state funds provide the remaining 20 percent. Currently, $1.4 million is annually set aside for pedestrian hazard elimination projects in the 14 NCDOT highway divisions across the state; $200,000 is allocated to the Division of Bicycle and Pedestrian Transportation for projects such as training workshops, pedestrian safety and research projects, and other pedestrian needs statewide.

Incidental Projects – Bicycle accommodations such as bike lanes, widened paved shoulders and bicycle-safe bridge design are frequently included as incidental features of highway projects. In addition, bicycle-safe drainage grates are a standard feature of all highway construction. Most pedestrian safety accommodations built by NCDOT are included as part of scheduled highway improvement projects funded with a combination of federal and state roadway construction funds.

Source: www.ncdot.org

North Carolina's Clean Water Management Trust Fund (CWMTF)
Area of Interest: Greenways (along stream corridors)

North Carolina's Clean Water Management Trust Fund (CWMTF) was established by the General Assembly in 1996 (Article 18; Chapter 113A of the North Carolina General Statutes). CWMTF receives a direct appropriation from the General Assembly in order to issue grants to local governments, state agencies and conservation non-profits to help finance projects that specifically address water pollution problems. The 21-member, independent, CWMTF Board of Trustees has full responsibility over the allocation of moneys from the Fund.

CWMTF will fund projects that (1) enhance or restore degraded waters, (2) protect unpolluted waters, and/or (3) contribute toward a network of riparian.

Contact:
Western Piedmont Field Representative:
Bern Schumak
(336) 366-3801
bschumak@surry.net

Source: http://www.cwmtf.net

North Carolina Parks and Recreation Trust Fund (PARTF)
Area of Interest: Parks, Greenways/Trails, Cultural Resources

The North Carolina General Assembly established the Parks and Recreation Trust Fund (PARTF) on July 16, 1994 to fund improvements in the state's park system, to fund grants for local governments and to increase the public's access to the state's beaches. The Parks and Recreation Authority, an eleven-member appointed board, was also created to allocate funds from PARTF to the state parks and to the grants program for local governments.

PARTF is the primary source of funding to build and renovate facilities in the state parks as well as to buy land for new and existing parks.

The PARTF program also provides dollar-for-dollar grants to local governments. Recipients use the grants to acquire land and/or to develop parks and recreational projects that serve the general public. At this website, you can learn how to apply for a grant, see lists of past grant recipients, and download an application. You can also learn about the Parks and Recreation Authority and how to contact us.

Source: http://www.partf.net

North Carolina Farmland Preservation Trust Fund
Area of Interest: Parks, Cultural Resources

The purpose of the fund is to: support the purchase of agricultural conservation easements, including transaction costs; and fund public and private enterprise programs that will promote profitable and sustainable farms by assisting farmers in developing and implementing plans for the production of food, fiber and value-added products, agritourism activities, marketing and sales of agricultural products produced on the farm, and other agriculture-related business activities.

The legislation also established a Trust Fund Advisory Committee to advise Commissioner Troxler on the prioritization and allocation of funds, the development of criteria for awarding funds, program planning, and other areas for the growth and development of family farms in North Carolina.

Source: http://www.agr.state.nc.us/paffairs/farmlandpreservation.htm

North Carolina Natural Heritage Trust Fund
Area of Interest: Natural Areas, Greenways

Established in 1987, the North Carolina Natural Heritage Trust fund provides supplemental funding to select state agencies for the acquisition and protection of important natural areas, to preserve the state's ecological diversity and cultural heritage, and to inventory the natural heritage resources of the state. The enabling legislation is found at General Statute Article 5A Sections 113-77.6 through 113-77.9.

The trust fund is supported by 25% of the state's portion of the tax on real estate deed transfers and by a portion of the fees for personalized license plates. These sources now generate about $19 million each year. Since its creation, the trust fund has contributed more than $136 million through 345 grants to support the conservation of more than 217,000 acres.

Conserving North Carolina's natural and cultural heritage now is critical. The state's population is expected to grow by 50% in the next 25 years (that's 4 million more people!) As detailed on One NC Naturally's website, North Carolina loses an estimated 383 acres per day of woodlands, farmland and open space. This loss of natural areas has serious consequences for our air and water quality, wildlife habitat, recreational opportunities, and our quality of life. Jobs in rural areas are increasingly dependent upon tourism generated by scenic beauty, historic places and quality outdoor recreational opportunities. Land conservation helps families to continue working in forestry and farming. Surveys show that open space, outdoor recreational opportunities and other conservation benefits are important for attracting and keeping knowledge-based workers.

The Natural Heritage Trust Fund invests in North Carolina's most significant natural areas, strengthening our communities and our economy

Source: http://www.ncnhtf.org/

North Carolina Conservation Income Tax Credit Program
Area of Interest: Natural/Conservation Areas, Greenways

North Carolina has a unique incentive program to assist land-owners to protect the environment and the quality of life. A credit is allowed against individual and corporate income taxes when real property is donated for conservation purposes. Interests in property that promote specific public benefits may be donated to a qualified recipient. Such conservation donations qualify for a substantial tax credit.

Source: http://www.enr.state.nc.us/conservationtaxcredit/

North Carolina Adopt-a-Trail Grants
Area of Interest: Greenways/Trails

The Adopt-A-Trail Grant Program (AAT) awards $108,000 annually to government agencies, nonprofit organizations and private trail groups for trails projects. The funds can be used for trail building, trail signage and facilities, trail maintenance, trail brochures and maps, and other related uses. Requires no local match or in-kind services.

Source: http://ils.unc.edu/parkproject/trails/grant.html

North Carolina Division of Water Quality - 319 Program Grants
Area of Interest: Greenways/Trails

By amendment to the Clean Water Act Section in 1987, the Section 319 Grant program was established to provide funding for efforts to curb nonpoint source (NPS) pollution, including that which occurs though stormwater runoff. The U.S. Environmental Protection Agency provides funds to state and tribal agencies, which are then allocated via a competitive grant process to organizations to address current or potential NPS concerns. Funds may be used to demonstrate best management practices (BMPs), establish Total Maximum Daily Load (TMDL) for a watershed, or to restore impaired streams or other water resources. In North Carolina, the 319 Grant Program is administered by the Division of Water Quality of the Department of Environment and Natural Resources.

Each fiscal year North Carolina is awarded nearly 5 million dollars to address nonpoint source pollution through its 319 Grant program. Thirty percent of the funding supports ongoing state nonpoint source programs. The remaining seventy percent is made available through a competitive grants process. At the beginning of each year (normally by mid-February), the NC 319 Program issues a request for proposals with an open response period of three months. Grants are divided into two categories: Base and Incremental. Base Projects concern research-oriented, demonstrative, or educational purposes for identifying and preventing potential NPS areas in the state, where waters may be at risk of becoming impaired. Incremental projects seek to restore streams or other portions of watersheds that are already impaired and not presently satisfying their intended uses.

State and local governments, interstate and intrastate agencies, public and private nonprofit organizations, and educational institutions are eligible to apply for Section 319 monies. An interagency workgroup reviews the proposals and selects those of merit to be funded.

Source: http://h2o.enr.state.nc.us/nps/Section_319_Grant_Program.htm

North Carolina Ecosystem Enhancement Program
Area of Interest: Greenways/Trails

Clean water, clean air and thriving natural habitats are fundamental indicators of a healthy environment. Protecting North Carolina's ecosystems is critical to maintaining the state's quality of life, continuing its economic growth, and ensuring the health and well-being of its citizens. According to the three-party Memorandum of Agreement that established the initiative's procedures in July 2003, the mission of the Ecosystem Enhancement Program is to "restore, enhance, preserve and protect the functions associated with wetlands, streams and riparian areas, including but not limited to those necessary for the restoration, maintenance and protection of water quality and riparian habitats throughout North Carolina."

EEP provides:

- High-quality, cost-effective projects for watershed improvement and protection;
- Compensation for unavoidable environmental impacts associated with transportation-infrastructure and economic development; and
- Detailed watershed-planning and project-implementation efforts within North Carolina's threatened or degraded watersheds.

Source: http://www.nceep.net

North Carolina Wetlands Restoration Program (NCWRP)
Area of Interest: Parks, Greenways/Trails

Established by the General Assembly in 1996, the North Carolina Wetlands Restoration Program (NCWRP) is an innovative, non regulatory initiative to restore wetlands, streams and nonwetland riparian areas through out the state. The Department of Environment and Natural Resources -Division of Water Quality oversees the program. The goals of NCWRP are:

- To restore functions and values lost through historic, current and future wetland and stream impacts.
- To achieve a net increase in wet-land acres, functions and values in all of North Carolina’s major river basins.
- To provide a consistent approach to address mitigation that may be required by law when dredging or filling wetlands, or altering of streams, is authorized.
- To increase the ecological effectiveness of required wetlands and stream mitigation
- To promote a comprehensive approach to the protection of natural resources.

The NCWRP actively seeks land owners who have restorable wetland, riparian and stream sites.

Source: http://h2o.enr.state.nc.us

Urban and Community Forestry Assistance Program
Area of Interest: Parks, Greenways/Trails

Urban and Community Forestry begins to address the stewardship of urban natural resources where 80 percent of the Nation lives. Important connections exist between the quality of life in metropolitan areas and land consumption associated with sprawl. In addition there is a strong economic case for conservation of green open space to guide growth and revitalize city centers and older suburbs. The Urban and Community Forestry Program responds to these needs by maintaining, restoring, and improving the health of urban trees, forests, greenspaces and sustainable forest ecosystems for more than 70 million acres of America's urban and community forest resources. Through these efforts the Program encourages and promotes the creation of healthier, more livable urban environments across the Nation. The Program will continue to expand partnerships with non-governmental organizations to restore natural resources in older, declining cities and towns.

Source: http://www.fs.fed.us/ucf/

Water Resources Development Grant Program
Area of Interest: Parks, Greenways

This program is designed to provide cost-share grants and technical assistance to local governments throughout the State. Applications for grants are accepted for seven purposes: General Navigation, Recreational Navigation, Water Management, Stream Restoration, Beach Protection, Land Acquisition and Facility Development for Water-Based Recreation, and Aquatic Weed Control. There are two grant cycles per year, the application deadlines are January 1st and July 1st.

Source: http://www.ncwater.org/Financial_Assistance/

Overview of Private Funding Sources

Many communities have solicited parks, cultural resources, and greenway funding assistance from private foundations and other conservation-minded benefactors. Below are two examples of private funding opportunities available in North Carolina. There may be partnerships opportunities between the Town of Cary and a non-profit organization related to some grants.

North Carolina Community Foundation
Area of Interest: Parks, Greenways/Trails, Cultural Resource, Community Centers

The North Carolina Community Foundation serves philanthropic donors and supports not-for-profit organizations throughout North Carolina. The NCCF makes grants from charitable funds established by individuals, families, corporations, and non-profit organizations. Donors make grants from over 800 funds that serve the following areas of interest:

- Arts and Humanities
- Community Service
- Education
- Environment
- Health
- Historic Preservation
- Religion
- Science
- Social Services
- Youth

Source: http://www.nccommunityfoundation.org/

American Greenways Eastman Kodak Awards
Area of Interest: Greenways/Trails

Eastman Kodak, The Conservation Fund, and the National Geographic Society provide small grants to stimulate the planning and design of greenways in communities throughout America. The annual grants program was instituted in response to the President's Commission on Americans Outdoors recommendation to establish a national network of greenways. Made possible by a generous grant from Eastman Kodak, the program also honors groups and individuals whose ingenuity and creativity foster the creation of greenways. The program goals include:

- Develop new, action-oriented greenway projects
- Assist grassroots greenway organizations.
- Leverage additional money for conservation and greenway development
- Recognize and encourage greenway proponents and organizations

Source: http://www.conservationfund.org

Z Smith Reynolds Foundation Grants
Area of Interest: Parks, Greenways/Trails, Cultural Resources

The Foundation values the immense contributions made by small and/or grassroots organizations in North Carolina, often on very limited budgets.

Note: Grants for more than $35,000 per year are now referred to as "strategic grants" in order to distinguish those efforts from the small grant process.

Small Grant applicants are subject to all eligibility requirements of strategic grant applicants. The Foundation funds charitable, tax-exempt, 501(c)(3) organizations and government entities for programs and projects that serve the people of North Carolina and address the results sought within five current focus areas.

Source: http://www.zsr.org/small_grants.htm