

IMPLEMENTATION STRATEGIES

Through the planning process, the Town of Mount Pleasant has produced a document that is intended to guide the actions of the Town's elected and appointed officials, staff, and community stakeholders, as they move forward. This is a plan of action, with a focus on strategies and corresponding action items to achieve Mount Pleasant's vision.

Moving forward, it will be necessary to continuously monitor the status of progress toward achieving the plan's vision. At a minimum, Town staff, the Planning & Zoning Board, and Town Board of Commissioners should review implementation progress on an annual basis. This will give the Board the opportunity to set priorities during each budget cycle to ensure that the budget includes the necessary funds or other resources needed to move forward with plan implementation.

The strategies and action items outlined in the plan were compiled into an implementation matrix to be used as a quick and easy reference for the community to review priorities and allow the Town to monitor the progress in implementing the plan. The matrix assigns priorities, resources, timeframes and responsible parties to each action item, to help stakeholders understand the most effective approach to implementing the strategies.

The resources portion of the implementation section provides information about available funding beyond the Town's tax revenue. This includes federal, state, local, and private sector resources. This is not intended to be an exhaustive list of funding opportunities, but a starting point for financial support to assist with the plan's implementation.

*“Make big plans;
aim high in
hope and work,
remembering that
a noble, logical
diagram once
recorded will not
die, but long after
we are gone be
a living thing,
asserting itself
with ever-growing
insistence.”*

-Daniel Burnham

IMPLEMENTATION OVERVIEW

Each action item was derived through the research of current conditions and input from stakeholders. Each action item will help the Town carry out strategies and achieve the plan's vision. The following are descriptions of each of the categories in the implementation matrix:

PRIORITY

Due to the limited resources that are faced by all levels of government, priorities are identified for each action item to help guide the community toward achieving the strategies. Priorities are indicated as "high", "medium", or "low", with "high" being the most pressing or urgent. Since some high priority items may take longer to achieve than low priority items, some of those lower priority action items may occur first due to the quick turnaround associated with them or their ease of accomplishment. As resources become available, or as community needs or desires change during the implementation of the plan, decisions will likely be made to increase the priority of certain actions while decreasing the priority of others.

RESOURCES

This column in the matrix represents resources that are primarily related to financial resources necessary to complete the implementation action items. The tables uses the "\$" symbol to represent a theoretical range of necessary capital. Actual resources could be more or less depending on the final scope of the project or more detailed cost estimates. The ranges are as follows:

\$ - Less than \$25,000	\$\$\$ - \$100,000-\$500,000
\$\$ - \$25,000-\$100,000	\$\$\$\$ - More than \$500,000
Policy – Not outside of normal annual budget expenditures	

TIMEFRAME

This portion of the matrix represents the timeframe in which each action step can be addressed. Not to be confused with priority, timeframe is the length of time it take to achieve a strategy, once begun. Timeframes are indicated in the matrix as short-term, intermediate, or long-term. Below is a description of each timeframe.

Short-term - can be achieved in less than two years

Intermediate - can be achieved in two to five years

Long-term - may take longer than five years to achieve

Ongoing - Some action items are designated as "ongoing" due to need for constant efforts toward implementing the strategy.

RESPONSIBLE PARTIES

This category identifies community partners who will share in the responsibility for the completion of each action step. The inclusion of a consultant or other outside party may be necessary to help implement and achieve certain objectives. The abbreviations for each responsible party listed in the matrix are listed below.

Town of Mount Pleasant

BC - Board of Commissioners

PZB - Planning and Zoning Board

TS - Town Staff

Partner Organizations

CabCo - Cabarrus County

CVB - Cabarrus County Convention & Visitor's Bureau

EDC - Cabarrus County Economic Development Commission

CoC - Cabarrus Regional Chamber of Commerce

MPO - Cabarrus-Rowan Metropolitan Planning Organization

NCDOT - North Carolina Department of Transportation

WSACC - Water and Sewer Authority of Cabarrus County

CCS - Cabarrus County Schools

RCCC - Rowan-Cabarrus Community College

CAC - Cabarrus Arts Council

LIF - Lomax Incubator Farm

ECHS - Eastern Cabarrus Historical Society

CTT - Carolina Thread Trail

CLC - Catawba Lands Conservancy

WRC - North Carolina Wildlife Resources Commission

YAA - Youth Athletic Associations

Other Partners

PS - Private Sector (Developers, property owners)

PC - Private Consultant

IMPLEMENTATION MATRIX

COMMUNITY CHARACTER

Embrace Mount Pleasant’s small-town charm, history, and rural atmosphere as catalysts for revitalization and economic development.

ID	IMPLEMENTATION ACTION	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBILITY
CC1	Market Mount Pleasant as a place to experience local history, outdoor activities, and agriculture with all the charms of small-town life.	MED	POLICY - \$\$	ONGOING	TS, CVB, CoC ECHS
CC2	Improve landscaping, signage, and building design standards for new and expanding development to enhance and be compatible with surrounding development.	HIGH	POLICY	SHORT	TS, PZB, BC
CC3	Adopt building maintenance regulations and allocate additional funding for proactive enforcement.	HIGH	POLICY	SHORT	TS, BC
CC4	Work with property owners to preserve and rehabilitate historic structures.	MED	POLICY - \$\$	ONGOING	TS, BC, ECHS, PS
CC5	Implement a façade grant program to provide conceptual design and financial assistance to property owners making specified improvements to buildings and sites that meet adopted building design, parking, and landscaping standards. Downtown buildings should receive first priority.	HIGH	\$ (ANNUALLY)	ONGOING	TS, BC, PS, PC
CC6	Provide attractive landscaped signage at the Town’s gateways and wayfinding signage for the Town’s attractions.	MED	\$\$	SHORT	TS, BC, NCDOT, PC
CC7	Host or participate in additional community events and festivals in keeping with Mount Pleasant’s branding related to agriculture and historic, small-town life.	MED	\$ (ANNUALLY)	ONGOING	TS, BC, PS

ECONOMIC DEVELOPMENT

Attract and retain a variety of businesses and light industry to promote a robust and diverse economic base and employment opportunities for residents.

ID	IMPLEMENTATION ACTION	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBILITY
ED1	Conduct a branding and marketing initiative to promote the Town of Mount Pleasant, including logo, motto, website, and social media strategy.	HIGH	POLICY - \$	SHORT	TS, BC, PC
ED2	Work with the Cabarrus Economic Development Commission (EDC) and Cabarrus Convention and Visitors Bureau (CVB) to diversify the economic base with light industrial, retail, tourism opportunities, and overnight accommodations, drawing visitors from the nearby Cabarrus Events Arena and other nearby attractions.	MED	POLICY	INTERMEDIATE	TS, EDC, CVB
ED3	Work with Cabarrus County Economic Development Commission (EDC) to maintain an up-to-date online inventory of available properties for large-scale employment, economic development, and adaptive reuse, and work to ensure proper zoning designations are in place to accommodate such uses.	MED	POLICY	SHORT	TS, EDC, PZB, BC
ED4	Continue to provide and promote economic incentives to attract light industry and encourage the reuse of underutilized buildings.	MED	\$\$ - \$\$\$	ONGOING	TS, BC, EDC
ED5	Actively recruit retail sectors for which there is market leakage to surrounding market areas.	MED	POLICY	ONGOING	TS, EDC
ED6	Work with Rowan-Cabarrus Community College, Mount Pleasant High School, Cabarrus County Cooperative Extension, and the Lomax Incubator Farm to promote small business, vocational, trade, and agricultural education and training to attract light industry and encourage entrepreneurship.	LOW	POLICY	ONGOING	TS, EDC, RCCC, CCS, LIF

LAND USE & GROWTH MANAGEMENT

Establish a sustainable land development pattern that complements the character of the Town while promoting economic development and controlled growth where adequate infrastructure exists and ensuring the preservation of environmentally sensitive areas, adequate open space, and recreational opportunities.

ID	IMPLEMENTATION ACTION	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBILITY
LU1	Utilize the Future Land Use Map to encourage development that is compatible with surrounding development and available infrastructure and services while discouraging development of forested, agricultural, and conservation areas.	HIGH	POLICY	ONGOING	TS, PZB, BC
LU2	Encourage the revitalization and reuse of currently unused or underutilized structures and sites.	HIGH	POLICY	ONGOING	TS, PZB, BC, PS, EDC
LU3	Promote infill residential development to more fully utilize existing infrastructure, with a strong focus on areas within walking distance of the Downtown Core to help support downtown businesses.	MED	POLICY	LONG	TS, PZB, BC, PS
LU4	Encourage the redevelopment or reuse of the old middle school site, preferably with a mix of uses to include recreation, restaurants, retail, office, institutional, and residential.	MED	POLICY - \$\$	ONGOING	TS, BC, PS
LU5	Encourage the preservation of open space, forestland, and farmland with minimum open space requirements and conservation development options for residential development.	HIGH	POLICY	SHORT	TS, PZB, BC
LU6	Work with Cabarrus County Soil and Water Conservation, the North Carolina Wildlife Resources Commission, and Catawba Lands Conservancy to educate property owners on the benefits of conservation easements.	MED	POLICY	SHORT	TS, CabCo, WRC, CLC, PS

DOWNTOWN

Cultivate a vibrant and attractive downtown atmosphere that residents and visitors enjoy while enhancing community character through the preservation of historic resources.

ID	IMPLEMENTATION ACTION	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBILITY
DT1	Improve downtown parking availability and quality by constructing a municipal parking lot and working with downtown property owners to make improvements to existing parking. Explore additional areas where parking can be improved upon.	HIGH	\$\$\$ - \$\$\$\$	INTERMEDIATE	TS, BC, PS, PC
DT2	Facilitate streetscape improvements including burying or relocating power lines along Main Street and Franklin Street, updating sidewalks, providing bike lanes, improving on-street parking, and adding planters, pedestrian scale lighting, and benches.	MED	\$\$\$\$	INTERMEDIATE	TS,BC, NCDOT, PS, PC
DT3	Encourage the reuse of the old theater building on south Main Street as a movie theater or music venue to draw visitors to downtown.	MED	POLICY - \$	SHORT	TS, PZB, BC, PS
DT4	Encourage the construction of compatible infill buildings within the downtown.	MED	POLICY	LONG	TS, PZB, BC, PS
DT5	Fully utilize the Town Hall property and available adjacent properties.	MED	\$\$\$\$	INTERMEDIATE	TS, BC, CabCo, YAA, PC
DT6	Adopt ordinances and policies to improve the appearance of downtown including infill building design standards, building maintenance codes, and active storefront requirements.	HIGH	POLICY	SHORT	TS, PZB, BC
DT7	Work with property owners and local artists to add murals on the blank walls of non-historic buildings or restore historic signs in the downtown.	LOW	POLICY	LONG	TS, ECHS, PS

PARKS & RECREATION

Collaborate to provide recreational amenities and athletic programming for the Town of Mount Pleasant and eastern Cabarrus County.

ID	IMPLEMENTATION ACTION	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBILITY
PR1	Work with Cabarrus County to provide additional recreational amenities in the vicinity of Mount Pleasant, including a future County district park as recommended in the Cabarrus County Active Living & Parks Department Comprehensive Master Plan.	HIGH	POLICY- \$\$\$\$	INTERMEDIATE	TS, BC, CabCo, YAA, PS, PC
PR2	Expand and make improvements to park on the Town Hall property to serve as a community park for the Town.	MED	\$\$\$\$	INTERMEDIATE	TS, BC, YAA, PC
PR3	Work with the Carolina Thread Trail to expand the trail from the Buffalo Creek Preserve and complete segments identified in the trail master plan. Additionally, facilitate the construction of a greenway spur from Mount Pleasant Community Park to the Carolina Thread Trail along Dutch Buffalo Creek and the former prison site on Dutch Road.	MED	POLICY - \$\$\$\$	LONG	TS, CTT, BC, PC, PS
PR4	Work with the Catawba Lands Conservancy and Cabarrus County to introduce more recreational amenities at the Buffalo Creek Preserve.	MED	POLICY - \$\$	LONG	TS, BC, CLC, CabCo, PC
PR5	Work with local non-profit youth sports leagues to pool programming resources.	MED	POLICY - \$\$	SHORT	TS, BC, YAA, CCS

ID	IMPLEMENTATION ACTION	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBILITY
PR6	Work with Cabarrus County to retain the use of the existing youth baseball fields located at the corner of North Main Street and North Drive and more fully utilize the track and field located adjacent to the elementary school. This includes the addition of parking, stands, and more permanent restroom and concession facilities.	HIGH	POLICY - \$\$\$	SHORT	TS, CabCo, WRC, CLC, PS
PR7	Encourage a private recreation center and/or performing arts center at the former middle school site or other location within the Town.	MED	POLICY - \$\$\$\$	INTERMEDIATE	TS, BC, CabCo, PS

INFRASTRUCTURE & SERVICES

Provide sound utility and transportation infrastructure and exemplary municipal services that sustain and improve existing development while promoting economic growth and an excellent quality of life for the Town’s residents.

ID	IMPLEMENTATION ACTION	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBILITY
IS1	Develop a Capital Improvements Plan dedicating funds annually to priority infrastructure projects.	HIGH	POLICY	SHORT	TS, BC
IS2	Work with NCDOT and the Cabarrus-Rowan Metropolitan Planning Organization (MPO) to modify and implement the Metropolitan Transportation Plan (MTP) and Comprehensive Transportation Plan (CTP) index.	MED	POLICY	INTERMEDIATE	TS, BC, NCDOT
IS3	Repair existing sidewalks and construct new pedestrian connections throughout Town.	HIGH	\$\$\$\$	LONG	TS, BC, NCDOT, PC
IS4	Evaluate Town-maintained streets for immediate repair needs, scoring them based on condition, and establish a rotating paving schedule to ensure on-going maintenance.	HIGH	POLICY	SHORT	TS
IS5	Pursue opportunities to increase connectivity and continue the Town’s street grid through infill development.	MED	POLICY	ONGOING	TS, PZB, BC, PS
IS6	Work collaboratively with local fire stations to provide adequate facilities, equipment, and technology to keep response times and insurance rates low while ensuring the safety of the community’s citizens, businesses and visitors.	HIGH	\$\$\$\$	LONG	TS, BC

ID	IMPLEMENTATION ACTION	PRIORITY	RESOURCES	TIMEFRAME	RESPONSIBILITY
IS7	Pursue access management and aesthetic improvements through reduced curb cuts, streetscape enhancements, and inter-development connectivity between adjacent sites.	MED	POLICY - \$\$\$	LONG	TS, BC, NCDOT, PC, PS
IS8	Place priority on updating existing utilities infrastructure rather than expanding utilities infrastructure, and only provide utilities infrastructure to properties within the Town limits or those that annex into the Town limits. This includes updating the Town’s Water & Sewer Master Plan.	HIGH	POLICY- \$\$\$\$	ONGOING	TS, BC, WSACC, PC
IS9	Codify, organize, and update the Town’s ordinances to ensure consistency and prevent contradictions in the regulatory framework.	HIGH	POLICY	SHORT	TS, BC, PC
IS10	Maintain a tax rate that ensures sufficient revenue to ensure high quality services and funding for the Capital Improvement Program while remaining competitive with peer communities.	MED	POLICY	ONGOING	TS, BC

RESOURCES

ECONOMIC DEVELOPMENT

The North Carolina Department of Commerce provides a variety of business development programs including the following:

- **Capital Access Program** - This program provides matching reserve funds for business loans that are just outside a lender's usual standards. The average NC-CAP loan is \$100,000. When a loan is approved by the lender and enrolled in NC-CAP, the borrower pays a fee, which is matched with money from the program. The funds together are deposited into a reserve account held by the lender, to offset losses in case of default. Borrowers should contact their local lenders to be considered for the program.
- **Loan Participation Program** - This program reduces a lender's risk by purchasing up to 15 percent of a loan (with a maximum participation of \$200,000). Typical loans in the program range from \$150,000 to \$1.5 million. Borrowers should contact their local lenders to be considered for the program.
- **Fund of Funds Program** - This program has invested \$10 million in four venture capital and angel funds, which in turn invest in North Carolina businesses as early as the conceptual stage: Hatteras Ventures Partners, IDEA Fund Partners, Inception Micro Angel Fund and Salem Investment Partners. The individual funds are responsible for finding and assessing potential

investments in North Carolina businesses. Mount Pleasant businesses are also eligible for the following funding resources based on location in a rural census tract:

- Green Business Fund
- Sales and Use Tax Exemptions, Refunds and Discounts
- Building Reuse Grant
- Community Development Block Grants
- Industrial Development Fund Grants
- Industrial Revenue Bonds

Additional cost-saving incentives to help businesses include:

- Foreign Trade Zones
- Interactive Digital Media Tax Credit
- Road Access and Rail Access Programs
- Recycling Business Assistance Center
- North Carolina Biotechnology Center
- Commerce Finance Center
- North Carolina's Community Colleges and Workforce Development Boards offer economic development tools for job training and recruiting through the community colleges.

Website: www.nccommerce.com

BICYCLE & PEDESTRIAN INFRASTRUCTURE

US Department of Energy (DOE)

The Department of Energy's Energy Efficiency and Conservation Block Grants (EECBG) grants may be used to reduce energy use and fossil fuel emissions and for improvements in energy efficiency. Section 7 of the funding announcement states that these grants provide opportunities for the development and implementation of transportation programs to conserve energy used in transportation including development of infrastructure such as bike lanes and pathways and pedestrian walkways.

Website: www.eecbg.energy.gov

MAP-21

The most likely source of funding for pedestrian projects would come from the North Carolina Department of Transportation (NCDOT) and the federal funding program MAP-21. Some of the sub-programs within MAP-21 and within NCDOT are listed below:

- **Strategic Mobility Formula:** The Strategic Mobility Formula component of the Strategic Transportation Investments bill (passed into law in 2013) outlines the general structure of NCDOT's project prioritization process. The formula includes three funding categories – Statewide Mobility, Regional Impact and Division Needs. Bike and pedestrian are only eligible within the Division Needs category. Metropolitan Planning Organizations (MPOs), Rural Planning Organizations (RPOs), and NCDOT Divisions may submit projects through the prioritization process. Independent

bike and pedestrian projects (shared-use paths, bike lanes, sidewalks, intersection improvements, etc.) are comparatively evaluated based on safety, access, demand/density, constructability, and benefit-cost criteria. Bike/pedestrian projects must compete with all other transportation modes with projects across all modes ranked collectively. Projects that score well are selected for programming in the State Transportation Improvement Program (TIP). This process occurs every two years. Priority projects are included in the developmental STIP (years 6 to 10) and the 10-year Program & Resource Plan.

Website: www.connect.ncdot.gov/projects/planning/Pages/StrategicPrioritization.aspx

- **NCDOT Discretionary Funds:** The Statewide Discretionary Fund consists of \$10 million and is administered by the Secretary of the Department of Transportation. This fund can be used on any project at any location within the State. Primary, urban, secondary, industrial access, and spot safety projects are eligible for this funding. The Town would have to make a direct appeal to the Secretary of NCDOT to access these funds.
- **NCDOT Contingency Fund:** The Statewide Contingency Fund is a \$10 million fund administered by the Secretary of Transportation. Again, the city would have to appeal directly to the Secretary.

- Incidental Projects: Bicycle and pedestrian accommodations such as bike lanes, sidewalks, intersection improvements, widened paved shoulders and bicycle and pedestrian-safe bridge design are frequently included as incidental features of highway projects.

In addition, bicycle-safe drainage grates are a standard feature of all highway construction. Most pedestrian safety accommodations built by NCDOT are included as part of scheduled highway improvement projects funded with a combination of federal and state roadway construction funds or with a local fund match. Incidental projects are often constructed as part of a larger transportation project, when they are justified by local plans that show these improvements as part of a larger, multi-modal system.

Website: www.ncdot.gov/bikeped/funding/process/

NC Recreation Trails & Adopt-A-Trail Grants

The State Trails Program is a section of the N.C. Division of Parks and Recreation. The program originated in 1973 with the North Carolina Trails System Act and is dedicated to helping citizens, organizations and agencies plan, develop and manage all types of trails ranging from greenways and trails for hiking, biking and horseback riding to river trails and off-highway vehicle trails. The Recreation Trails Program awards grants up to \$75,000 per project. The Adopt-A-Trail Program awards grants up to \$5,000 per project.

Website: www.ncparks.gov/more-about-us/grants/trail-grants/recreational-trails-program

Powell Bill Funds

Annually, State street-aid (Powell Bill) allocations are made to incorporated municipalities which establish their eligibility and qualify as provided by G.S. 136-41.1 through 136-41.4. Powell Bill funds shall be expended only 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.

Safe Routes to School Program

Safe Routes to School (SRTS) is a program that enables and encourages children to walk and bike to school. The program helps make walking and bicycling to school a safe and more appealing method of transportation for children. SRTS facilitates 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 North Carolina Safe Routes to School Program is supported by federal funds through SAFETEA-LU and MAP-21 legislation. Please note that all SRTS projects “shall be treated as projects on a Federal-aid system under chapter 1 of title 23, United States Code.” Although no local match is required and all SRTS projects are 100% federally funded under the SAFETEA-LU, agencies are encouraged to leverage

other funding sources that may be available to them, including grant awards, local, state, or other federal funding. SRTS funds can be used for proposed projects that are within 2 miles of a school public or private, K-8, in a municipality or in the county jurisdiction. In response to the Strategic Transportation Investments law of June 2013, proposed SRTS projects will be considered as part of the Bicycle and Pedestrian project input with Strategic Prioritization Office for funding consideration. Most of the types of eligible SRTS projects include sidewalks or a shared-use path. However, intersection improvements (i.e. signalization, marking/upgrading crosswalks, etc.), on street bicycle facilities (bike lanes, wide paved shoulders, etc.) or off-street shared-use paths are also eligible for SRTS funds. For a more inclusive list, please visit the FHWA SRTS program. Website: www.ncdot.gov/bikeped/safetyeducation/safeRoutesToSchools/

Metropolitan Planning Organization

The Winston-Salem Metropolitan Planning Organization (MPO) manages the transportation planning process required by Federal law. The MPO plans for the area's surface transportation needs, including highways, transit, bicycle, and pedestrian facilities. There are two subcommittees of the MPO: the Technical Advisory Committee and the Technical Coordinating Committee. An important part of the transportation planning process is to identify transportation needs and to explore feasible alternatives to meet those needs. Plans and programs are often conducted in partnership with the NC Department of

Transportation to identify needs and projects to enhance Clinton's transportation infrastructure.

It is suggested that the Town work closely with the MPO on getting the projects outlined in this plan listed on the TIP since this may be the primary source of funding for the project. Typically, projects on this list require a 20% local match.

Town of Mount Pleasant Options

The Town of Mount Pleasant may have funding available to support some elements of construction or repair of pedestrian infrastructure. Other local funding options include:

- Bonds/Loans
- Taxes
- Impact fees
- Exactions

PARKS & RECREATION

Land and Water Conservation Trust Fund

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.

Website: www.nps.gov/subjects/lwcf

N.C. Parks and Recreation Trust Fund (PARTF)

The Parks and Recreation Trust Fund (PARTF) provide dollar-for-dollar matching grants to local governments for parks and recreational projects to serve the general public. Counties, incorporated municipalities and public authorities, as defined by G.S. 159-7, are eligible applicants.

A local government can request a maximum of \$500,000 with each application. An applicant must match the grant dollar-for-dollar, 50% of the total cost of the project, and may contribute more than 50%. The appraised value of land to be donated to the applicant can be used as part of the match. The value of in-kind services, such as volunteer work, cannot be used as part of the match.

Website: www.ncparks.gov

PRIVATE SECTOR RESOURCES

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.

Website: www.landfortomorrow.org/

The Robert Wood Johnson Foundation

The Robert Wood Johnson Foundation was established as a national philanthropy in 1972 and today it is the largest U.S. foundation devoted to improving the health and health care of all Americans:

To assure that all Americans have access to basic health care at a reasonable cost

- To improve care and support for people with chronic health conditions
- To promote healthy communities and lifestyles
- To reduce the personal, social and economic harm caused by substance abuse

Website: www.rwjf.org/applications/

The Cannon Foundation

The Cannon Foundation was established in 1943 by Charles A. Cannon, President of Cannon Mills Company. This endowed foundation accepts unsolicited requests for grants, primarily for capital projects and equipment. Eligible organizations include 501(c)(3) public charities, local governments and, local churches. Grants are given for healthcare, higher education, human services, and community improvements. Website: www.cannonfoundation.org

Foundation for the Carolinas

The Foundation for the Carolinas administers funds and grants in central North Carolina. Eligible organizations include 501(c)(3) nonprofit organizations, congregations, governmental institutions, and educational institutions. The Foundation for the Carolinas administers the Cabarrus County Community Foundation and the Foundation for a Healthy Carolina grants. Eligible projects include arts and culture, environment, health, and housing. Website: www.ffc.org

Bank of America Charitable Foundation, Inc.

The Bank of America Charitable Foundation is one of the largest in the nation. The primary grants program is called Neighborhood Excellence, which seeks to identify critical issues in local communities. Another program that applies to greenways is the Community Development Programs, and specifically the Program Related Investments. This program targets low and moderate income communities

and serves to encourage entrepreneurial business development.

Website: www.bankofamerica.com/foundation

Duke Energy Foundation

Funded by Duke Energy shareholders, this non-profit organization makes charitable grants to selected non-profits or governmental subdivisions. The grant program has three focus areas: environment and energy efficiency, economic development, and community vitality. The Foundation would support programs that support conservation, training and research around environmental and energy efficiency initiatives. Each annual grant must have an internal Duke Energy business "sponsor" and a clear business reason for making the contribution. Website: www.duke-energy.com/community/foundation.asp

American Greenways Eastman Kodak Awards

The Conservation Fund's American Greenways Program has teamed with the Eastman Kodak Corporation and the National Geographic Society to award small grants (\$250 to \$2,000) to stimulate the planning, design and development of greenways. These grants can be used for activities such as mapping, conducting ecological assessments, surveying land, holding conferences, developing brochures, producing interpretive displays, incorporating land trusts, and building trails.

Website: www.conservationfund.org

National Trails Fund

American Hiking Society created the National Trails Fund in 1998, providing funding to grassroots organizations working toward establishing, protecting and maintaining foot trails in America. National Trails Fund grants help give local organizations the resources they need to secure access, volunteers, tools and materials to protect America's cherished public trails. To date, American Hiking has granted funding for trails across the U.S. for land acquisition, constituency building campaigns, and traditional trail work projects. Micro-grant awards of up to \$3,000 are available to member organizations.

Projects the American Hiking Society will consider include:

- Securing trail lands, including acquisition of trails and trail corridors, and the costs associated with acquiring conservation easements.
- Building and maintaining trails which will result in visible and substantial ease of access, improved hiker safety, and/or avoidance of environmental damage.
- Constituency building surrounding specific trail projects - including volunteer recruitment and support.

Website: www.americanhiking.org/alliance/fund

The Conservation Alliance

The Conservation Alliance is a non-profit organization of outdoor businesses whose collective annual membership dues support grassroots citizen-action groups and their efforts to protect wild and natural areas. One hundred percent of its member companies' dues go directly to diverse, local community groups across the nation - groups like Southern Utah Wilderness Alliance, Alliance for the Wild Rockies, The Greater Yellowstone Coalition, the South Yuba River Citizens' League, RESTORE: The North Woods and the Sinkyone Wilderness Council (a Native American-owned/operated wilderness park). For these groups, who seek to protect the last great wild lands and waterways from resource extraction and commercial development, the Alliance's grants are substantial in size (about \$35,000 each), and have often made the difference between success and defeat. Since its inception in 1989, The Conservation Alliance has contributed \$4,775,059 to grassroots environmental groups across the nation, and its member companies are proud of the results: To date the groups funded have saved over 34 million acres of wild lands and 14 dams have been either prevented or removed-all through grassroots community efforts.

The Conservation Alliance is a unique funding source for grassroots environmental groups. It is the only environmental grant maker whose funds come from a potent yet largely untapped constituency for protection of ecosystems - the

non-motorized outdoor recreation industry and its customers. This industry has great incentive to protect the places in which people use the clothing, hiking boots, tents and backpacks it sells. The industry is also uniquely positioned to educate outdoor enthusiasts about threats to wild places, and engage them to take action. Finally, when it comes to decision-makers - especially those in the Forest Service, National Park Service, and Bureau of Land Management, this industry has clout - an important tool that small advocacy groups can wield.

The project should be focused primarily on direct citizen action to protect and enhance our natural resources for recreation. All projects should be quantifiable, with specific goals, objectives and action plans and should include a measure for evaluating success. The project should have a good chance for closure or significant measurable results over a fairly short term (one to two years). Funding emphasis may not be on general operating expenses or staff payroll.

Website: www.conservationalliance.com

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. TPL's legal and

real estate specialists work with landowners, government agencies, and community groups to:

- Create urban parks, gardens, greenways, and riverways
- Build livable communities by setting aside open space in the path of growth
- Conserve land for watershed protection, scenic beauty, and close-to-home recreation safeguard the character of communities by preserving historic landmarks and landscapes.

The following are TPL's Conservation Services:

- Conservation Vision: TPL helps agencies and communities define conservation priorities, identify lands to be protected, and plan networks of conserved land that meet public need.
- Conservation Finance: TPL helps agencies and communities identify and raise funds for conservation from federal, state, local, and philanthropic sources.
- Conservation Transactions: TPL helps structure, negotiate, and complete land transactions that create parks, playgrounds, and protected natural areas.
- Research and Education: TPL acquires and shares knowledge of conservation issues and techniques to improve the practice of conservation and promote its public benefits.
- 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.

Website: www.tpl.org/

Blue Cross Blue Shield of North Carolina (BCBSNC) Foundation

Blue Cross Blue Shield of North Carolina (BCBSNC) focuses on programs that use an outcome approach to improve the health and well-being of residents. The Health of Vulnerable Populations grants program focuses on improving health outcomes for at-risk populations. The Healthy Active Communities grant concentrates on increased physical activity and healthy eating habits. Eligible grant applicants must be located in North Carolina, be able to provide recent tax forms and, depending on the size of the nonprofit, provide an audit.

Website: www.bcbsncfoundation.org/

