

## Section 6. Policy & Program Recommendations

Local policies and plans can heavily influence the walkability of a community, and often shape the pedestrian environment, sometimes even without the intent of doing so. Creating strong policies and plans that help to actively create good walking conditions will mean a more balanced future transportation network and a shared private/public burden for providing that benefit. Policy amendments and planning activities can often be achieved at a low-cost to a municipality while resulting in substantial outcomes, and could help Dunn make notable progress in developing a more walkable environment.

### 6.1 Improvements to Existing Policies and Plans

Dunn and Harnett County are projected to grow significantly in the years to come and hence the City of Dunn has a large extra-territorial jurisdiction (ETJ) boundary within which to grow. The shape and quality of future development will greatly impact the pedestrian-friendliness of the City. If the City can work with the development community to create a more multi-modal transportation network that includes sidewalk connections and greenways, Dunn will stand out as a City with a high quality of life that will continue to attract new residents, businesses and further economic development. For this reason, it is strongly recommended that Dunn work to update and/or create local ordinances to include more pedestrian-oriented language and guidance for walkable future development.

While private/public partnerships are important, it is also recommended that the City create new policies to help guide City staff in serving the local pedestrians' needs. Such policies will help "institutionalize" good pedestrian design and programming throughout all City departments, and create a truly balanced and comprehensive approach to implementing the Pedestrian Plan. Such internal policy changes might include the creation of a sidewalk petition process for "spot improvements" in the pedestrian network, for instance. This and other policy recommendations are summarized in Table 6-2. Finally, several planning efforts could be completed that will complement the City's Comprehensive Pedestrian Plan and help reinforce its recommendations and proposed outcomes.

During the development of the Pedestrian Plan, several pedestrian-friendly policy and program recommendations specific to Dunn were identified and discussed. Recommendations for all such policy and plan development are included in Tables 6-1 through 6-3.

This section provides a set of policy and program recommendations to help create a well-balanced approach to improving walkability in Dunn.

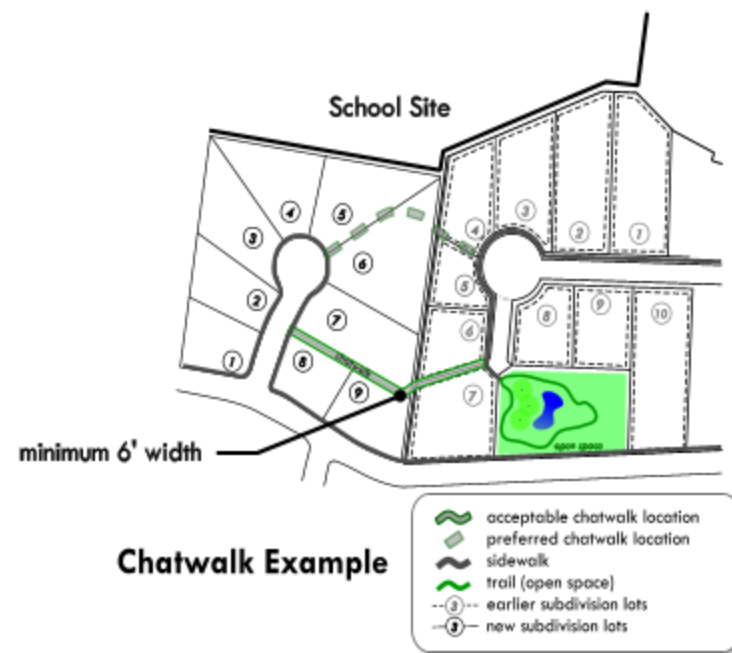


Figure 6-1. It is recommended that Dunn require short greenway or "chatwalk" connections between new cul-de-sac developments and adjacent parks, schools or residential uses, where appropriate. This can greatly shorten walking distances and enhance the local pedestrian network by providing short, safe links between neighborhoods and commercial centers.

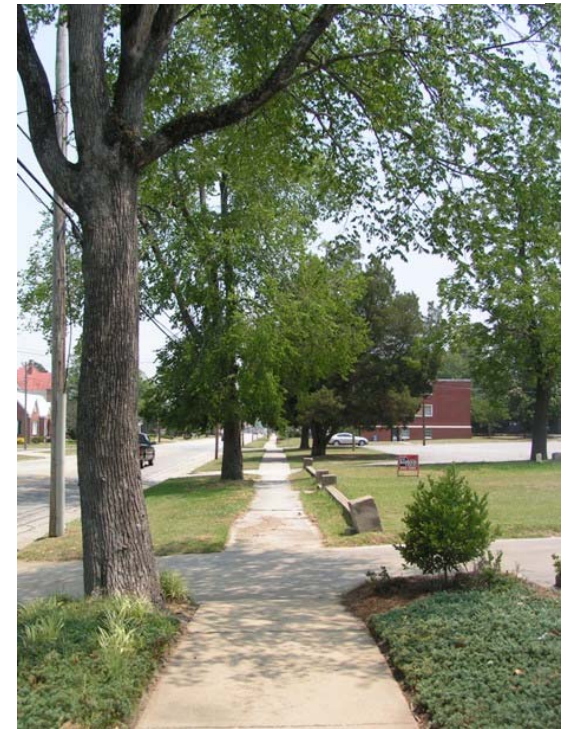
*Developing a sidewalk maintenance program will help the City of Dunn protect its investment in existing sidewalk infrastructure and also help improve local aesthetics, as well as walkability.*

### WHAT IS PAYMENT IN-LIEU?

Many communities in North Carolina require sidewalks to be installed within new development and along the public street frontages of all subdivided developments. In some cases, developers are given the choice to opt out of the sidewalk construction and pay in-lieu of constructing pedestrian facilities. This is usually a rare occurrence at the behest of development review staff, the Planning Board and/or City Council, but can be applicable in cases where the cost of the sidewalk installation is disproportionate to the cost of the development. In these cases, a payment in-lieu fee can be assessed to the developer. These funds are paid into a pool used for spot improvements and sidewalk repair in other areas of the City.



*Street trees can offer valuable shade in hot weather and create a pleasant, aesthetically-pleasing walking environment. Developing a protective street tree ordinance could help to enhance the quality of Dunn's streets for pedestrians and also create more attractive streetscapes throughout the City.*



*Policy changes can often provide simple, cost-effective strategies for improving local pedestrian conditions. For instance, creating a standard setback for parking lots to create an unobstructed walkway for pedestrians can greatly enhance the walking experience, especially along busy thoroughfares such as Cumberland Avenue.*

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Best Practices Recommendations – Local Ordinances	
<b>Street Design Criteria</b>	<ul style="list-style-type: none"> <li>■ Modify the Code of Ordinances to reference specific Street Design Criteria, including maximum curb radii downtown and in pedestrian activity centers; street cross-sections that include mandatory five-foot-wide sidewalk or public greenway access on the full perimeter of each adjacent public street; and driveway spacing criteria on all streets to be adhered to in the subdivision and design of new developments. Design criteria should also address curb ramps and driveway design to ensure accessibility for the physically disabled, as outlined in the Americans with Disabilities Act (ADA). A minimum 3ft planting strip or buffer for sidewalks should be standard. Include street classifications in the Street Design Criteria to define local, collector, subcollector, arterial and/or limited access streets. Assigning maximum street widths and sidewalk requirements for each classification will help create better guidance for developers. Minimum 5ft sidewalks should be required on both sides of collectors, subcollectors and arterials, and on at least one side of local streets. The Harnett County Subdivision Ordinance (Article V, Section 5.12.3) should be used as preliminary guidance for these requirements (see Appendix G for a copy).</li> </ul>
<b>Construction Detour</b>	<ul style="list-style-type: none"> <li>■ Develop pedestrian detour requirements when sidewalk is blocked or closed by construction activities (Sec. 19-42).</li> </ul>
<b>Sidewalk Requirement</b>	<ul style="list-style-type: none"> <li>■ Require 5ft wide (minimum) sidewalks along the public frontage of all subdivided and unsubdivided properties to help create sidewalk connectivity along public streets in Dunn.</li> </ul>
<b>School Zones (Sidewalk Requirements)</b>	<ul style="list-style-type: none"> <li>■ Consider developing an ordinance that requires sidewalk along all roads within a quarter-mile of a school and that all signalized intersections within a quarter-mile of the school should have functioning pedestrian signals with crosswalks and push-buttons. If the school is accessed from a mid-block location, then a signalized mid-block crossing should be provided for safe pedestrian access.</li> </ul>
<b>Greenway Connections</b>	<ul style="list-style-type: none"> <li>■ Require the construction of minimum 10 feet (typical: 14 ft) asphalt greenways during new development to connect to existing greenways and create the proposed network of greenway trails throughout the City.</li> </ul>
<b>Greenway Connections</b>	<ul style="list-style-type: none"> <li>■ Consider additional language in local ordinances to allow City Council to require greenway connections between adjacent cul-de-sacs and/or from cul-de-sacs to adjacent schools or greenways, to create better pedestrian connections between local neighborhoods and public destinations.</li> </ul>
<b>Parking Lot Design</b>	<ul style="list-style-type: none"> <li>■ Implement parking lot design requirements in the LDO or Design Guidelines Manual as recommended in this section. Requirements should include a minimum 5ft separation between parking areas and adjacent sidewalk or walkway to create an unobstructed “clear zone” for pedestrian access.</li> </ul>
<b>Overlay Districts</b>	<ul style="list-style-type: none"> <li>■ Create a set of place-making design standards (or “overlay districts”) for rural, downtown, and other design markets, respecting the unique character of the rural heritage as well as recognizing the urbanizing trends happening in other areas of the City. Reward and recognize developers that adhere to these design standards by streamlining the project review process and awarding best practice certificates at Planning Board and City Council meetings.</li> </ul>
<b>Parking and Setbacks</b>	<ul style="list-style-type: none"> <li>■ Modify the Code of Ordinances to require or encourage off-street parking to move to the rear and side of buildings in commercial properties to reduce building setbacks from the street, and consider the expansion of conditional uses to include neighborhood retail opportunities in even low- to medium-density residential districts pursuant to adherence to basic design standards and review.</li> </ul>
<b>Sidewalk Connections</b>	<ul style="list-style-type: none"> <li>■ Recalling the nodal development recommendation in the <i>City of Dunn 2030 Land Use Plan</i>, require pedestrian connections to adjacent properties, and ensure that these connections “line up” with currently undeveloped properties to create an expanding network of pedestrian ways throughout the City. Emphasize the Medical, Downtown and other nodes mentioned in the <i>2030 Land Use Plan</i>.</li> </ul>
<b>Street Trees</b>	<ul style="list-style-type: none"> <li>■ Develop a protective Street Tree Ordinance as part of the City’s Landscape Ordinance to help provide shade trees along Dunn’s existing and future sidewalks.</li> </ul>

Table 6-1. Proposed Amendments to Local Ordinances

Best Practices Recommendations – Internal Policy	
<b>Countdown Pedestrian Signals</b>	<ul style="list-style-type: none"> <li>■ Formalize a citywide policy of installing “countdown” pedestrian signal heads and crosswalks with the installation of all new signalized intersections. Provide pedestrian signals even in locations without sidewalk on one or both sides of an intersection.</li> </ul>
<b>School Zones</b>	<ul style="list-style-type: none"> <li>■ Create a policy that requires “safe zones” around schools (i.e. school zones) in which speeds are reduced by 10 mph within a quarter mile of the school and signs are posted warning of school and student presence. Typical school zones speeds are 25mph or 35mph. “School” crossing pavement markings are used to reinforce signage, and flashing beacons often accompany speed limit signage.</li> </ul>
<b>Signage</b>	<ul style="list-style-type: none"> <li>■ Restrict use of free-flowing turn lanes, utilizing “No Right Turn on Red” signage at signalized intersections with high pedestrian volumes. Provide appropriate treatments to warn both motorists and pedestrians of potential conflicts when free-flow turn lanes are used (e.g. “Yield to Pedestrians” signage).</li> </ul>
<b>Signal Timing</b>	<ul style="list-style-type: none"> <li>■ At intersections with protected right-on-red for automobiles, provide signal phases which specifically create protected crossing intervals for pedestrians.</li> </ul>
<b>Greenway Crossings</b>	<ul style="list-style-type: none"> <li>■ Create a policy for standard greenway crossing treatments, and develop with NCDOT a mutually acceptable mid-block crossing policy for greenways.</li> </ul>
<b>Sidewalk Petition Process</b>	<ul style="list-style-type: none"> <li>■ Develop a sidewalk petition process and budget allocation to handle “spot improvements,” allowing citizens to make requests for short sidewalk connections that will quickly and easily fill gaps in the pedestrian network. Once program is implemented, promote the program to citizens and educate residents on details in order to ensure its success and utility.</li> </ul>
<b>Curb Ramps</b>	<ul style="list-style-type: none"> <li>■ Allocate an annual budget for curb ramp retrofits at intersections throughout the City, and ensure new curb ramps are constructed during all new street/intersection construction, as mandated by federal ADA requirements.</li> </ul>
<b>ROW dedication</b>	<ul style="list-style-type: none"> <li>■ Create a citywide policy to require right-of-way (ROW) dedication, instead of ROW “reservation”</li> </ul>
<b>Payment In-lieu Options</b>	<ul style="list-style-type: none"> <li>■ Consider instituting payment in-lieu standards for certain new development, if sidewalks are not necessary. Payment in-lieu is often used in rural developments where a sidewalk will “lead to nowhere.” The decision to allow payment in-lieu should be made on a case-by-case basis after careful evaluation by Planning staff. If the sidewalk in question will not play a role in creating a well-connected pedestrian network, then payment in-lieu may be an appropriate option.</li> </ul>
<b>Bridge Accommodations</b>	<ul style="list-style-type: none"> <li>■ All new and retrofitted roadway bridges should accommodate pedestrians through the inclusion of sidewalks on at least one side of the facility (preferably both) and pedestrian-safe railings (42ft minimum height).</li> </ul>
<b>Tunnel/Culvert Accommodations</b>	<ul style="list-style-type: none"> <li>■ All new tunnels or stream culverts under I-95 or other major roadway/railroad facilities should include an adjacent pedestrian facility, in order to mitigate the barrier effect of the facility through the community.</li> </ul>
<b>Crosswalk Installations</b>	<ul style="list-style-type: none"> <li>■ Create a policy of installing high-visibility (zebra-striped) crosswalks at all intersections within a school zone, as well as in the Central Business District (downtown). Though motorists are required by law to yield the right-of-way to pedestrians at marked and unmarked intersections, crosswalks can be an awareness-building treatment and their visibility is very important in key locations.</li> </ul>
<b>Sidewalk &amp; Crosswalk Maintenance</b>	<ul style="list-style-type: none"> <li>■ Existing sidewalks buried under grass and overgrowth should be unearthed as soon as possible through a city-wide maintenance effort. A regular maintenance schedule should then be established for periodic repairs of sidewalk cracking and restriping of crosswalks that fade with weather and wear.</li> </ul>

Table 6-2. Proposed New Policies and Policy Amendments

**City of Dunn Pedestrian Plan**  
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Best Practices Recommendations – Planning Efforts	
<b>Parks &amp; Open Space Planning</b>	■ Create a Parks and Open Space Master Plan that incorporates and expands upon the ultimate recommendations of this Plan, as well as the recently-adopted Landscape Ordinance.
<b>Pedestrian Design Standards</b>	■ Develop Engineering & Design Standards for pedestrian accommodations. Ensure that such guidelines explicitly state that all facilities must comply with the requirements outlined in the American Disabilities Act Accessibility Guidelines for Buildings and Facilities. These standards should generally follow those provided by this Plan, AASHTO, and MUTCD.
<b>Downtown Streetscape Plan</b>	■ In downtown, provide plenty of pedestrian facilities and street amenities, such as street trees, signage, trash cans, benches, and signature street lamps.
<b>Transportation Plan Update</b>	■ Update the Dunn-Erwin Transportation Plan to include recommendations of the Plan, especially recommendations in Section 3 and Section 5 regarding pedestrian-friendly bridges and roadway approaches to I-95 and pedestrian tunnel under the interstate.
<b>Bicycle Plan</b>	■ Apply to NCDOT for a Bicycle Planning Grant, and create the bicycling counterpart for this pedestrian master plan. Bicycling is an important accompaniment to walking, and increases the range as well as the number of destinations available.
<b>NC Main Street Program</b>	■ Participate in the N.C. Main Streets Program and seek other grant opportunities to continue to enhance the downtown area and promote it as a serious tourism and walking destination.
<b>Traffic Calming Toolbox</b>	■ Develop a “traffic calming toolbox” of treatments to slow traffic and improve pedestrian safety on streets with speeding problems. Treatments could include neckdowns, median islands, curb extensions and speed humps.
<b>Bike/Ped Committee</b>	■ Create a Bicycle & Pedestrian Advisory Committee to help facilitate implementation of the Pedestrian Plan.

Table 6-3. Proposed New Policies and Policy Amendments

## 6.2 Program Recommendations

Pedestrian facilities alone do not make a town pedestrian-friendly. A variety of programs should also be implemented to create and support a pedestrian-friendly culture. A pedestrian-friendly culture has several different characteristics, including the behavior of people when they are walking, the attitude of motorists in the community towards pedestrians, and the role of police and other law officials to enforce pedestrian safety. To address all of these elements, programs are often created to fit within the “three E’s” of pedestrian planning: education, encouragement, and enforcement.

Education programs teach others about safe pedestrian behaviors, the benefits of walking, and can assist people in feeling more comfortable with their “new” mode of travel. Education programs can also be used to teach motorists how to interact safely with pedestrians. Encouragement programs, like education



Figure 6-2. Sample SRTS Materials. *Using inexpensive materials, such as these simple stickers - available for free online and printed on Avery labels - can help create a fun, effective Safe Routes to School outreach program.*



Figure 6-3. Well-designed pedestrian safety and promotional materials are available for free from FHWA and the National Center for SRTS.  
Source: [www.saferoutesinfo.org](http://www.saferoutesinfo.org)

programs, can also teach about the benefits of walking, and serve to promote walking and pedestrian-friendly behavior through various activities and incentives. Finally, enforcement programs provide the “teeth” of a safe and legal pedestrian environment. When law enforcement officers and other officials protect pedestrians and encourage walking, this sends a clear message that the presence of pedestrians is a legitimate and permanent condition in the city’s transportation network. Additional resources for educational and enforcement resources are available at [www.walkinginfo.org](http://www.walkinginfo.org).

Tables 6-4 through 6-6 below include recommendations for a well-rounded pedestrian program in the City of Dunn.

Education Program Recommendations	
Safe Routes to School (SRTS) Program	Create a school-based curriculum that involves young students, teachers and parents in the development of school safety programs such as Walk to School Days. These programs can help educate children on safe walking behaviors and encourage more walking and healthier lifestyles. Apply to the North Carolina Department of Transportation for Safe Routes to School (SRTS) program funding, and then participate in SRTS action planning for making key improvements in the vicinity of local schools. More information on NCDOT’s SRTS initiative is available at <a href="http://www.ncdot.org/transit/bicycle/saferoutes/SafeRoutes.html">http://www.ncdot.org/transit/bicycle/saferoutes/SafeRoutes.html</a> .
Pedestrian Safety Campaign	Distribute educational brochures on child and adult pedestrian safety at local events and venues like the public library and schools, as well as to City staff and Police officers. Consider also creating TV and radio PSAs on pedestrian safety to create local awareness of issues such as school zone safety. The City might also consider posting bicycle and pedestrian related laws and safety information permanently on the Dunn City website for reference. NC’s pedestrian laws are discussed in Section 4.2; further information is available at <a href="http://www.ncdot.org/transit/bicycle/laws/laws_intro.html">http://www.ncdot.org/transit/bicycle/laws/laws_intro.html</a> . Finally, educational materials can address other local issues, such as the obstruction of walkways by parked cars or garbage cans.

Table 6-4. Proposed Education Programs

Enforcement Program Recommendations	
Traffic Enforcement	Work with the local police department to enforce speeding, failure to yield to pedestrians in crosswalks, and other violations in targeted areas such as school zones. Other enforcement options could include the purchase and rotating display of a speed trailer at problem spots where speeding and traffic issues are reported as a problem.
Pace Car Program	A pace car program is a participatory program for citizens to pledge to act as “pace cars” that obey signed speed limits at all times on Dunn streets. Pace car participants self-enforce the local speed limit and thereby help to set a normative speed in their community and set examples for courteous, law-abiding traffic behavior in their neighborhoods.

Table 6-5. Proposed Enforcement Programs

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<b>Encouragement Program Recommendations</b>	
<b>Healthy Dunn Program</b>	Work closely with the Betsy Johnson Memorial Hospital to design and implement a health-based advocacy program that includes walking clubs and events, along with the promotion of a local walking route and the Dunn-Erwin trail. This program should be promoted in local schools, Senior Centers and at City/County events (e.g. Farmer’s Market, Boogie Down on Broad Street, and Touchstone Energy Cotton Festival). A “Fitness Challenge” event and/or regular senior walking program could be incorporated. Business sponsors could help purchase low-cost pedometers and walking route maps for distribution.
<b>“DuWalk” Signed Route</b>	Establish a “DuWalk” walking route in cooperation with the Dunn Area Chamber of Commerce and Dunn Area Tourism Authority that connects the historic destinations in the City with textured pavement treatments (e.g., red brick inlays), wayfinding signage, and a promotional brochure and video piece for the City, Tourism, and Chamber websites. Consider carefully the opportunities for economic advancement, like offering discounts at area retailers and B&B’s along the route in exchange for a mention in the guide. The opportunity for “live-work-play” arrangements in Dunn is significant, and should be promoted as a central economic revitalization theme (West Jefferson, NC, as a successful example).
<b>Weekly/Monthly Walking Tours</b>	Establish regular pedestrian outings in Dunn for residents and/or tourists, which highlight the natural resources of the City, historical and cultural landmarks or popular parks and meeting places. This could be a weekly or monthly endeavor, organized to meet regularly at the same place/time, but using different routes and/or facilitators to spice things up. The walking tours might highlight local historic homes, arts and crafts, African American history, gardens or other natural resources. For examples of a successful set of heritage tours in New Bern, NC, visit <a href="http://www.visitnewbern.com/heritage_tours.htm">http://www.visitnewbern.com/heritage_tours.htm</a> .
<b>Commuter Challenge Event</b>	Create an annual or bi-annual Commuter Challenge event to promote walking to work. This event could be held on International Car-free Day or during Bike to Work Week (May). The Dunn Chamber of Commerce or a local civic group could help coordinate activities, including raffle prizes and discounts to participants who “pledge” to walk. International event information, resources and materials are available at <a href="http://www.worldcarfree.net/wcfd/">www.worldcarfree.net/wcfd/</a> .
<b>Walk to School Day</b>	As part of the local Safe Routes to School program, it is recommended that the City and County work with community members and local schools to promote an annual or bi-annual Walk to School Day. This event could be held on International Walk to School Day in October of each year and help to kick-off other Safe Routes to School programs by encouraging parents, teachers, students and community members to get involved. Info at: <a href="http://www.walktoschool.org">www.walktoschool.org</a> .
<b>Dunn 5K Walk/Run Event</b>	Walk/run events are very popular and can help to promote walking and running for recreational purposes, as well as health and wellness. The City should consider working with local businesses and nonprofit organizations to co-sponsor and organize an annual 5K or 10K Walk/Run event in Dunn.

Table 6-6. Proposed Encouragement Programs

### 6.3 Partnership Opportunities

Many of the education, encouragement and enforcement programs will be carried out by partnerships between City departments, local nonprofit and civic

organizations, business owners, developers and others. Creating strong partners in the citywide effort to improve pedestrian safety and increase walkability will help spread the word and awareness, as well as lead to programs that can withstand the test of time. Potential partners for implementation of the Dunn Pedestrian Plan include:

- Dunn Chamber of Commerce
- Harnett County Health Department
- Dunn-Erwin Trail Committee
- Betsy-Johnson Memorial Hospital
- City of Dunn Recreation Commission
- Local Neighborhoods Associations
- Police Athletic League
- Harnett County School System
- Local Parent Teacher Associations (PTAs)
- City of Dunn Police Department
- Harnett County Sheriff's Department
- City of Dunn Parks & Recreation Department
- Local Kiwanis, Lions and Rotary Clubs
- Women's Club of Dunn
- Harnett County MLK Committee



Figure 6-4. Organizations like the Police Athletic League (PAL) could be valuable partners in implementing various programmatic elements of the Pedestrian Plan, especially education components.

#### 6.4 Program Evaluation

Evaluation is a useful tool for measuring local progress after the adoption of a Plan. Following up on program activities to verify successes and make changes as needed, and tracking key indicators such as crash statistics, can help provide a focus for future implementation and re-evaluate new needs. It is recommended that the City of Dunn consider working with a citizen committee, such as the Recreation Committee or a new Bicycle/Pedestrian/SRTS Advisory Committee to help implement the Plan, track successes, re-evaluate needs and help to conduct future Plan updates. Key indicators that City staff, citizens and committee members might track include:

- Number of students walking/biking to school
- Records of pedestrian crashes in Dunn
- Participation in programs, such as the Pace Car Program or Healthy Dunn Program
- Database of sidewalk, greenway & intersection improvements



## Section 7. Implementation Plan

### 7.1 Introduction

Completion of the Dunn Pedestrian Plan is only the first step in creating a walkable community. The implementation of the Pedestrian Plan will require a coordinated effort amongst City officials, leaders, and citizen volunteers. This section provides a series of actions steps for moving forward with the recommendations of the Plan, as well as potential funding sources and partners for proposed projects. Additionally, this section identifies a phased implementation schedule that considers priority and cost with the goal of creating a pedestrian-friendly community over the next 20 year horizon.

### 7.2 Action Steps

Completing the following action steps will help guide the development of the proposed pedestrian network, and create a supportive program and policy environment for a more walkable Dunn. These steps will be crucial in moving forward with the overall recommendations of the Pedestrian Plan.

**1) Adopt this Plan.** Adoption of this Plan will be the first step to implementation for Dunn. Once adopted, the Plan should be forwarded to regional and state decision-makers, such as the RPO and NCDOT Division office, for inclusion in a regional planning and development processes.

**2) Form a Bicycle and Pedestrian Advisory Committee.** The pedestrian planning process has engaged many citizens in visioning and goal-setting for Dunn. Building on this momentum to keep citizens engaged in a permanent committee structure will allow continued citizen involvement in the Plan's implementation.

**3) Secure funding for the top priority projects.** In order for Dunn to become a more pedestrian-friendly city, it must have the priorities and the funding available to proceed with implementation. The City should work to secure funding for implementation of several high-priority projects (see Section 7.3) and develop a long-term funding strategy. This will help reinforce the commitment to the Pedestrian Plan and reaffirm to residents that the Plan is moving forward.

**4) Begin work on top priority projects listed in Section 7.3.** In addition to committing local funds to high-priority projects in the Pedestrian Plan, the City is in a unique position to work with NCDOT on a local Safe Routes to School (SRTS) project and/or seek other state, national or private funding sources for continued, long-term success in implementing the Plan.

This section summarizes project, program and policy recommendations into a set of short-term, mid-term and long-term implementation strategies for Dunn.

**5) Adopt policy changes that support the goals of the Pedestrian Plan.** Proposed ordinance changes that will be crucial to balancing the public/private burden of implementing this Pedestrian Plan are listed in Section 6 and below in Section 7.3. These include requiring sidewalks in all new development projects, establishing a street tree ordinance, and requiring the dedication of greenway easements to “bank” land for future trail construction.

**6) Embark on complementary planning efforts.** The City should incorporate the recommendations of the Pedestrian Plan into future and existing Plans developed and updated at the local, regional and statewide level. For instance, the recommendations of the Dunn Pedestrian Plan should be incorporated into the statewide Comprehensive Transportation Plan, which is currently under development for Division 6.

**7) Develop supportive education, encouragement and enforcement programs.** Pedestrian facilities alone do not make a town pedestrian-friendly. A variety of programs should also be implemented to create and support a pedestrian-friendly culture. Programs and policy priorities should be implemented alongside infrastructure improvements.

### **7.3 Project, Program and Policy Priorities**

The following tables summarize specific project, policy, and program recommendations that have been made in order of short-term, mid-term, and long-term time frames. Each table should be used by the City as a flexible framework for implementing the recommendations in the Plan – recognizing that it is important to capitalize on unexpected opportunities while also pursuing long term goals. In general, the City should consider working with a wide range of partners, such as those listed in Section 7.3, to implement various elements of the Plan and conduct periodic evaluations of projects, policies and programs after implementation.

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**Table 7-1.** *Spot Improvement Priorities for Dunn's sidewalk network*

Proposed Spot Improvement	From	To	Proposed Action	Length (Feet)	Estimated Cost
<b>Carr</b>	Clinton	Washington	2-block sidewalk gap project	789	\$ 59,211
<b>Cumberland</b>	Washington	Wilmington	1-block sidewalk gap project	450	\$ 22,500
<b>General Lee</b>	Pearsall	Broad	3-block sidewalk gap project	1118	\$ 55,900
<b>Guy*</b>	Granville	Friendly	3-block sidewalk gap project	1160	\$ 87,000
<b>Johnson</b>	Burke	Granville	1-block sidewalk gap project	305	\$ 22,872
<b>Orange</b>	Surles	Barrington	2.5-block sidewalk gap project	1064	\$ 53,183
<b>Pope</b>	Fayetteville	Clinton	3-block sidewalk gap project	1175	\$ 58,727
<b>Powell*</b>	Ashe	Friendly	2-block sidewalk gap project	1607	\$ 120,525
<b>Vance</b>	Washington	Codrington Park	2-block sidewalk gap project	1337	\$100,240

*\* Indicates added cost for curb & gutter (\$25/LF for C&G plus \$50/LF for sidewalk)*

Table 7-2. Short-term Recommendations (1 – 5 years)

SIDEWALK PROJECTS				
Proposed Sidewalk Location	From	To	Length (Feet)	Est. Project Cost
Cumberland 1 (US421)	General Lee	Broad	2527	\$126,329
Clinton (US301)	Cleveland	Granville	1721	\$86,071
Johnson	Railroad	Magnolia	1077	\$80,757
Divine	Canterbury	General Lee	1354	\$67,709
Pearsall 1	Watauga	Railroad	4031	\$130,550*
Granville 1 (US301)	King	Johnson	2787	\$139,348
Magnolia	Edgerton	Johnson	1774	\$133,067
POLICIES				
Description			Type	
Adopt Minimum Sidewalk Requirements			Ordinance	
Adopt ROW Dedication Requirement			Ordinance	
Adopt Sidewalk and Greenway Connection Requirement			Ordinance	
Adopt Street Tree Ordinance			Ordinance	
Establish Parking Lot Design and Setback Standards			Ordinance	
School Zone Designation			Internal Policy	
Establish a Bicycle/Pedestrian Advisory Committee			Planning Effort	
Develop a Citywide Bicycle Plan			Planning Effort	
Establish Payment In-lieu Policy			Internal Policy/ Ordinance	
Signage, Pedestrian Signals and Signal Timing			Internal Policy	
Develop a Downtown Streetscape Plan			Planning Effort	
PROGRAMS				
Description		Type	Potential Partners	
Safe Routes to School Program		Education	Harnett County Schools	
Walk to School Day		Encouragement	Harnett County Schools	
DuWalk Signed Route		Encouragement	Chamber of Commerce	
Pedestrian Safety Campaign		Education	Dunn Police Department	

\* 3-blocks (1,420 ft) of existing sidewalk deducted from total estimated cost for Pearsall 1 corridor project

**City of Dunn Pedestrian Plan**  
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**Table 7-3. Mid-term Recommendations (6 - 10 years)**

SIDEWALK PROJECTS				
Proposed Sidewalk Location	From	To	Length (Feet)	Est. Project Cost
Broad	General Lee	Cumberland	2525	\$126,250
McKay 1	Broad	Granville	3217	\$241,304
Granville 2 (US301)	Morris	King	2045	\$122,657
Edgerton 1	Fayetteville	Wilmington	2714	\$135,718
Washington	Hodges	Cleveland	5074	\$380,521
Erwin	Tilghman	Cumberland	2534	\$126,705
Cumberland 2 (US421)	Broad	Powell	2008	\$150,608
Pearsall 2	Elm	Sampson	2475	\$185,649
Sampson	Pearsall	Codrington Park	2464	\$184,766
Meadowlark	Fairground	Chelsea	3086	\$231,473
Elm	Duke	Jackson	3042	\$228,181
POLICIES				
Description			Type	
Curb Ramp Retrofit Program			Internal Policy	
Establish Overlay Districts			Ordinance	
Parks & Open Space Planning			Planning Effort	
Traffic Calming Toolbox			Planning Effort	
Establish Sidewalk Petition Process			Internal Policy	
Participate in the N.C. Main Streets Program			Planning Effort	
PROGRAMS				
Description		Type	Potential Partners	
Healthy Dunn Program		Encouragement	Betsy Johnson Hospital, Harnett Co. Health Dept	
Weekly Walking Tours		Encouragement	Dunn-Erwin Trail Committee; Local Boy/Girl Scout Troops	
Dunn 5K Walk/Run Event		Encouragement	Chamber of Commerce	
Pace Car Program		Enforcement	Dunn Police Department	

Table 7-4. Long-term Recommendations (11+ years)

SIDEWALK PROJECTS				
Proposed Sidewalk Location	From	To	Length (Feet)	Est. Project Cost
Wilson	Edgerton	Granville	2839	\$212,908
Spring Branch	Pope	Jackson	4600	\$229,991
Friendly	Powell	Fairground	6812	\$510,878
McKay 2	Susan Tart	Broad	3678	\$275,854
Edgerton 2	Wilmington	Holland	2148	\$161,119
Susan Tart	Tilghman	McKay	3613	\$271,005
Cumberland 4 (US421)	Sampson	Winterlochen	3860	\$289,491
Fairground	US301	Beale	4834	\$362,579
Duke	McKay	Hodges	2777	\$208,268
Cumberland 3 (US421)	Powell	ETJ (Black River)	3861	\$289,563
Tilghman	Susan Tart	Erwin	3275	\$245,603
Jackson	Hodges	Spring Branch	2709	\$203,188
POLICIES				
Description			Type	
Develop and Adopt Street Design Criteria			Planning Effort/Ordinance	
PROGRAMS				
Description		Type	Potential Partners	
Commuter Challenge Event		Encouragement	Chamber of Commerce	
Traffic Enforcement		Enforcement	Dunn Police Department	

### 7.3.1 Other Physical Improvements

In addition to the proposed sidewalk improvements listed in the implementation schedules above, a number of other recommendations have been made throughout the Plan to produce beneficial changes in the pedestrian environment. These include construction of several new greenway trails, which will produce a valuable recreational and transportation asset to Dunn. The final greenway trail recommendations are shown in Table 7-5.

**Table 7-5. Final Greenway Trail Recommendations (in priority order)**

Phase	Proposed Greenway Trail	Total Trail Length	Estimated Cost (Paved Trail)	Estimated Cost (Unpaved Trail)
<i>Short-term</i>	<b>Downtown Trail</b>	9,191ft* (1.74 miles) *6,600ft existing sidewalk on Ellis, Broad and Clinton Streets plus 2,591ft new trail along the railroad easement from Ellis to Clinton Streets for a downtown "loop"	\$ 343,000 (new trail) + signage	\$ 49,000 (new trail) + signage
<i>Mid-term</i>	<b>School Connector Trail</b>	8,010 ft (1.52 miles)	\$ 1,164,000	\$ 152,000
<i>Long-term</i>	<b>Hanna's Pond Trail</b>	11,150 ft (2.11 miles)	\$ 1,477,000	\$ 211,000
<i>Long-term</i>	<b>Black River Trail</b>	26,000 ft (4.92 miles)	\$ 3,444,000	\$ 492,000

Crossing improvements have been recommended in Section 5 of the Pedestrian Plan to enhance pedestrian safety at local intersections and key pedestrian crossings. The proposed crossing improvements, categorized into implementation phases (based on priority) are included in Table 7-6 below.

Table 7-6. Final Crossing Improvement Recommendations

Phase	Priority	Crossing Location	Recommended Treatments	Estimated Cost
Short	1	Cumberland St & Wilmington St	New traffic signal with pedestrian signals and high-visibility crosswalks	\$101,200
Short	2	Cumberland St & Washington St	Standard crosswalks for north-south crossings (Washington St legs)	\$200
Short	3	Broad St & Ellis St	Add crosswalks and pedestrian signals to existing signalized intersection	\$5,000
Short	4	Broad St & RR	Create sidewalk connections; add transition over tracks	\$3,200
Short	5	Cumberland St & RR	Create sidewalk connections; add transition over tracks.	\$3,200
Short	6	Harnett St & Ellis St	Crosswalks and pedestrian signals; "No Right on Red" signage (4 legs)	\$5,360
Short	7	Meadowlark Rd & Chelsea St	Add mobile in-street "Yield to Peds" sign during school hours	\$250
Short	8	Granville St & Clinton Ave	Add crosswalks and pedestrian signals to existing signalized intersection	\$5,000
Mid	9	Ashe St & Dunn-Erwin Trail (south)	Install flashers, crosswalks & advanced "Ped Xing" pavement marking	\$5,700
Mid	10	Ashe St & Dunn-Erwin Trail (north)	Install flashers, crosswalks & advanced "Ped Xing" pavement marking	\$5,700
Mid	11	Broad St & General Lee St	Install high-visibility crosswalks and in-street "Yield to Peds" sign	\$2,200
Mid	12	Cumberland St & Broad St	Tighten curb radii; install median refuge islands, crosswalks, ped signals	\$35,000
Mid	13	Fairground Rd & Beale St	New traffic signal with pedestrian signals and high-visibility crosswalks	\$101,200
Mid	14	Cumberland St & Commerce Dr	Extend median refuge; install crosswalks and pedestrian signals	\$9,000
Mid	15	Cumberland St & Briarcliff Rd	Crosswalks & pedestrian signals; extend median refuge; tighten radii	\$35,000
Mid	16	Erwin Rd & Powell Rd	Add crosswalks and pedestrian signals to existing signalized intersection	\$5,000
Mid	17	Cumberland St & Black River Bridge	Add sidewalks & pedestrian railing to existing bridge	N/A
Mid	18	Cumberland St & Canterbury St	Further study needed	N/A
Mid	19	Broad St & Orange St	Install high-visibility crosswalks	\$ 1,200
Long	20	Erwin Rd & Tilghman Rd	New traffic signal with crosswalk & pedestrian signals; tighten curb radii	\$121,200
Long	21	Cumberland St & Elm St	Further study needed	N/A
Long	22	Meadowlark Rd & Beasley St	Further study needed	N/A
Long	23	Fairground Rd & Sycamore St	Further study needed	N/A
Long	NR	Granville St & RR	Transition over tracks when/if sidewalk installed	\$3,200
Long	NR	Divine St & RR	Transition over tracks when/if sidewalk installed	\$3,200
Long	NR	Duke St & RR	Transition over tracks when/if sidewalk installed	\$3,200
Long	NR	Edgerton & RR	Transition over tracks when/if sidewalk installed	\$3,200
Long	NR	I-95 Underpass	Construct pedestrian underpass during future I-95 construction	\$4 million



**City of Dunn Pedestrian Plan**  
Section 7: Implementation Plan

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In addition to these formal project recommendations in Section 5, additional recommendations are made in Section 5-4 for the following engineering programs or facilities.

- Create a regular maintenance schedule for existing sidewalks and crosswalks.
- Work with the NCDOT Rail Division and CSX to improve the conditions of pedestrian crossings of the railroad, especially those identified in this Plan, making smoother transitions over the railroad tracks and providing aesthetic enhancements.
- Create pocket parks that provide refuge along a system of walking trails; an example of one such location would be the abandoned rail car location. Connecting these park areas with signature landscaping and gateway treatments would help to improve and coordinate the aesthetics of the City.
- Consider developing a pedestrian focus area at East Denim Drive/Erwin Road and Powell Avenue to accommodate the new residential development taking place at this location, and that could be connected to nearby shopping opportunities.
- Provide pedestrian-scale lighting, street trees and landscaping, alleyway improvements and other enhancements to the downtown walking environment during upcoming streetscaping project in Downtown Dunn.
- Improve local alleyways to make them more user-friendly for pedestrians through better lighting and landscaping. One recommended improvement would be to enhance the attractiveness of the alley connecting planned Parking Lot #2 to Broad Street, potentially converting it to a pedestrian-only access at some future time. Other immediate options would be to install lighting and use landscaping planters to create a nice pedestrian walkway.
- Formalize a citywide 35mph speed limit (unless otherwise signed) and post related warning signs at the gateway entrances into the City, such as off of I-95.
- Create a system of pedestrian wayfinding signs and complementary route maps for the downtown walking trail and the “DuWalk” routes (proposed in Section 6).
- Consider the use of in-street “Yield to Pedestrians” signage at problem intersections.
- Install street lighting as necessary along dark corridors for pedestrian safety.

## 7.4 Partnership Opportunities

Many of the education, encouragement and enforcement programs will be carried out by partnerships between City departments, local nonprofit and civic organizations, business owners, developers and others. Creating strong partners in the citywide effort to improve pedestrian safety and increase walkability will help spread the word and awareness, as well as lead to programs that can withstand the test of time. Potential partners for implementation of the Dunn Pedestrian Plan include:

- Dunn Chamber of Commerce
- Harnett County Health Department
- Dunn-Erwin Trail Committee
- Betsy-Johnson Memorial Hospital
- City of Dunn Recreation Commission
- Local Neighborhoods Associations
- Police Athletic League
- Harnett County School System
- Local Parent Teacher Associations (PTAs)
- City of Dunn Police Department
- Harnett County Sheriff's Department
- City of Dunn Parks & Recreation Department
- Local Kiwanis, Lions and Rotary Clubs
- Women's Club of Dunn



Figure 7-1. Organizations like the Dunn Chamber of Commerce could be valuable partners in implementing various programmatic elements of the Pedestrian Plan, especially education and encouragement components.

## 7.5 Program Evaluation

Evaluation is a useful tool for measuring local progress after the adoption of a Plan. Following up on program activities to verify successes and make changes as needed, and tracking key indicators such as crash statistics, can help provide a focus for future implementation and re-evaluate new needs. It is recommended that the City of Dunn consider working with a citizen committee, such as the Recreation Committee or a new Bicycle/Pedestrian/SRTS Advisory Committee to help implement the Plan, track successes, re-evaluate needs and help to conduct future Plan updates. Key indicators that City staff, citizens and committee members might track include:

- Number of students walking/biking to school

- Records of pedestrian crashes in Dunn
- Participation in programs, such as the Pace Car Program or Healthy Dunn Program
- Database of sidewalk, greenway & intersection improvements

## 7.6 Funding

Pedestrian facilities are constructed – and therefore funded – through a number of avenues. Funding can be divided into four categories: local, state, federal, and private funding. The following paragraphs describe some of the more prominent sources in each category. Dunn should tap into all of these sources, and search for others as well, in order to take advantage of the funds available.

### 7.6.1 Local Funding

Currently, Dunn does not have an annual budget line item specifically for pedestrian improvements. In the future, Dunn may wish to consider creating a specific annual budget item to set aside funds for improving pedestrian facilities, especially “spot improvements” to the local sidewalk network. A specific budget item is the most direct way to ensure that funding for pedestrian facilities is available, but sometimes a city’s budget may be too limited to finance this work. Pedestrian facilities can also be built through “incidental” projects, by ensuring that such features are constructed with any new projects or improvements, such as parks and recreation facilities, libraries, schools, and new roads. In addition, future private development should be reviewed for adequate pedestrian access and connections. As discussed in the policy recommendations of *Section 6: Programs and Policy Recommendations*, this may mean the City should require developers to install sidewalk with new construction. The City should also consider teaming with other organizations that may have their own projects in Dunn, such as the Dunn-Erwin Trail Committee, the Mid-Carolina Council of Government (RPO) and the North Carolina Department of Transportation.

Municipalities also often plan for the funding of pedestrian facilities or improvements through development of Capital Improvement Programs (CIP). Typical capital funding mechanisms include the following: capital reserve fund, capital protection ordinances, municipal service district, tax increment financing, taxes, fees, and bonds. Each of these categories is described below.

- **Capital Reserve Fund.** Municipalities have statutory authority to create capital reserve funds for any capital purpose, including pedestrian facilities. The reserve fund must be created through ordinance or resolution that states the purpose of the fund, the duration of the fund, the approximate amount of the fund, and the source of revenue for the fund. Sources of revenue can include general fund allocations, fund balance allocations, grants and donations for the specified use.
- **Capital Project Ordinances.** Municipalities can pass Capital Project Ordinances that are project specific. The ordinance identifies and makes appropriations for the project.
- **Municipal Service District.** Municipalities have statutory authority to establish municipal service districts, to levy a property tax in the district additional to the citywide property tax, and to use the proceeds to provide services in the district. Downtown revitalization projects are one of the eligible uses of service districts.
- **Tax Increment Financing.** Tax increment financing is a tool to use future gains in taxes to finance the current improvements that will create those gains. When a public project, such as the construction of a greenway, is carried out, there is an increase in the value of surrounding real estate. Oftentimes, new investment in the area follows such a project. This increase in value and investment creates more taxable property, which increases tax revenues. These increased revenues can be referred to as the “tax increment.” Tax Increment Financing dedicates that increased revenue to finance debt issued to pay for the project. TIF is designed to channel funding toward improvements in distressed or underdeveloped areas where development would not otherwise occur. TIF creates funding for public projects that may otherwise be unaffordable to localities. The large majority of states have enabling legislation for tax increment financing.
- **Installment Purchase Financing.** As an alternative to debt financing of capital improvements, communities can execute installment/ lease purchase contracts for improvements. This type of financing is typically used for relatively small projects that the seller or a financial institution is willing to finance or when up-front funds are unavailable. In a lease purchase contract the community leases the property or improvement from the seller or financial institution. The lease is paid in installments that include principal, interest, and associated costs. Upon completion of the lease period, the community owns

the property or improvement. While lease purchase contracts are similar to a bond, this arrangement allows the community to acquire the property or improvement without issuing debt. These instruments, however, are more costly than issuing debt.

- **Taxes.** Many communities have raised money through self-imposed increases in taxes and bonds. For example, Pinellas County residents in Florida voted to adopt a one-cent sales tax increase, which provided an additional \$5 million for the development of the overwhelmingly popular Pinellas Trail. Sales taxes have also been used in Allegheny County, Pennsylvania, and in Boulder, Colorado to fund open space projects. A gas tax is another method used by some municipalities to fund public improvements. A number of taxes provide direct or indirect funding for the operations of local governments. Some of them are:
  - *Sales Tax.* In North Carolina, the State has authorized a sales tax at the state and county levels. Local governments that choose to exercise the local option sales tax (all counties currently do), use the tax revenues to provide funding for a wide variety of projects and activities. Any increase in the sales tax, even if applying to a single county, must gain approval of the state legislature.
  - *Property Tax.* Property taxes generally support a significant portion of a municipality's activities. However, the revenues from property taxes can also be used to pay debt service on general obligation bonds issued to finance greenway system acquisitions. Because of limits imposed on tax rates, use of property taxes to fund greenways could limit the municipality's ability to raise funds for other activities. Property taxes can provide a steady stream of financing while broadly distributing the tax burden. In other parts of the country, this mechanism has been popular with voters as long as the increase is restricted to parks and open space. Note, other public agencies compete vigorously for these funds, and taxpayers are generally concerned about high property tax rates.
  - *Excise Taxes.* Excise taxes are taxes on specific goods and services. These taxes require special legislation and the use of the funds generated through the tax are limited to specific uses. Examples include lodging, food, and beverage taxes that generate funds for promotion of tourism, and the gas tax that generates revenues for transportation related activities.
  - *Occupancy Tax.* The NC General Assembly may grant towns the authority to levy occupancy tax on hotel and motel rooms. The act granting the

taxing authority limits the use of the proceeds, usually for tourism-promotion purposes.

- **Fees.** Three fee options that have been used by local governments to assist in funding pedestrian and bicycle facilities are listed here:
  - *Stormwater Utility Fees.* Greenway sections may be purchased with stormwater fees, if the property in question is used to mitigate floodwater or filter pollutants. Stormwater charges are typically based on an estimate of the amount of impervious surface on a user's property. Impervious surfaces (such as rooftops and paved areas) increase both the amount and rate of stormwater runoff compared to natural conditions. Such surfaces cause runoff that directly or indirectly discharges into public storm drainage facilities and creates a need for stormwater management services. Thus, users with more impervious surface are charged more for stormwater service than users with less impervious surface. The rates, fees, and charges collected for stormwater management services may not exceed the costs incurred to provide these services. The costs that may be recovered through the stormwater rates, fees, and charges includes any costs necessary to assure that all aspects of stormwater quality and quantity are managed in accordance with federal and state laws, regulations, and rules.
  - *Streetscape Utility Fees.* Streetscape Utility Fees could help support streetscape maintenance of the area between the curb and the property line through a flat monthly fee per residential dwelling unit. Discounts would be available for senior and disabled citizens. Non-residential customers would be charged a per foot fee based on the length of frontage on streetscape improvements. This amount could be capped for non-residential customers with extremely large amounts of street frontage. The revenues raised from Streetscape Utility fees would be limited by ordinance to maintenance (or construction and maintenance) activities in support of the streetscape.
  - *Impact Fees.* Developers can be required to provide greenway impact fees through local enabling legislation. Impact fees, which are also known as capital contributions, facilities fees, or system development charges, are typically collected from developers or property owners at the time of building permit issuance to pay for capital improvements that provide capacity to serve new growth. The intent of these fees is to avoid burdening existing customers with the costs of providing capacity to serve

new growth (“growth pays its own way”). Greenway impact fees are designed to reflect the costs incurred to provide sufficient capacity in the system to meet the additional needs of a growing community. These charges are set in a fee schedule applied uniformly to all new development. Communities that institute impact fees must develop a sound financial model that enables policy makers to justify fee levels for different user groups, and to ensure that revenues generated meet (but do not exceed) the needs of development. Factors used to determine an appropriate impact fee amount can include: lot size, number of occupants, and types of subdivision improvements. If Holly Springs is interested in pursuing open space impact fees, it will require enabling legislation to authorize the collection of the fees.

- **Exactions.** Exactions are similar to impact fees in that they both provide facilities to growing communities. The difference is that through exactions it can be established that it is the responsibility of the developer to build the greenway or pedestrian facility that crosses through the property, or adjacent to the property being developed.
- **Payment In-Lieu Fees.** As an alternative to requiring developers to dedicate on-site sidewalk or greenway sections that would serve their development, some communities provide a choice of paying a front-end charge for off-site protection of pieces of the larger system. Payment is generally a condition of development approval and recovers the cost of the off-site land acquisition or the development’s proportionate share of the cost of a regional facility serving a larger area. Some communities prefer payment in-lieu fees. This alternative allows community staff to purchase land worthy of protection rather than accept marginal land that meets the quantitative requirements of a developer dedication but falls a bit short of qualitative interests.
- **Bonds and Loans.** Bonds have been a very popular way for communities across the country to finance their pedestrian and greenway projects. A number of bond options are listed below. Contracting with a private consultant to assist with this program may be advisable. Since bonds rely on the support of the voting population, an education and awareness program should be implemented prior to any vote. Billings, Montana used the issuance of a bond in the amount of \$599,000 to provide the matching funds for several of their TEA-21 enhancement dollars. Austin, Texas has also used bond issues to fund a portion of their bicycle and trail system.

- *Revenue Bonds.* Revenue bonds are bonds that are secured by a pledge of the revenues from a certain local government activity. The entity issuing bonds, pledges to generate sufficient revenue annually to cover the program's operating costs, plus meet the annual debt service requirements (principal and interest payment). Revenue bonds are not constrained by the debt ceilings of general obligation bonds, but they are generally more expensive than general obligation bonds.
- *General Obligation Bonds.* Cities, counties, and service districts generally are able to issue general obligation (G.O.) bonds that are secured by the full faith and credit of the entity. In this case, the local government issuing the bonds pledges to raise its property taxes, or use any other sources of revenue, to generate sufficient revenues to make the debt service payments on the bonds. A general obligation pledge is stronger than a revenue pledge, and thus may carry a lower interest rate than a revenue bond. Frequently, when local governments issue G.O. bonds for public enterprise improvements, the public enterprise will make the debt service payments on the G.O. bonds with revenues generated through the public entity's rates and charges. However, if those rate revenues are insufficient to make the debt payment, the local government is obligated to raise taxes or use other sources of revenue to make the payments. G.O. bonds distribute the costs of land acquisition and greenway development and make funds available for immediate purchases and projects. Voter approval is required.
- *Special Assessment Bonds.* Special assessment bonds are secured by a lien on the property that benefits by the improvements funded with the special assessment bond proceeds. Debt service payments on these bonds are funded through annual assessments to the property owners in the assessment area.
- *State Revolving Fund (SRF) Loans.* Initially funded with federal and state money, and continued by funds generated by repayment of earlier loans, State Revolving Funds (SRFs) provide low interest loans for local governments to fund water pollution control and water supply projects including many watershed management activities. These loans typically require a revenue pledge, like a revenue bond, but carry a below market interest rate and limited term for debt repayment (20 years).
- **Facility Maintenance Districts.** Facility Maintenance Districts (FMDs) can be created to pay for the costs of on-going maintenance of public facilities and



landscaping within the areas of the Town where improvements have been concentrated and where their benefits most directly benefit business and institutional property owners. An FMD is needed in order to assure a sustainable maintenance program. Fees may be based upon the length of lot frontage along streets where improvements have been installed, or upon other factors such as the size of the parcel. The program supported by the FMD should include regular maintenance of streetscape or off road trail improvements. The municipality can initiate public outreach efforts to merchants, the Chamber of Commerce, and property owners. In these meetings, Town staff will discuss the proposed apportionment and allocation methodology and will explore implementation strategies. The municipality can manage maintenance responsibilities either through its own staff or through private contractors.

### **7.6.2 State Transportation Funding**

Dunn should also consider reaching out to state and national funding sources for assistance in constructing pedestrian facilities. State and national funding are a combined category because many of the state entities administer national funds. The North Carolina Department of Transportation (NCDOT) is the single largest source of funding available to Dunn for pedestrian facilities, with the following potential funding sources:

- **State Transportation Improvement Program (STIP)** – This program is the overall funding source for study, design, and construction of major transportation projects, including pedestrian facilities, in the state. Frequently, projects funded by the STIP are also partly funded by other sources, including matching funds from local municipalities. Pedestrian facilities are eligible for funding from this program as independent projects separate from a roadway construction, widening, or some other sort of roadway work, but one of the most cost-effective and efficient ways to gain funding for pedestrian facility construction is to incorporate them as incidental to a larger project. Overall, most pedestrian accommodations within the state are made as incidental improvements.

In North Carolina, the Department of Transportation, Division of Bicycle and Pedestrian Transportation (DBPT, or “Division”) manages the Transportation Improvement Program (TIP) selection process for independent bicycle and pedestrian projects. Projects programmed into the TIP as “independent

projects” are those which are not related to a scheduled highway project. “Incidental projects” – those related to a scheduled highway project – are bicycle and pedestrian accommodations, such as sidewalks, included as incidental features of highway projects. In addition, pedestrian-safe railings are a standard feature of all highway construction. Most bicycle and pedestrian safety accommodations built by NCDOT are included as part of scheduled highway improvement projects funded with a combination of National Highway System funds and State Highway Trust Funds.

The Division has an annual budget of \$6 million. Eighty percent of these funds are from STP-Enhancement funds, while the State Highway Trust Fund provides the remaining 20 percent of the funding. Each year, the DBPT regularly sets aside a total of \$200,000 of TIP funding for NCDOT to fund projects such as training workshops, pedestrian safety and research projects, and other pedestrian needs statewide. Those interested in learning about training workshops, research and other opportunities should contact the DBPT for information.

A total of \$5.3 million dollars of TIP funding is available for funding various bicycle and pedestrian independent projects, including the construction of multi-use trails, the striping of bicycle lanes, and the construction of paved shoulders, among other facilities. Prospective applicants are encouraged to contact the DBPT regarding funding assistance for bicycle and pedestrian projects. For a detailed description of the TIP project selection process, visit: [http://www.ncdot.org/transit/bicycle/funding/funding\\_TIP.html](http://www.ncdot.org/transit/bicycle/funding/funding_TIP.html).

- **Transportation Enhancement Program** - The Enhancement Unit administers a portion of the enhancement funding set-aside through the Call for Projects process. In North Carolina the Enhancement Program is a federally funded cost reimbursement program with a focus upon improving the transportation experience in and through local North Carolina communities either culturally, aesthetically or environmentally. The program seeks to encourage diverse modes of travel, increase benefits to communities and to encourage citizen involvement. This is accomplished through the following twelve qualifying activities:
  1. Bicycle and Pedestrian Facilities
  2. Bicycle and Pedestrian Safety
  3. Acquisition of Scenic Easements, Scenic or Historic Sites
  4. Scenic or Historic Highway Programs (including tourist or welcome centers)

5. Landscaping and other Scenic Beautification
6. Historic Preservation
7. Rehabilitation of Historic Transportation Facilities
8. Preservation of Abandoned Rail Corridors
9. Control of Outdoor Advertising
10. Archaeological Planning and Research
11. Environmental Mitigation
12. Transportation Museums

Funds are allocated based on an equity formula approved by the Board of Transportation. The formula is applied at the county level and aggregated to the regional level. Available fund amount varies. In previous Calls, the funds available ranged from \$10 million to \$22 million. The Call process takes place on even numbered years or as specified by the Secretary of Transportation. The Next Call is anticipated to take place in 2009. For more information, visit: [www.ncdot.org/financial/fiscal/Enhancement](http://www.ncdot.org/financial/fiscal/Enhancement).

- **Spot Improvement Program** - The NCDOT Bicycle and Pedestrian Transportation Division budgets \$500,000/year for “spot” safety improvements throughout the State. These improvements include items such as signing, grate replacement, bike rack installations, hazard remediation at skewed railroad crossings, and other small-scale improvements. The Spot Improvement Program is used only for bicycle and pedestrian projects; however, it should not be viewed as a priority source for funding identified projects. It is typically used for small-scale and special-situation projects that are not of a significantly large enough scale to merit being a TIP project. Taking these requirements into consideration, proposals for projects should be submitted directly to the Bicycle & Pedestrian Transportation Division.
- **Small Urban Funds** – Small Urban Funds are available for small improvement projects in urban areas. Each NCDOT Highway Division has \$2 million of small urban funds available annually. Although not commonly used for bicycle facilities, local requests for small bicycle projects can be directed to the NCDOT Highway Division office for funding through this source. A written request should be submitted to the Division Engineer providing technical information such as location, improvements being requested, timing, etc. for thorough review.
- **Hazard Elimination Program** – This program focuses on projects intended for locations that should have a documented history of previous crashes. Bicycle

and pedestrian projects are eligible for this program, although the funds are not usually used for this purpose. This program is administered through the NCDOT Division of Highways. Similar to the Small Urban Funds, it is a significantly limited funding source.

- **Powell Bill Funds** – Annually, State street-aid (Powell Bill) allocations are made to incorporated municipalities which establish their eligibility and qualify as provided by statute. This program is a state grant to municipalities for the purposes of maintaining, repairing, constructing, reconstructing or widening of local streets that are the responsibility of the municipalities or for planning, construction, and maintenance of bikeways or sidewalks along public streets and highways. Funding for this program is collected from fuel taxes. Amount of funds are based on population and mileage of town-maintained streets. For more information, visit [www.ncdot.org/financial/fiscal/ExtAuditBranch/Powell\\_Bill/powellbill.html](http://www.ncdot.org/financial/fiscal/ExtAuditBranch/Powell_Bill/powellbill.html).
- **Governor's Highway Safety Program (GHSP)** – The mission of the GHSP is to promote highway safety awareness and reduce the number of traffic crashes in the state of North Carolina through the planning and execution of safety programs. GHSP funding is provided through an annual program, upon approval of specific project requests. Amounts of GHSP funds vary from year to year, according to the specific amounts requested. Communities may apply for a GHSP grant to be used as seed money to start a program to enhance highway safety. Once a grant is awarded, funding is provided on a reimbursement basis. Evidence of reductions in crashes, injuries, and fatalities is required. For information on applying for GHSP funding, visit: [www.ncdot.org/programs/ghsp/](http://www.ncdot.org/programs/ghsp/).
- **Sidewalk Program** – Each year, a total of \$1.4 million in STP-Enhancement funding is set aside for sidewalk construction, maintenance and repair. Each of the 14 highway divisions across the state receives \$100,000 annually for this purpose. Funding decisions are made by the district engineer. Prospective applicants are encouraged to contact their district engineer for information on how to apply for funding.
- **Safe Routes to School Program** –The NCDOT Safe Routes to School Program is a federally funded program that was initiated by the passing of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) in 2005, which establishes a national SRTS program to distribute

funding and institutional support to implement SRTS programs in states and communities across the country. SRTS programs facilitate the planning, development, and implementation of projects and activities that will improve safety and reduce traffic, fuel consumption, and air pollution in the vicinity of schools. The Division of Bicycle and Pedestrian Transportation at NCDOT is charged with disseminating SRTS funding. The State of North Carolina has been allocated \$15 million in Safe Routes to School funding for fiscal years 2005 through 2009 for infrastructure or non-infrastructure projects. All proposed projects must relate to increasing walking or biking to and from an elementary or middle school. An example of a non-infrastructure project is an education or encouragement program to improve rates of walking and biking to school. An example of an infrastructure project is construction of sidewalks around a school. Infrastructure improvements under this program must be made within 2 miles of an elementary or middle school. The state requires the completion of a competitive application to apply for funding. For more information, visit [www.ncdot.org/programs/safeRoutes](http://www.ncdot.org/programs/safeRoutes) or contact the DBPT / NCDOT at (919) 807-0774.

- **Community Development Block Grants (CDBG)** – CDBG funding is intended to help communities provide housing, create suitable living environments, and expand economic opportunities primarily in low- and medium-income areas. Dunn could use these grant funds for recreation facilities and planning. It should be noted that CDBG Funds are highly competitive and the requirements are extensive. For more information, please see: [www.hud.gov/offices/cpd/communitydevelopment/programs](http://www.hud.gov/offices/cpd/communitydevelopment/programs).

### 7.6.3 Other State Funding Sources

Several other North Carolina-sponsored opportunities for acquiring planning, design, and / or construction monies are available through state-level institutions that are not associated with the Department of Transportation. These opportunities are described briefly below.

- **The North Carolina Conservation Tax Credit (managed by NCDENR).** This program, managed by the North Carolina Department of Environment and Natural Resources, provides an incentive (in the form of an income tax credit) for landowners that donate interests in real property for conservation purposes. Property donations can be fee simple or in the form of conservation easements or bargain sale. The goal of this program is to manage stormwater,

protect water supply watersheds, retain working farms and forests, and set-aside greenways for ecological communities, public trails, and wildlife corridors. For more information, visit:

[www.enr.state.nc.us/conservationtaxcredit/](http://www.enr.state.nc.us/conservationtaxcredit/).

- **Land and Water Conservation Fund (LWCF).** The Land and Water Conservation Fund (LWCF) program is a reimbursable, 50/50 matching grants program to states for conservation and recreation purposes, and through the states to local governments to address "close to home" outdoor recreation needs. LWCF grants can be used by communities to build a trail within one park site, if the local government has fee-simple title to the park site. Grants for a maximum of \$250,000 in LWCF assistance are awarded yearly to county governments, incorporated municipalities, public authorities and federally recognized Indian tribes. The local match may be provided with in-kind services or cash. The program's funding comes primarily from offshore oil and gas drilling receipts, with an authorized expenditure of \$900 million each year. However, Congress generally appropriates only a small fraction of this amount. The allotted money for the year 2007 is \$632,846. The Land and Water Conservation Fund (LWCF) has historically been a primary funding source of the US Department of the Interior for outdoor recreation development and land acquisition by local governments and state agencies. In North Carolina, the program is administered by the Department of Environment and Natural Resources. Since 1965, the LWCF program has built a permanent park legacy for present and future generations. In North Carolina alone, the LWCF program has provided more than \$63 million in matching grants to protect land and support more than 800 state and local park projects. More than 37,000 acres have been acquired with LWCF assistance to establish a park legacy in our state. For more information, visit: <http://ils.unc.edu/parkproject/lwcf/home1.html>.
- **NC Adopt-A-Trail Grant Program.** This program, operated by the Trails Section of the NC Division of State Parks, offers annual grants to local governments to build, renovate, maintain, sign and map and create brochures for pedestrian trails. Grants are generally capped at about \$5,000 per project and do not require a match. A total of \$108,000 in Adopt-A-Trail money is awarded annually to government agencies. Applications are due during the month of February. For more information, visit: <http://ils.unc.edu/parkproject/trails/grant.html>.

- **Recreational Trails Program.** The Recreational Trails Program (RTP) is a grant program funded by Congress with money from the federal gas taxes paid on fuel used by off-highway vehicles. This program's intent is to meet the trail and trail-related recreational needs identified by the Statewide Comprehensive Outdoor Recreation Plan. Grant applicants must be able contribute 20% of the project cost with cash or in-kind contributions. The program is managed by the State Trails Program, which is a section of the N.C. Division of Parks and Recreation. The grant application is available and instruction handbook is available through the State Trails Program website at <http://ils.unc.edu/parkproject/trails/home.html>. Applications are due during the month of February. For more information, call (919) 715-8699.
  
- **North Carolina Parks and Recreation Trust Fund (PARTF).** The fund was established in 1994 by the North Carolina General Assembly and is administered by the Parks and Recreation Authority. Through this program, several million dollars each year are available to local governments to fund the acquisition, development and renovation of recreational areas. PARTF funds are allocated through the North Carolina Trails Program to help fund beach accesses, state trail systems, and local trail construction efforts. Applicable projects require a 50/50 match from the local government. Grants for a maximum of \$500,000 are awarded yearly to county governments or incorporated municipalities. The fund is fueled by money from the state's portion of the real estate deed transfer tax for property sold in North Carolina. For this last, the City of Wilson would need to apply for the grant (although joint applications – for example, with the Wilson County Public School System – are permissible, one agency must serve as the lead sponsor), which is a one-to-one match on local funds. Only about 30% of the PARTF program goes to fund local trail programs, and the selection process is therefore highly competitive. Selection is based on numerous factors including geographic equity, population size, and scoring criteria that notably incorporate the following: presence of planning documents that support the project; public outreach that shows support; site suitability; size/impact of project; and commitment to operating and maintaining the project upon completion. As with most grant programs, the sponsor should be prepared to adhere closely to the rules governing the grant program, including the preparation of detailed expenditure reports and requests for reimbursement ([www.ncparks.gov/About/grants/partf\\_main.php](http://www.ncparks.gov/About/grants/partf_main.php)). For information on how to apply, visit: [www.partf.net/learn.html](http://www.partf.net/learn.html).

- **Clean Water Management Trust Fund.** This fund was established in 1996 and has become one of the largest sources of money in North Carolina for land and water protection. At the end of each fiscal year, 6.5 percent of the unreserved credit balance in North Carolina's General Fund, or a minimum of \$30 million, is placed in the CWMTF. The revenue of this fund is allocated as grants to local governments, state agencies and conservation non-profits to help finance projects that specifically address water pollution problems. CWMTF funds may be used to establish a network of riparian buffers and greenways for environmental, educational, and recreational benefits. The fund has provided funding for land acquisition of numerous greenway projects featuring trails, both paved and unpaved. For a history of awarded grants in North Carolina and more information about this fund and applications, visit [www.cwmtf.net/](http://www.cwmtf.net/).
- **Natural Heritage Trust Fund.** This trust fund, managed by the NC Natural Heritage Program, has contributed millions of dollars to support the conservation of North Carolina's most significant natural areas and cultural heritage sites. The NHTF is used to acquire and protect land that has significant habitat value. Some large wetland areas may also qualify, depending on their biological integrity and characteristics. Only certain state agencies are eligible to apply for this fund, including the Department of Environment and Natural Resources, the Wildlife Resources Commission, the Department of Cultural Resources and the Department of Agriculture and Consumer Services. As such, municipalities must work with State level partners to access this fund. Additional information is available from the NC Natural Heritage Program. For more information and grant application information, visit [www.ncnhtf.org/](http://www.ncnhtf.org/).
- **North Carolina Conservation Tax Credit Program.** 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. For more information, visit: [www.enr.state.nc.us/conservationtaxcredit/](http://www.enr.state.nc.us/conservationtaxcredit/).
- **Urban and Community Forestry Assistance Program.** This program offers small grants that can be used to plant urban trees, establish a community arboretum, or other programs that promote tree canopy in urban areas. The



program operates as a cooperative partnership between the NC Division of Forest Resources and the USDA Forest Service, Southern Region. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, and an urban forestry-management plan. All of these can be funded through the program. For more information, contact the NC Division of Forest Resources. For more information and a grant application, contact the NC Division of Forest Resources and/or visit

[http://www.dfr.state.nc.us/urban/urban\\_grantprogram.htm](http://www.dfr.state.nc.us/urban/urban_grantprogram.htm).

- **Ecosystem Enhancement Program.** Developed in 2003 as a new mechanism to facilitate improved mitigation projects for NC highways, this program offers funding for restoration projects and for protection projects that serve to enhance water quality and wildlife habitat in NC. Information on the program is available by contacting the Natural Heritage Program in the NC Department of Environment and Natural Resources (NCDENR). For more information, visit [www.nceep.net/pages/partners.html](http://www.nceep.net/pages/partners.html) or call 919-715-0476.
- **Conservation Reserve Enhancement Program (CREP).** This program is a joint effort of the North Carolina Division of Soil and Water Conservation, the NC Clean Water Management Trust Fund, the Ecosystem Enhancement Program (EEP), and the Farm Service Agency - United States Department of Agriculture (USDA) to address water quality problems of the Neuse, Tar-Pamlico and Chowan river basins as well as the Jordan Lake watershed area. CREP is a voluntary program that seeks to protect land along watercourses that is currently in agricultural production. The objectives of the program include: installing 100,000 acres of forested riparian buffers, grassed filter strips and wetlands; reducing the impacts of sediment and nutrients within the targeted area; and providing substantial ecological benefits for many wildlife species that are declining in part as a result of habitat loss. Program funding will combine the Federal Conservation Reserve Program (CRP) funding with State funding from the Clean Water Management Trust Fund, Agriculture Cost Share Program, and North Carolina Wetlands Restoration Program. The program is managed by the NC Division of Soil and Water Conservation. For more information, visit [www.enr.state.nc.us/dswc/pages/crep.html](http://www.enr.state.nc.us/dswc/pages/crep.html).
- **Agriculture Cost Share Program.** Established in 1984, this program assists farmers with the cost of installing best management practices (BMPs) that benefit water quality. The program covers as much as 75 percent of the costs to implement BMPs. The NC Division of Soil and Water Conservation within the

NC Department of Environment and Natural Resources administers this program through local Soil and Water Conservation Districts (SWCD). For more information, visit

[www.enr.state.nc.us/DSWC/pages/agcostshareprogram.html](http://www.enr.state.nc.us/DSWC/pages/agcostshareprogram.html) or call 919-733-2302.

- **Water Resources Development Grant Program.** The NC Division of Water Resources offers cost-sharing grants to local governments on projects related to water resources. Of the seven project application categories available, the category which relates to the establishment of greenways is “Land Acquisition and Facility Development for Water-Based Recreation Projects.” Applicants may apply for funding for a greenway as long as the greenway is in close proximity to a water body. For more information, see: [www.ncwater.org/Financial\\_Assistance](http://www.ncwater.org/Financial_Assistance) or call 919-733-4064.
- **The North Carolina Division of Forest Resources.** Urban and Community Forestry Grant can provide funding for a variety of projects that will help toward planning and establishing street trees as well as trees for urban open space. For more information, refer to the following website: [http://www.dfr.state.nc.us/urban/urban\\_ideas.htm](http://www.dfr.state.nc.us/urban/urban_ideas.htm).
- **Small Cities Community Development Block Grants.** State level funds are allocated through the NC Department of Commerce, Division of Community Assistance to be used to promote economic development and to serve low-income and moderate-income neighborhoods. Greenways that are part of a community’s economic development plans may qualify for assistance under this program. Recreational areas that serve to improve the quality of life in lower income areas may also qualify. Approximately \$50 million is available statewide to fund a variety of projects. For more information, visit [www.hud.gov/offices/cpd/communitydevelopment/programs/stateadmin](http://www.hud.gov/offices/cpd/communitydevelopment/programs/stateadmin) or call 919-733-2853.
- **North Carolina Health and Wellness Trust Fund.** The NC Health and Wellness Trust Fund was created by the General Assembly as one of 3 entities to invest North Carolina’s portion of the Tobacco Master Settlement Agreement. HWTF receives one-fourth of the state’s tobacco settlement funds, which are paid in annual installments over a 25-year period. Fit Together, a partnership of the NC Health and Wellness Trust Fund (HWTF) and Blue Cross and Blue Shield of North Carolina (BCBSNC) established the Fit Community designation and grant program to recognize and rewards North Carolina communities’ efforts

to support physical activity and healthy eating initiatives, as well as tobacco-free school environments. Fit Community is one component of the jointly sponsored Fit Together initiative, a statewide prevention campaign designed to raise awareness about obesity and to equip individuals, families and communities with the tools they need to address this important issue. All North Carolina municipalities and counties are eligible to apply for a Fit Community designation, which will be awarded to those that have excelled in supporting physical activity, healthy eating and tobacco use prevention in communities, schools, and workplaces.

Designations are valid for two years, and designated communities may have the opportunity to reapply for subsequent two-year extensions. The benefits of being a Fit Community include heightened statewide attention that can help bolster local community development and/or economic investment initiatives (highway signage and a plaque for the Mayor's or County Commission Chair's office will be provided), as well as the use of the Fit Community designation logo for promotional and communication purposes.

The application for Fit Community designation is available on the Fit Together Web site: [www.FitTogetherNC.org/FitCommunity.aspx](http://www.FitTogetherNC.org/FitCommunity.aspx). Fit Community grants are designed to support innovative strategies that help a community meet its goal to becoming a Fit Community. Eight to nine, two-year grants of up to \$30,000 annually will be awarded to applicants that have a demonstrated need, proven capacity, and opportunity for positive change in addressing physical activity and/or healthy eating. For more information, visit: [www.healthwellnc.com](http://www.healthwellnc.com).

#### 7.6.4 Federal Funding Sources

Federal transportation dollars are used for a number of the funding programs listed in Section 7.6.3, however other non-transportation programs are available through the federal government to fund pedestrian facilities, many of which are geared toward parks and recreation, natural resource conservation and environmental stewardship. These funding options are as follows:

- **Wetlands Reserve Program.** This federal funding source is a voluntary program offering technical and financial assistance to landowners who want to restore and protect wetland areas for water quality and wildlife habitat. The US Department of Agriculture's Natural Resource Conservation Service (USDA-NRCS) administers the program and provides direct payments to private

landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors. For more information, visit <http://www.nrcs.usda.gov/PROGRAMS/wrp/>.

- **The Community Development Block Grant (HUD-CDBG).** The U.S. Department of Housing and Urban Development (HUD) offers financial grants to communities for neighborhood revitalization, economic development, and improvements to community facilities and services, especially in low and moderate income areas. Several communities have used HUD funds to develop greenways, including the Boulding Branch Greenway in High Point, North Carolina. Grants from this program range from \$50,000 to \$200,000 and are either made to municipalities or non-profits. There is no formal application process. For more information, visit: [www.hud.gov/offices/cpd/communitydevelopment/programs/](http://www.hud.gov/offices/cpd/communitydevelopment/programs/).
- **USDA Rural Business Enterprise Grants.** Public and private nonprofit groups in communities with populations under 50,000 are eligible to apply for grant assistance to help their local small business environment. \$1 million is available for North Carolina on an annual basis and may be used for sidewalk and other community facilities. For more information from the local USDA Service Center, visit: <http://www.rurdev.usda.gov/rbs/buspr/beg.htm>.
- **Rivers, Trails and Conservation Assistance Program (RTCA).** The Rivers, Trails, and Conservation Assistance Program, also known as the Rivers and Trails Program or RTCA, is the community assistance arm of the National Park Service. RTCA staff provides technical assistance to community groups and local, State, and federal government agencies so they can conserve rivers, preserve open space, and develop trails and greenways. The RTCA program implements the natural resource conservation and outdoor recreation mission of the National Park Service in communities across America. Although the program does not provide funding for projects, it does provide valuable on-the-ground technical assistance, from strategic consultation and partnership development to serving as liaison with other government agencies. Communities must apply for assistance. For more information, visit: [www.nps.gov/ncrc/programs/rtca](http://www.nps.gov/ncrc/programs/rtca) or call Chris Abbett, Program Leader, at 404-562-3175 ext. 522.
- **Public Lands Highways Discretionary Fund.** The Federal Highway Administration administers discretionary funding for projects that will reduce

congestion and improve air quality. The FHWA issues a call for projects to disseminate this funding. The FHWA estimates that the PLHD funding for the 2007 call will be \$85 million. In the past, Congress has earmarked a portion of the total available funding for projects. For information on how to apply, visit: <http://www.fhwa.dot.gov/discretionary/>.

### 7.6.5 Private Funding and Partnerships

Another method of funding pedestrian systems and greenway trails is to partner with public agencies, private companies and/or not-for-profit organizations. Contrary to NCDOT and federal funding, most private funding sources offer limited grants. In addition, public-private partnerships engender a spirit of cooperation, civic pride and community participation. The key to the involvement of private partners is to make a compelling argument for their participation. Major employers and developers should be identified and provided with a "Benefits of Walking" handout for themselves and their employees. Very specific routes that make critical connections to place of business would be targeted for private partners' monetary support following a successful master planning effort. Potential partners include major employers which are located along or accessible to pedestrian facilities such as multi-use paths or greenways. Name recognition for corporate partnerships could be accomplished through trailhead signage or interpretive signage along greenway systems. Utilities often make good partners and many trails now share corridors with them. Money raised from providing an easement to utilities can help defray the costs of maintenance. It is important to have a lawyer review the legal agreement and verify ownership of the subsurface, surface or air rights in order to enter into an agreement.

The following paragraph provides a description of some private funding sources that Dunn might consider.

- **Local Trail Sponsors.** A sponsorship program for trail amenities allows smaller donations to be received from both individuals and businesses. Cash donations could be placed into a trust fund to be accessed for certain construction or acquisition projects associated with the greenways and open space system. Some recognition of the donors is appropriate and can be accomplished through the placement of a plaque, the naming of a trail segment, and/or special recognition at an opening ceremony. Types of gifts

other than cash could include donations of services, equipment, labor, or reduced costs for supplies.

- **Volunteer Work.** It is expected that many citizens will be excited about the development of a greenway corridor. Individual volunteers from the community can be brought together with groups of volunteers from church groups, civic groups, scout troops and environmental groups to work on greenway development on special community work days. Volunteers can also be used for fund-raising, maintenance, and programming needs.
- **Private Foundations and Organizations.** Many communities have solicited greenway funding assistance from private foundations and other conservation-minded benefactors. Below are a few examples of private funding opportunities available in North Carolina.
  - *Land for Tomorrow Campaign.* Land for Tomorrow is a diverse partnership of businesses, conservationists, farmers, environmental groups, health professionals and community groups committed to securing support from the public and General Assembly for protecting land, water and historic places. The campaign is asking the North Carolina General Assembly to support issuance of a bond for \$200 million a year for five years to preserve and protect its special land and water resources. Land for Tomorrow will enable North Carolina to reach a goal of ensuring that working farms and forests; sanctuaries for wildlife; land bordering streams, parks and greenways; land that helps strengthen communities and promotes job growth; historic downtowns and neighborhoods; and more, will be there to enhance the quality of life for generations to come. For more information, visit <http://www.landfortomorrow.org/>.
  - *The Trust for Public Land.* Land conservation is central to the mission of the Trust for Public Land (TPL). Founded in 1972, the Trust for Public Land is the only national nonprofit working exclusively to protect land for human enjoyment and well being. TPL helps conserve land for recreation and spiritual nourishment and to improve the health and quality of life of American communities. Since 1972, TPL has worked with willing landowners, community groups, and national, state, and local agencies to complete more than 3,000 land conservation projects in 46 states, protecting more than 2 million acres. Since 1994, TPL has helped states and communities craft and pass over 330 ballot measures, generating almost \$25 billion in new conservation-related funding. TPL's legal and

real estate specialists work with landowners, government agencies, and community groups for the creation of urban parks and greenways, open space dedication, and land conservation. For more information, visit <http://www.tpl.org/>.

- *Z. Smith Reynolds Foundation.* This Winston-Salem based Foundation has been assisting the environmental projects of local governments and non-profits in North Carolina for many years. The foundation has two grant cycles per year and generally does not fund land acquisition. However, the foundation may be able to support municipalities in other areas of greenways development. More information is available at [www.zsr.org](http://www.zsr.org).
- *North Carolina Community Foundation.* The North Carolina Community Foundation, established in 1988, is a statewide foundation seeking gifts from individuals, corporations, and other foundations to build endowments and ensure financial security for nonprofit organizations and institutions throughout the state. Based in Raleigh, North Carolina, the foundation also manages a number of community affiliates throughout North Carolina that make grants in the areas of human services, education, health, arts, religion, civic affairs, and the conservation and preservation of historical, cultural, and environmental resources. In addition, the foundation manages various scholarship programs statewide. Web site: <http://nccommunityfoundation.org>.
- *National Trails Fund.* In 1998, the American Hiking Society created the National Trails Fund, the only privately supported national grants program providing funding to grassroots organizations working toward establishing, protecting and maintaining foot trails in America. Each year, 73 million people enjoy foot trails, yet many of our favorite trails need major repairs due to a \$200 million in badly needed maintenance. National Trails Fund grants give local organizations the resources they need to secure access, volunteers, tools and materials to protect America's cherished public trails. For 2005, American Hiking distributed over \$40,000 in grants thanks to the generous support of Cascade Designs and L.L. Bean, the program's Charter Sponsors. To date, American Hiking has granted more than \$240,000 to 56 different trail projects across the U.S. for land acquisition, constituency building campaigns, and traditional trail work projects. Awards range from \$500 to \$10,000 per project. The American Hiking Society will consider project types such as acquisition of trails and trail corridors, building and maintaining and constituency building around

specific trail projects including volunteer recruitment and support. For more information on the National Trails fund, consult: [www.americanhiking.org/alliance/fund.html](http://www.americanhiking.org/alliance/fund.html).

#### 7.6.6 Recognition Programs

Similar to funding sources, recognition programs can be administered through both public and private entities. Although recognition programs may not include funding, through highlighting recipient achievements, they provide free marketing to make a city more attractive to visitors, businesses, and future residents.

- **Robert Wood Johnson Foundation Active Living By Design Awards** - Active Living by Design is a national program of the Robert Wood Johnson Foundation and is administered by the UNC School of Public Health. The program establishes innovative approaches to increase physical activity through community design, public policies and communications strategies. Active Living by Design is funding 25 community partnerships across the country to demonstrate how changing community design will impact physical activity. Although funding is currently not available for additional communities, the City of Dunn should continue to monitor Active Living by Design as a potential funding source should the City chose to make a commitment to healthy living. For more information, please see: <http://www.activelivingbydesign.org/>.

#### 7.7 Conclusion

Using this plan as a guide, the City of Dunn should be able to create a better, safer network of sidewalks, greenway trails, paths, and crossings for pedestrians. The City's next steps should begin to immediately address the short-term priority program, policy, and project recommendations. At the same time, the City should also start to lay the groundwork for the longer term recommendations by developing relationships with potential partners such as the Dunn Chamber of Commerce, the Harnett County Health Department and the Betsy Johnson Hospital, and by starting to budget for future projects. Most importantly, the City should continue its efforts to raise awareness about the importance of making a community more walkable in order to continue to cultivate support for more pedestrian improvements and programs. Residents, visitors, and local leaders



should be familiar with the economic, health, and environmental benefits of a community in which there is less dependence on automobiles and more reliance on foot travel as not only a form of recreation, but also as a form of transportation.

As a small city anticipating significant growth and development, Dunn is in an ideal situation to develop a more walkable community. The City should capitalize on its location and its attractions, such as the Dunn-Erwin Trail, to reinforce its existing pedestrian infrastructure with new projects and improvements. With careful planning, deliberate steps and persistence, Dunn can become a more pedestrian-friendly community.

## Resources and Citations

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<sup>1</sup> After various administrative adjustments for programs within the Surface Transportation Program, or "STP", there is a 10% set-aside for Transportation Enhancements. The 10% set-aside is allocated within NCDOT to internal programs such as the Bicycle/Pedestrian Division, the Rail Division, the Roadside Environmental Unit, and others. The Enhancement Unit administers a portion of the set-aside through the Call for Projects process.