10.0 FUNDING STRATEGIES

All of the elements described under the Greenway Management Strategy will require funding or other resources to be successfully implemented. These will be obtained through a combination of means including grants, donations, tax revenues, volunteer labor, and fees. Resources will be needed for both one-time expenses such as implementation of a restoration project, acquisition of property, a special educational event, or capital improvements, and for ongoing operations and maintenance.

Funding for one-time expenses is more readily available than for recurring costs. The majority of grants, due to their finite nature, cannot be utilized to fund recurring expenses. While some of the recurring management costs associated with the Greenway, such as public safety and existing trail maintenance may already be covered by local fees and assessments, full implementation of the Greenway will certainly require additional resources for expanded levels of operations and maintenance. The rate at which new Greenway trails and facilities are implemented may potentially be constrained more by the ability of the local governments to meet these recurring costs than the availability of funds for capital projects. It is critical that new Greenway trails and facilities not be developed unless adequate resources are available to manage them in a manner that assures the safety of Greenway visitors and the adjacent community, and the protection of the Greenway's natural resources.

10.1 Resources for Recurring Costs

Local assessments already in place provide revenues for the General Funds of Placer County, Roseville, Rocklin, and Loomis. Special districts and HOAs also collect assessments that fund their obligations. These are the primary sources of funding for police, fire, parks, trails, public utility, and flood management services within the Greenway. Some of the local governments also assess a dedicated open space tax to help fund the costs specifically associated with open space management, and other may wish to implement a similar assessment. Ongoing funds for habitat management of preserves or mitigation sites are also potentially available from endowments that are created in perpetuity as a condition of development or under the terms of a conservation easement. Fees are also a possible source of operation and maintenance funds for the Greenway. These might include user fees, facility rental fees, group activity fees, and private utility leases provided such activities and uses are consistent with the goals and policies of the Greenway.

Operations and maintenance of existing trails, facilities, and dedicated preserves areas within the Greenway are currently being funded through these various mechanisms and it is expected that the same sources would be relied upon as additional Greenway areas are implemented. Local governments will need to assess the incremental cost associated with operations and maintenance of new Greenway areas before committing the capital resources to implement improvements in these areas. To the extent that Greenway operations and maintenance are not already addressed by other budget items, a level of subsidy should be committed to the Greenway from General Fund monies to guarantee at least a minimum annual budget for Greenway operations and maintenance.

Greenway partners should also consider the establishment of a special district specifically to generate funds for Greenway maintenance and operations that would supplement the revenues available through the general fund or other assessments.

10.2 Grants

Due to the many diverse uses of the Greenway, and its regional significance, there are many federal, state, and private programs that offer grants intended to implement one or several of the Greenway objectives. A selection of these programs is described in Appendix A. Most of these grants will provide one-time funding for a specified project or activity, but may allow for the awarding of additional funds in subsequent years to support phased planning and implementation of projects.

Grants will provide a significant portion of the funding required to implement the Greenway. While many of the NGOs working to implement the Greenway objectives have the capacity to pursue grant funding and to develop proposals, they may not have the structure capable of meeting requirements for accountability that many granting agencies require. Collaboration on grant applications between the NGOs and qualified local jurisdictions will greatly enhance the ability to successfully secure grant funding for Greenway projects. The Dry Creek Watershed Council provides the forum for Greenway partners to coordinate grant projects and applications to be sure that efforts are integrated and effective.

10.3 Volunteerism

Volunteerism of both individuals and businesses will be an essential resource for meeting the operations and maintenance needs of the Greenway. Community participation in coordinated trail patrols, educational programs, monitoring, and creek clean-up events can help reduce the amount of paid staff needed for such activities, and will allow those resources to be focused on tasks that cannot effectively be undertaken by volunteers. Local businesses or community organizations can also donate goods and services to help offset costs of regular maintenance.

Volunteers will also play a major role in helping to reduce the funds needed to implement certain types of capital projects such as restoration plantings and trail construction. The in-kind contributions of volunteers may often be used as a match to increase the strength of a grant proposal or meet grant eligibility requirements without having to dedicate funds that are needed for other purposes. Volunteer coordination will be essential to the successful mobilization of these resources. The local governments should consider establishing a designated staff person to facilitate volunteerism within the Greenway, and to work with the Dry Creek Watershed Council to leverage existing volunteer resources.

10.4 Donations and Sponsorships

A "Friends of the Greenway" foundation should be organized to provide a centralized means to solicit and accept donations for specific Greenway objectives and for the Greenway in general. Local business or individuals may also want to sponsor improvements or maintenance of a particular resources area, trail section, or facility by endowing the foundation with adequate funds for such a purpose. Bequests of money or land could also be received by the foundation, working in cooperation with local

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governments and NGOs to establish mechanisms for ongoing maintenance and stewardship. Fundraising activities of the foundation would also result in significant education and public outreach to increase awareness of the Greenway and stewardship opportunities.

10.5 Leveraging Funding Opportunities

The ability of the Greenway partners to attract financial support is greatly enhanced by the multifunctional nature of the Greenway. Grants, sponsorships, endowments, and donations can be pursued that are aimed at promoting education, alternative transportation, conservation, historic/cultural resources, agriculture, recreation, health, and/or community development. The Greenway is also an important regional amenity that has the potential to become a destination spot for visitors. The resources of regional groups such as Sacramento Area Commerce and Trade Organization (SACTO), Sacramento Area Council of Governments (SACOG), and Placer County Transportation Planning Agency (PCTPA) should be utilized to help promote and implement the Greenway.

It is also critical for the Greenway partners to participate in the Regional Parkways Forum (RPF). The RPF was established in 2001 and is comprised of Sacramento Areas Flood Control Agency (SAFCA), Sacramento County, the City of Sacramento, and the Water Forum. The purpose of the RPF is to create an effective and efficient collaborative means to secure funding for acquisition, access, habitat enhancement, interpretation, and planning within six major open space/flood conveyance corridors located in Sacramento County and the City of Sacramento. The Dry Creek Parkway is one of these corridors and provides the western connection for the Dry Creek Greenway to the 70-mile regional open space system. Participation in the RPF will strengthen the funding position of the Greenway as well as the other six corridors by demonstrating a commitment to expanding coordination and cooperation into Placer County.