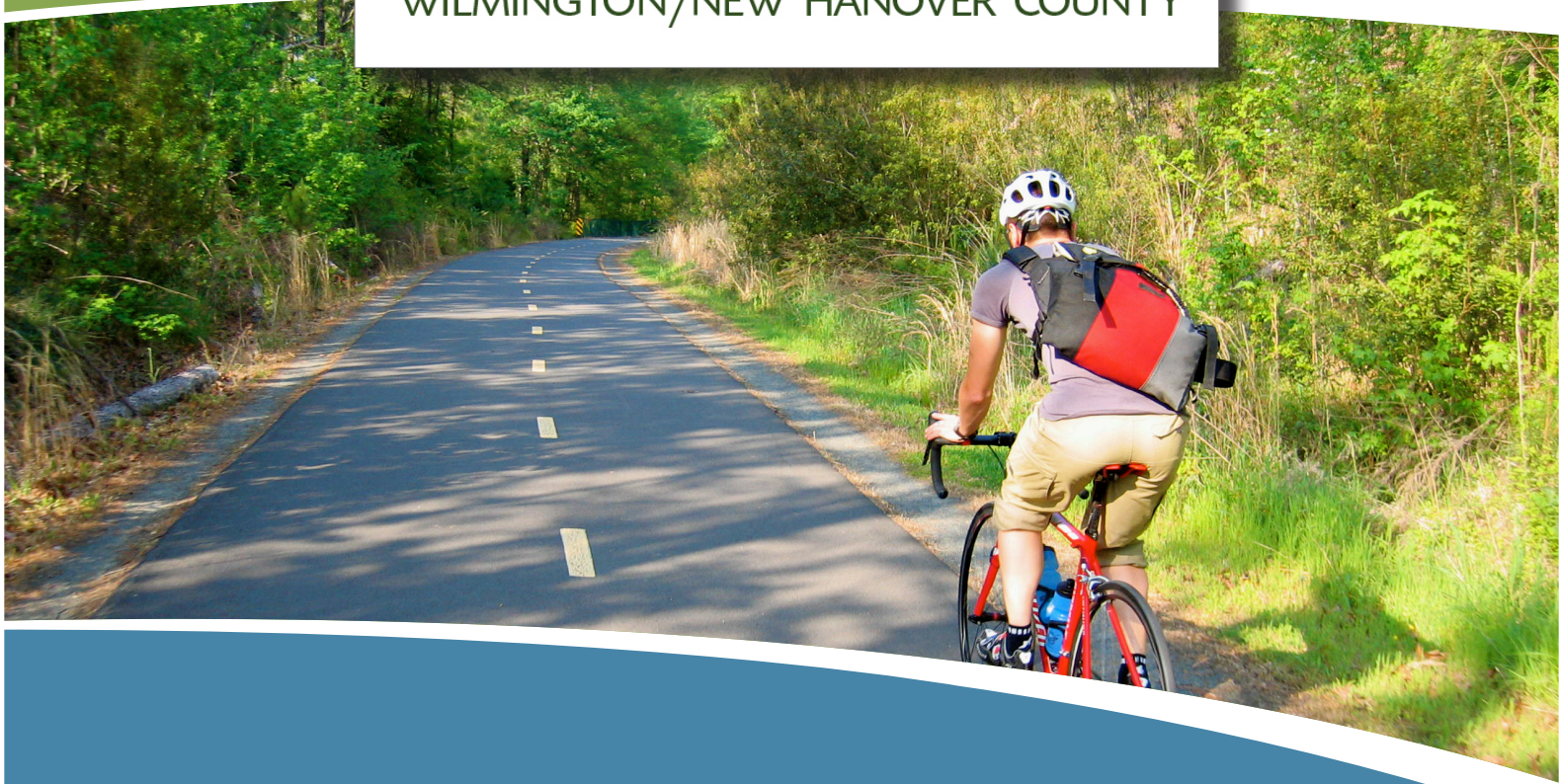




MOVE. PLAY. CONNECT.

# COMPREHENSIVE GREENWAY PLAN

WILMINGTON/NEW HANOVER COUNTY



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- Policy  
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# IMPLEMENTATION

## OVERVIEW

This chapter defines a structure for managing the implementation of the Wilmington/ New Hanover County greenways program. Implementing the recommendations within this plan will require leadership and dedication to trail development on the part of a variety of agencies. Equally critical, and perhaps more challenging, will be meeting the need for a recurring source of revenue. Even small amounts of local funding could be very useful and beneficial when matched with outside sources. Most importantly, the local governments within the region need not accomplish the recommendations of this Plan by acting alone; success will be realized through collaboration with state and federal agencies, the private sector, and non-profit organizations.

Given the present day economic challenges faced by local governments (as well as their state, federal, and private sector partners), it is difficult to know what financial resources will be available to implement this plan. However, there are still important actions to take in advance of major investments, including key organizational steps, the initiation of education and safety programs, and the development of strategic lower-cost trail projects. Following through on these priorities will allow the key stakeholders to be prepared for regional trail development over time while taking advantage of strategic opportunities, both now and as opportunities arise. Key Action Steps fall into three categories: policies, programs, and infrastructure. **More detailed action steps tied to each of these categories are found in the table at the end of this chapter** along with the responsible agency and expected timeframe for completion.

## POLICY ACTION STEPS

Several policy steps are crucial to the success of future greenway development. These steps will legitimize the recommendations found in this plan and enable the right-of-way acquisition necessary to carry out those recommendations.

## ADOPT THE PLAN

Adoption procedures vary from community to community depending on existing plans and policies. In each jurisdiction, the planning board (as applicable) should review and recommend the plan to its governing body, which in turn must consider and officially incorporate the recommended trails of this plan into its land-use plans. The following entities should adopt this plan:

- The Wilmington Urban Area Metropolitan Planning Organization
- The City of Wilmington
- New Hanover County
- The Town of Wrightsville Beach

- The Town of Carolina Beach
- The Town of Kure Beach
- The Cape Fear Public Utility Authority

Adoption of this plan also signifies that the design guidelines provided in **Chapter 5** are established as trail standards for each of the adopting agencies. This will establish consistency in design across jurisdictional boundaries and ensure that future trails will function as multi-use facilities accommodating a variety of user types.

For NCDOT and NCDENR, this plan and its recommended trail routes should be approved, and should be included in the future planning for each agency. For example, NCDOT should refer to this document when assessing impact for future projects and plans. Likewise, NCDENR's Division of Parks and Recreation should refer to this Plan in any projects relating to the state parks in New Hanover County, such as Carolina Beach State Park or the Fort Fisher State Recreation Area.

### ESTABLISH LAND RIGHT-OF-WAY ACQUISITION MECHANISMS

It is recommended that each local zoning and subdivision ordinance be amended to ensure that, as developments are planned and reviewed, the greenway corridors and blue-way access areas identified in this plan are protected. This would entail amending development regulations to have developers set aside land for trails whenever a development proposal overlaps with the proposed routes, as adopted. In jurisdictions where applicable, compliance with the plan should be verified during the review of the Technical Review Committee (TRC). The WMPO staff member on the TRC of New Hanover County and the City of Wilmington should ensure that an effective review of all bicycle and pedestrian elements of proposed developments takes place.

In addition, local policies should be revised so that all new sewer and utility easements allow for public access as a matter of right. Although many easements do not currently prohibit greenway development, they do require the approval of landowners, increasing the complexity of trail development in these easements.

Trail right-of-way acquisition can be accomplished through a number of other methods where trail recommendations run through currently developed areas. Wherever acquisition is successful, property owners should be approached and informed by the implementing agency (e.g., the municipality, the county, NCDENR, etc.) in advance of the design process.

### PROGRAM ACTION STEPS

While policies provide a legal basis for greenway development, the program recommendations of this plan will help to build community support for the greenways program and establish a strong bicycling and walking culture.

## FORM A GREENWAYS ADVISORY COMMITTEE

Leadership from individuals representing key stakeholders is essential to move the trail system from concept to reality. These individuals will help advocate for the trail, and in their professional and personal capacity, they will seek out opportunities to utilize synergies with other projects, individuals, and organizations to keep the trail system a priority in the ever-present competition for resources.

It is advised that the steering committee and stakeholders for the planning process be reconstituted as a Greenways Advisory Committee (GAC) and that new leaders be invited to join, with an eye towards accomplishing the tasks that lie ahead. The GAC should be a forum for leaders to convene periodically to discuss progress, share resources and tools, and otherwise coordinate trail planning and development activities.

## CONTINUE COMMUNICATIONS EFFORTS

A subgroup of the GAC should continue the communication campaign to assist in celebrating successes as greenway development occurs and otherwise raise awareness of the trail system and its benefits. The Friends of Blueways and Greenways Group described in this chapter could play a key role in this effort. A key first task of this group is the design and implementation of a bicycle and pedestrian wayfinding system - please refer to Chapter 5: Design Guidelines for more information about signage and wayfinding.

## ESTABLISH A MONITORING PROGRAM

From the beginning, and continuously through the life of the GAC, it should brainstorm specific benchmarks to track through a monitoring program and honor their completion with public events and media coverage. Monitoring should be supported by programs recommended in Chapter 4, including an Annual Count Program and a Greenways Report Card. Benchmarks should be revisited and revised periodically as the greenways program evolves.

## INFRASTRUCTURE ACTION STEPS

While establishing the policies and programs described, agencies should move forward on infrastructure development by proceeding with the design and construction of priority projects. They should also work to identify funding for longer-term, higher-cost projects.

## IDENTIFY FUNDING

Achieving the vision that is defined within this plan will require, among other things, a stable and recurring source of funding. Communities across the country that have successfully engaged in trail programs have relied on multiple funding sources to achieve their goals. No single source of funding will meet the recommendations identified in this plan. Instead, stakeholders will need to work cooperatively with all the municipality, state, and federal partners to generate funds sufficient to implement the program.

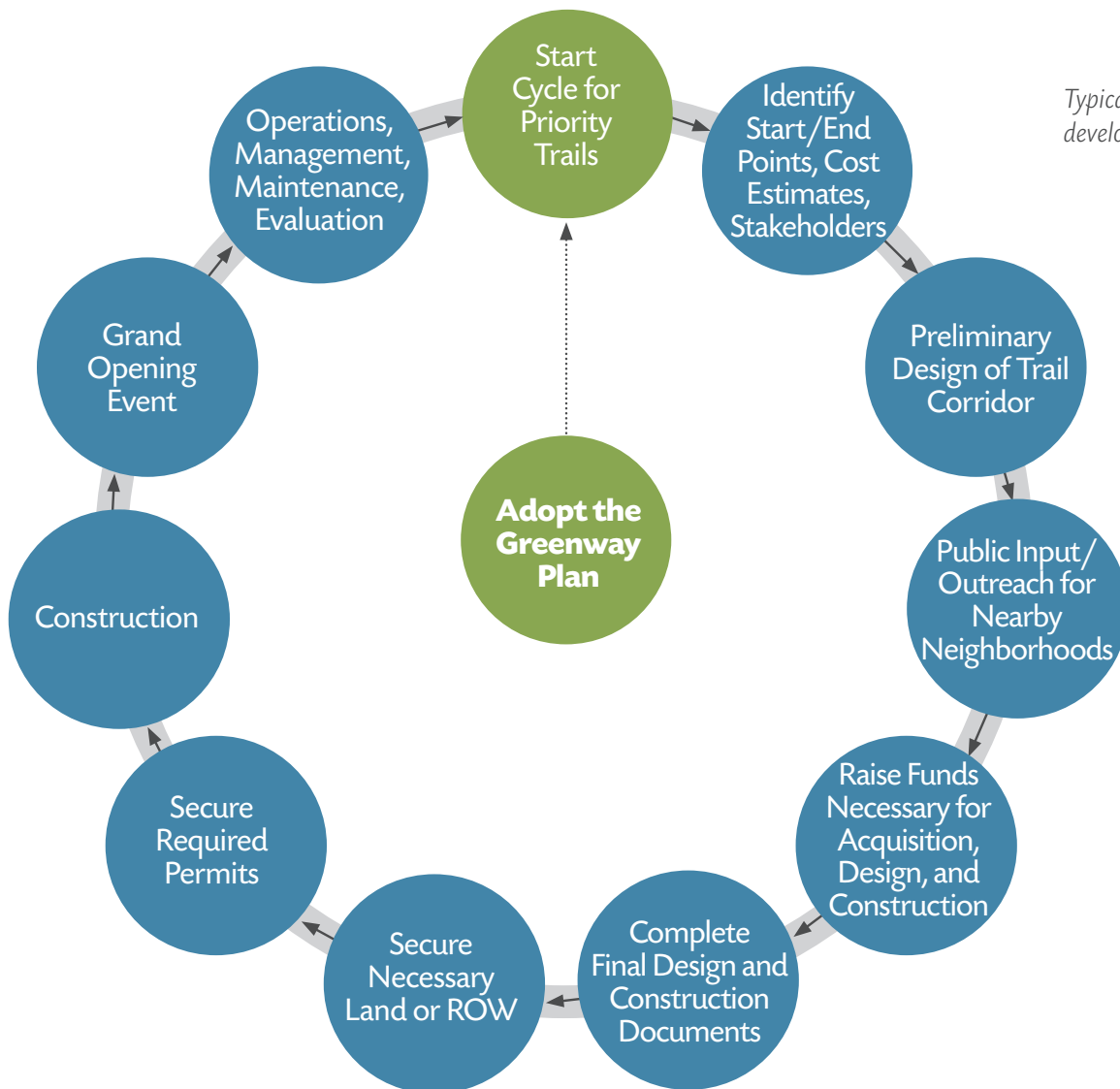
A stable and recurring source of revenue is needed to generate funding that can then be used to leverage grant dollars from state, federal, and private sources. The ability of the local agencies to generate a source of funding for trails depends on a variety of factors, such as taxing capacity, budgetary resources, voter preferences, and political will. It is very important that these local agencies explore the ability to establish a stable and recurring source of revenue for trails.

Donations from individuals or companies are another potential source of local funding. The Greenways Advisory Committee should establish an Adopt-A-Greenway program as a mechanism to collect these donations. In addition to a formalized program, a website should be set up as an easy way for individuals to donate smaller amounts. The need for a donation mechanism was identified during the stakeholder interviews that took place at the beginning of the planning process.

Federal and state grants should be pursued along with local funds to pay for trail ROW acquisition and trail design, construction, and maintenance expenses. "Shovel-ready" designed projects should be prepared in the event that future federal stimulus funds become available. Recommended funding sources may be found in **Appendix E: Funding Resources**.

### COMPLETE PRIORITY TRAIL PROJECTS

By moving forward quickly on priority trail projects, agencies in the region will demonstrate their commitment to carrying out this plan and will better sustain enthusiasm generated during the public outreach stages of the planning process. Refer to **Chapter 3: Recommendations** for priority trail project ranking and prioritization methodology.



*Typical greenway development process*



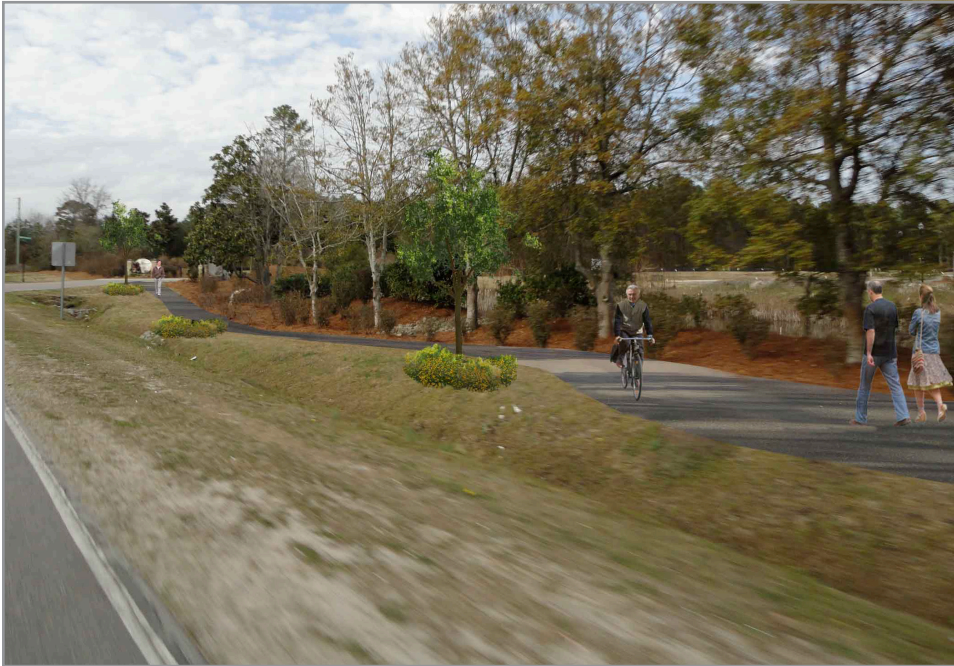
**Priority Trail Example:** Burnt Mill Creek, part of the proposed Downtown Trail. Existing conditions (left) and proposed trail rendering (below).



**Priority Trail Example:** Hugh McRae Park Trail. Existing conditions near Independence Mall (left) and proposed trail rendering (below).



**Priority Trail Example:** Carolina Beach Road Trail. Existing conditions (right) and proposed trail rendering (below).



**Priority Trail Example:** Dow Road Trail. Existing conditions (right) and proposed trail rendering (below).



## DESIGN, CONSTRUCT, AND MAINTAIN TRAILS

Once a trail segment is selected and land is acquired, trail design typically follows. For this plan, some trail segments simply need to be signed, not requiring a full design phase. Other segments will require varying degrees of clearing and natural surface grading, but still may be able to be implemented without design or construction documents. It will be essential for County, City, and Town staff to determine the intended uses of a particular segment and to design and construct with those uses in mind. Intended uses of the trail will dictate the ideal trail surface and will have a direct bearing on the construction and maintenance costs.

Trail construction costs will vary, and until a project is put out for competitive bid, there is no way to accurately determine local prices. A competitive bid process should ask for the cost of trail construction using the three most common trail construction surfaces (granite screening, asphalt, and concrete) in order to fully understand the costs and potential savings when making a decision between one building material over another.

Preliminary design plans should be reviewed by multiple stakeholders, including emergency service personnel, so they can offer suggestions and have their voices heard from the very beginning. There is sometimes a disconnect between the designer and operating staff. Designs that are pleasing to the eye are not always conducive to good and inexpensive maintenance. Therefore, it is imperative that cost saving should be a part of any design, with a thorough review of the plans while they are still in a preliminary stage.

Security starts in the design phase as well. There is much that can be done in designing a trail system that greatly reduces the risk of crime. Local police departments should be consulted early on in order to seek their advice and to alert them that the trail will be built and that they need to plan for it as well. Well-placed lights, wide-open spaces along the trail, removal of underbrush, and easily accessible trailheads all add to the security matrix. Routine patrols and staff members in uniform will alert people that the trail is being watched. Security tips and procedures can be conveyed on bulletin boards, on brochures, and in informal gatherings led by park staff along the trail.

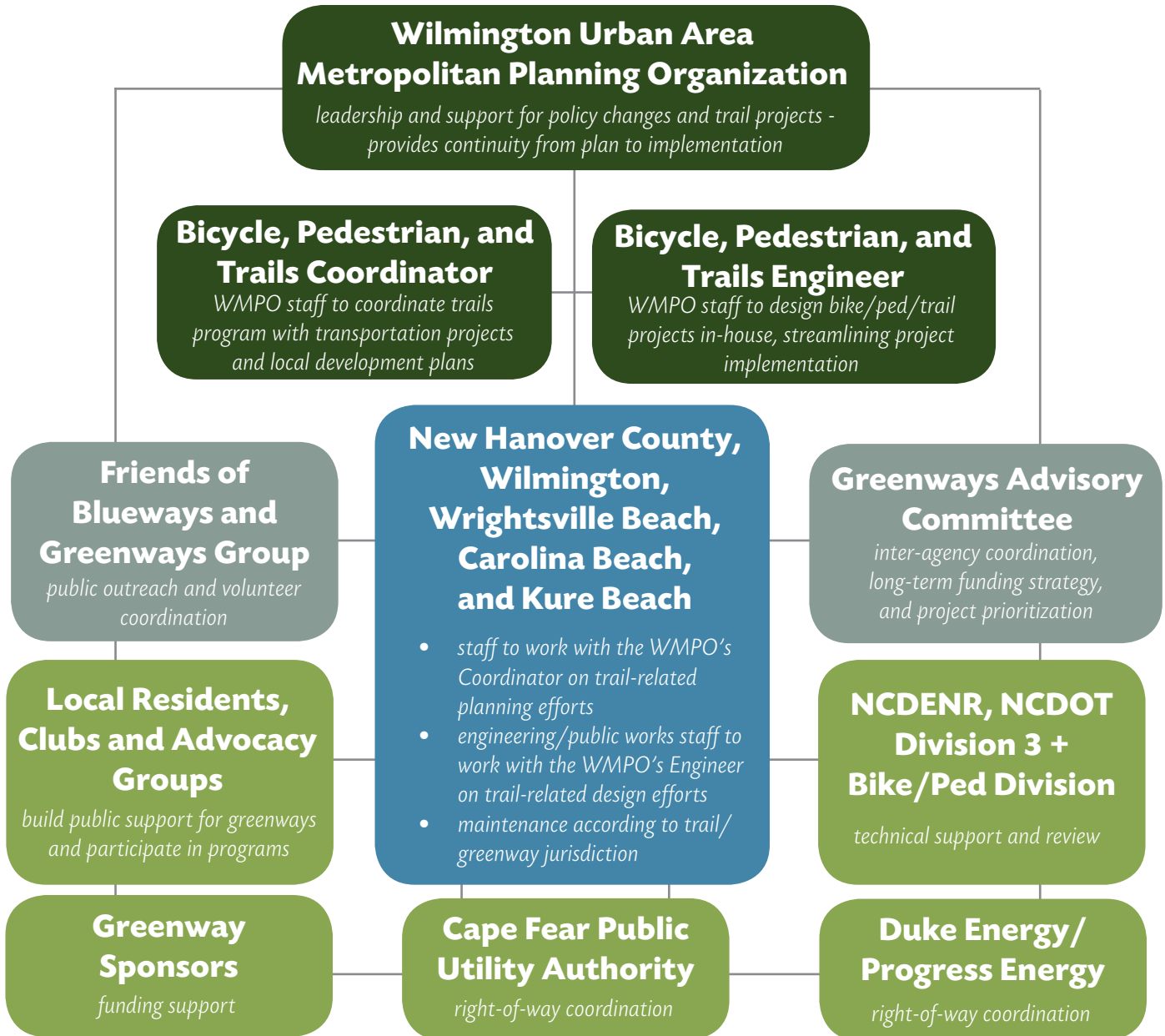
Annual operations and maintenance costs vary, depending upon the facility to be maintained, level of use, location, and standard of maintenance. Operations and maintenance budgets should take into account routine and remedial maintenance over the life cycle of the improvements and on-going administrative costs for the operations and maintenance program. **Appendix F: Operations and Maintenance** provides a comprehensive guideline for bicycle, pedestrian and greenway trail operations and maintenance services.



## ADMINISTRATIVE STRUCTURE

The following are suggested roles for the core types of stakeholders involved in implementation. Actual roles may vary depending on how this Plan is implemented over time and the ongoing level of interest and involvement by specific stakeholders. The organizational framework described in this section is presented visually in the chart below, as discussed by this Plan’s Steering Committee. The coordinator position is identified as a future WMPO staff member for several key reasons: 1) The WMPO already has representation from each of the municipalities and the county; 2) As the region grows in population, the WMPO’s capacity will grow; 3) the WMPO can offer coordination for regional trails connecting outside county boundaries.

### ORGANIZATIONAL FRAMEWORK FOR IMPLEMENTATION



## ROLE OF THE WILMINGTON MPO

As the lead agency in regional trail development, the WMPO will have multiple roles, including the following:

- Appoint a Regional Bicycle, Pedestrian, and Trails coordinator. This coordinator would be responsible for implementing this plan and would work with local agencies and municipalities to seek funding. This coordinator could also manage and facilitate meetings for the Greenways Advisory Committee.
- Facilitate the implementation of this Plan by hosting semi-annual meetings (quarterly to start) of the GAC and fostering ongoing communication. Encourage trails as a priority for public infrastructure investment among all stakeholders.
- Develop a coordinated operations and maintenance plan with the various stakeholders. Operations and maintenance tasks need to be supported by adequate funding and staff levels.

## ROLE OF THE GREENWAYS ADVISORY COMMITTEE

As mentioned previously, this committee would play a major role in championing the implementation of this Plan. Specially this group should:

- Advocate for implementing the trails program.
- Facilitate cooperation among jurisdictions for trail development.
- Communicate with the WMPO Bike/Ped Committee to complement each other's efforts and prevent a duplication of services to the community.
- Define and recommend sources of funding for trail development .
- Meet quarterly with an agenda that includes: A) Implementation progress updates from each of the member organizations, B) Confirmation of specific tasks to be completed by specific members before the next meeting, and C) Discussion of new opportunities and constraints and identification of ways to address them.
- Coordinate volunteer efforts with representatives from the necessary agencies.
- Develop educational programs and coordinate special events in conjunction with the citizen-driven Friends of Blueways and Greenways Group.
- Pursue funding and build partnerships with land owners for trail development.
- Keep local leaders informed about trail-related issues and developments through direct dialogue and personal e-mail; promote trail development among local leaders through creative approaches, such as organized tours of existing trails.
- Rally public support for key public hearings and coordinate mass e-mail campaigns for special votes.
- Assist counties and municipalities in the exchange of effective trail development strategies and other areas of regional trail coordination.
- Continue communication and build positive relationships with organizations such as the Cape Fear Public Utility Authority, Progress Energy, New Hanover County Schools, and others that can assist with issues related to potential trail ROW and trail development.

## ROLE OF THE COUNTY AND MUNICIPALITIES

Many of the communities in this region have already been active in trail planning and development. Communities that are more experienced in trail building should share strategies (such as effective development ordinances and procedures, contractor references, and budget estimates) with their neighboring communities that have less

experience. The Greenways Advisory Committee would be the facilitator of such an exchange, and it could also offer guidance in several other areas, including the following municipal and county tasks:

- County and municipal parks and recreation directors should formulate an annual plan of action for the trails program.
- County and municipal planners should ensure trail connectivity between jurisdiction borders.
- County and municipal parks and recreation staff and related citizen boards and committees should participate in trail events that cross jurisdictional borders.
- County and municipal planners and engineers should ensure that the design guidelines of this plan are used in trail design and aim for uniform standards in trail facilities, such as signage and wayfinding.

**Most importantly, prior to the beginning of each fiscal year, the county and local municipalities should adopt a budget for expenditures of funding that supports the trails program, even if only for small amounts.** Local municipal and county staff should be prepared to provide supporting materials for the budget process, including any trail-related reports, estimates, and benchmarking statistics.

### ROLE OF STATE AGENCIES (NCDENR AND NCDOT)

As key partners in the development of this Plan, NCDOT and NCDENR should continue to play a role in implementation, including participation in the following tasks:

- The NCDOT Division of Bicycle and Pedestrian Transportation should be prepared to provide guidance and technical support to local NCDOT offices that are implementing trail-related facilities, such as multi-use paths in roadway corridors, trail-roadway crossings, and improvements that increase safety for bicyclists and pedestrians crossing bridges on state roadways.
- NCDOT should also continue to work with local and regional planners on coordination of upcoming and future roadway projects with trail recommendations.
- NCDENR should continue to be a partner in providing guidance on recommendations such as trail interface with natural resource areas and proper alignment of trails through sensitive and regionally significant environmental features.

### ROLE OF NON-PROFITS

Non-profit organizations can serve a variety of purposes and are already serving across the region and eastern North Carolina. For example,

- *Cape Fear Cyclists* serves as a bicycling advocacy group for Wilmington, NC and its surrounding communities, spearheading the Bicycle Friendly Community campaign and providing information about bike rides and routes online.
- *The East Coast Greenway Alliance* provides strategic assistance for states, counties, and municipalities that are building local trail sections of the East Coast Greenway by posting signage and making maps and guides to facilitate use of the trail.
- *The Cape Fear Paddlers Association* promotes kayaking and canoeing in the waters of the Cape Fear River Region, organizes paddling trips and races, and coordinates with local retailers to promote and support boat demonstrations.

- *The Cape Fear River Watch organizes monthly environmental seminars, river clean-up outings, maintenance, monitoring, research, and training for River Watch members to “adopt” rivers, streams, and tributaries.*

Specific tasks for non-profits related to the implementation of this Plan include:

- *Participate as members of the Greenways Advisory Committee.*
- *Advocate, promote, and encourage the development of trails throughout the region.*
- *Educate citizens as to the benefits of trails and greenways.*
- *Assist the WMPO and its counties and municipalities in raising funds and securing ROW for implementation.*
- *Help to organize volunteers to assist with implementation and management.*
- *Sponsor or co-sponsor greenway events.*

## OVERALL ACTION STEPS TABLE

POLICY ACTION STEPS					
#	Task	Lead Agency	Support	Details	Phase
1	Present Plan for local adoption	WMPO	County, City, and Town Staff	The plan should be presented to locally elected officials in Fall 2012. Focus on the health and economic benefits of greenways (Chapter 1) and key trail recommendations (Chapter 3).	Short Term (early 2013)
2	Present Plan to NCDOT and NCDENR for approval	WMPO	NCDOT and NCDENR	This plan and the recommended trail routes should be officially recognized by NCDOT and NCDENR in the appropriate manner for each agency. For example, NCDOT should refer to this document when assessing the impact of future projects and plans.	Short Term (early 2013)
3	Amend local zoning and subdivision ordinances and technical standards	County, City, and Town Staff	WMPO	Each local zoning and subdivision ordinance should be considered for amendment to ensure that, as developments are planned and reviewed, the greenway corridors and blueway access areas identified in this plan are protected. This would entail amending development regulations to have developers set aside land for trails whenever a development proposal overlaps with the proposed routes, as adopted.	Short Term (mid 2013)
4	Revise sewer, stormwater and utility easement policies	County, City, and Town Staff	CFPUA	All new sewer, stormwater and utility easements should be considered for allowing public access as a matter of right. Such a consideration should allow for access that does not require landowner approval for each parcel the easement overlaps. As trails are developed, also review applicable existing easements for similar revision considerations.	Short Term (mid 2013)
5	Develop a corporate sponsorship policy	WMPO	County, City, and Town Staff	For a comprehensive sponsorship policy example, see that of Portland Parks and Recreation: <a href="http://www.portlandonline.com/shared/cfm/image.cfm?id=155570">www.portlandonline.com/shared/cfm/image.cfm?id=155570</a> . For a sponsorship brochure example, see that of the ‘Mountains to Sound Greenway’: <a href="http://mtsgreenway.org/events-calendar/greenway-365-sponsorship-brochure">http://mtsgreenway.org/events-calendar/greenway-365-sponsorship-brochure</a>	Short Term (early 2013)

6	Develop a coordinated operations & maintenance plan	WMPO	County, City, and Town Staff	This plan will help to apportion responsibility between agencies where facilities cross jurisdictional boundaries or where pooled efforts can reduce costs. See the appendix of this plan for more information about best practices for operations and maintenance.	Medium Term (2013 - 2015)
7	Amend parking deck regulations and provide bicycle parking incentives to businesses	County, City, and Town Staff	WMPO	Parking deck regulations should require bicycle parking facilities on the first floor of all garages, near attendant stations. A bicycle parking incentive program for businesses should be established based on a best practice review of existing programs.	Medium Term (2013 - 2015)

PROGRAM ACTION STEPS					
#	Task	Lead Agency	Support	Details	Phase
1	Appoint a Regional Bicycle, Pedestrian, and Trails Coordinator.	WMPO		This coordinator would be responsible for implementing this Plan and would work with local agencies and municipalities to seek funding. This coordinator could also manage and facilitate meetings for the Greenways Advisory Committee.	Short Term (early 2013)
2	Form a Greenways Advisory Committee	WMPO	Representatives from key stakeholders during the planning process	The purpose of this group is to establish regional coordination for trail development. While the group would not carry authority for decision making, they would still play a critical coordinating role. The group could include members from the local counties and municipalities and the WMPO. Meetings should evaluate implementation progress and set goals to be achieved before the following meeting. The group should also make necessary plan updates.	Short Term (early 2013); Quarterly meetings to start, then semi-annual meetings.
3	Ensure planning efforts are integrated regionally.	Greenways Advisory Committee	WMPO	Combining resources and efforts with surrounding municipalities, regional entities, and stakeholders is mutually beneficial. Ongoing communication and coordination with neighboring counties and municipalities on regional trail corridors is essential. Partnerships for joint funding opportunities should also be pursued. After adoption by the local agencies, this document should also be recognized in regional transportation plans.	Ongoing
4	Support establishment of a Friends of Blueways and Greenways Group	Regional Bicycle, Pedestrian, and Trails Coordinator	Interested citizens, Greenways Advisory Committee	Establish citizen-led committee (allow two months for establishing committee mission and scope). A Friends of Blueways and Greenways Group would serve as a complement to and co-collaborator with the Greenways Advisory Committee.	Short Term (early 2013)
5	Continue and expand the 'See Share Be Aware' campaign or other safety campaign	TBD	WMPO	Determine appropriate entity to continue to foster the partnerships created through this effort and provide funding for the expansion of this campaign. With each analysis, that entity can determine which crash causes are most significant and develop targeted campaigns to address these concerns.	Ongoing

6	Establish Annual Evaluation Program	Regional Bicycle, Pedestrian, and Trails Coordinator	WMPO, Friends of Blueways and Greenways Group, UNCW	Establish Annual Evaluation Program that covers economic impacts, health impacts, and bike/ped counts. See the HIA appendix and Programs appendix for more information. Coordinate with UNCW for volunteer recruitment and identifying count locations. Count dates should fall on dates recommended by the National Pedestrian and Bicycle Documentation Project.	Short Term (2013); Continue annually
7	Safe Routes to School Regional Plan (Connecting Schools Initiative)	WMPO, County, City, and Towns	NCDOT Safe Routes to School Coordinator, WMPO	Per the WMPO Strategic Business Plan, one Safe Routes to School plan will be completed per year.	Ongoing
8	Schedule Bike Month Activities	Regional Bicycle, Pedestrian, and Trails Coordinator	WMPO Bike/Ped Committee	Begin January 2013: four-month planning process to develop Bike Month activity calendar and promotional materials. Bike Month occurs annually in May. Note that the WMPO Bike/Ped Committee is currently planning for this.	Short Term (2013)
9	Develop Walking Maps and plan Weekend Walkabouts	Regional Bicycle, Pedestrian, and Trails Coordinator	County, City, and Town Staff; Friends of Blueways and Greenways Group; WMPO Bike/Ped Committee	Begin March, 2013: four-month planning process to develop walking routes and map; ongoing distribution and promotion. Update every five years. Begin Weekend Walkabouts planning in July 2013: three-month planning process to develop Weekend Walkabout routes, themes, and promotional materials.	Medium Term (2013 - 2015)
10	Establish Campus Commuter Programs	UNC Wilmington and Cape Fear Community College Staff	Regional Bicycle, Pedestrian, and Trails Coordinator	Begin April 2013: four-month planning process to develop commuter program scope and promotional strategy. Launch at start of Fall 2013 semester.	Medium Term (2013 -2015)
11	Schedule Open Street Events	Regional Bicycle, Pedestrian, and Trails Coordinator	County, City, and Town Staff; Friends of Blueways and Greenways Group	Begin November 2013: four-month planning process to develop scope of activities to take place within the "open street" and create promotional materials. Schedule monthly during spring initially. Expand to spring and fall in the future.	Medium Term (2013 -2015)
12	Establish Regional Bicycle Tourism Strategy	WMPO	County, City, and Town Staff; Bicycle & Pedestrian Advisory Committee	Begin November 2013: six-month planning process to develop bicycle tourism regional strategy, establish partnerships, and create marketing materials. Launch as part of Bike Month 2014.	Medium Term (2013 -2015)
13	Generate Greenways Report Card	Regional Bicycle, Pedestrian, and Trails Coordinator	Greenways Advisory Committee; Friends of Blueways and Greenways Group	Begin 2013: three-month process to develop 2013 report card and to plan presentation to the media.	Medium Term (2013 -2015)
14	Establish a bicycle and pedestrian wayfinding system for trails and other points of interest throughout the region	Greenways Advisory Committee Subgroup	Friends of Blueways and Greenways Group	A wayfinding system is recommended to increase awareness of walking and biking distances to destinations around the area, including-but not exclusively-greenways. Distances should be provided in mileage and minutes. The system should be designed so that it is flexible enough to be updated as new projects are completed. See Chapter 5 Design Guidelines for more information about signage and wayfinding.	Medium Term (2013 -2015)

INFRASTRUCTURE ACTION STEPS					
#	Task	Lead Agency	Support	Details	Phase
1	Identify and secure specific funding sources for priority trail corridors	WMPO	Greenways Advisory Committee; County, City, and Town Staff	Federal and state grants should be pursued along with local funds to pay for trail ROW acquisition, trail design, construction, and maintenance expenses. "Shovel-ready" designed projects should be prepared in the event that future federal stimulus funds become available. Recommended funding sources may be found in Appendix E.	Short Term (2013 -2014)
2	Establish an Adopt-a-Greenway Program and an Adopt-a-Blueway Program	City and County Parks & Recreation Staff	Greenways Advisory Committee	The City of Wilmington currently has a draft of this program that could leverage both private donations and volunteers for maintaining the greenways system. The program should be coordinated with the County and Towns. This effort should include a website for easy donating.	Short Term (2013 -2014)
3	Use consistent trail design standards and guidelines	County, City, and Town Staff	WMPO	Using the Design Guidelines of Chapter 5 of this plan, implementing agencies should seek to build the highest quality trails possible. Certain trail design standards may be required depending on sources of funding (state, federal, local or private).	Ongoing
4	Begin priority trail and blueway projects	WMPO, County, City, and Town Staff	Greenways Advisory Committee	Immediate attention to the higher priorities will have a large impact on bicycling and walking conditions in the region. First phase work should include critical trail connections and projects identified in the prioritization process. See Map 3.3 for top blueway recommendations.	Short Term (2013 -2014)
5	Develop a long term funding strategy	WMPO, County, City, and Town Staff	Greenways Advisory Committee; WMPO	To allow continued development of the overall system, local government capital funds for trail construction should be set aside every year, even if only a small amount; small amounts of local funding can be matched to outside funding sources. Funding for an ongoing maintenance program should also be included in the local operating budgets. Cross-jurisdictional trail projects lend themselves well to collaboration on funding as coordinated multi-jurisdictional projects are looked upon more favorably by outside funding sources than single-jurisdiction applications.	Short Term (2013)
6	Maintain greenway and blueway facilities	County, City, and Town Staff	WMPO	Local agencies that are responsible for trail and water access maintenance should make immediate repairs to trails and sites that are damaged or have hazardous conditions. For some trails, such as off-road footpaths, maintenance responsibilities can be supplemented with volunteer labor.	Ongoing
7	Develop a phase 2 project list and complete phase 2 projects	Greenways Advisory Committee	County, City, and Town Staff ; WMPO	In 2015, reevaluate near-term priorities based on what has been completed and confirm the agenda of "Phase 2" projects. Consider including earlier projects that were not completed and consider new trail opportunities that may have arisen since 2012.	Medium Term (2015 -2017)
8	Develop phase 3 project list and complete phase 3 projects	Greenways Advisory Committee	County, City, and Town Staff ; WMPO	In 2018, reassess projects and reevaluate priorities and phases. Consider a full plan update.	Long Term (2018 -2020)