



Chapter 7: MAKING IT HAPPEN

Introduction

Implementation is where the rubber meets the road (or in this case trail)! This chapter weaves together all the work and inputs generated during the POSTR planning process into a prioritized implementation and action plan, complete with cost estimates, planning steps, and implementation timing. The chapter also considers the funding strategy of the TOSV Parks, Trails and Recreation Department, and identifies specific funding opportunities.



IMPLEMENTATION AND ACTION PLAN

Project or Recommendation	Site Improvement Cost		Planning Required					Implementation Timing			Priority
	Low	High	Site or Facility Master Plan	Pre-Design and Concept Planning	Design or Construction Documents	Develop Program or Policy	Cooperation/ Partnership	Immediate/ Ongoing	Short-Term	Long-Term	Community Priority (3=highest, 1=lowest)
PARKS PROJECTS											
Destination Bike Park and Pump Track	\$300,000	\$600,000		✗	✗	✗	✗		✗		3
Redesigned Rodeo Grounds to finish Town Park	N/A	N/A	✗		✗	✗	✗			✗	3
Brush Creek Park	\$425,000	\$840,000	✗	✗	✗	✗	✗			✗	3
All Weather Artificial Turf on Multi-Use Field Space	\$760,000	\$860,000			✗	✗		✗	✗		2
Bike Wash and Repair Station	\$5,000	\$7,000				✗		✗			2
Town Park Pond, Beach and Green Infrastructure Improvements	\$90,000	\$155,000	✗		✗	✗	✗			✗	2
Community Garden at Cathy Robinson Park	\$4,000	\$10,000			✗	✗	✗		✗		2
Platform Tennis	\$0	\$0			✗	✗	✗	✗			1
Lighted Field Space	\$340,000	\$500,000			✗	✗			✗	✗	1
Redesigned Ice Rink	N/A	N/A	✗		✗	✗	✗			✗	1
OPEN SPACE POLICIES AND ACTIONS											
Seek acquisition of new open spaces that are multi-dimensional in the resource value they bring to the community with priorities	N/A	N/A				✗	✗	✗			3
Complete a Town-wide Natural Resources Management Plan			✗			✗	✗		✗		3
Continue to explore the role that partnerships might play in managing or acquiring open space parcels	N/A	N/A				✗	✗	✗			3
Always consider the resource values supported by the open space when developing specific proposals or defining management objectives.	N/A	N/A				✗		✗			3
Maximize opportunities to expand the function of existing open space to more broadly address community values (i.e., finding ways to enhance recreation, habitat, conservation etc.).	N/A	N/A				✗	✗	✗			3
Provide latitude in policy to consider "other" opportunities for open space acquisition that, while still reflective of identified community value, may take advantage of unique circumstances to set aside parcels for future consideration.	N/A	N/A				✗	✗	✗			2
Evaluate private open space or set asides associated with planned residential development in light of this framework and consider where private open space resource value and function might align with broader community objectives.	N/A	N/A				✗	✗	✗			2
GARDENS POLICIES AND ACTIONS											
Manage Town-owned gardens and open spaces to reduce invasive, non-native species	N/A	N/A	✗				✗	✗			3
Develop Landscape Maintenance Standards for Town Gardens utilizing xeric (low-water) species that are consistent with the Town's aesthetic character to maintain the currently high level of quality for town managed gardens	N/A	N/A	✗			✗	✗	✗			2
Explore opportunities for sponsorship to help support flower landscapes in the Town where appropriate	N/A	N/A				✗	✗	✗			2
TRAILS PROJECTS											
1) Rim Trail Connector	N/A	N/A			✗		✗		✗		3
2) Town Park Connector	\$125,000	\$225,000			✗		✗			✗	3
3) Horse Ranch Connector	\$60,000	\$100,000			✗		✗			✗	3
5) Snowmass Center Connector	\$15,000	\$25,000			✗		✗	✗			3
9) Trailhead Improvements at Western Terminus of Brush Creek Trail	\$7,500	\$15,000			✗		✗	✗			3
11) Repave All Paved Pathways in the Town	\$2,500,000	\$4,000,000			✗		✗	✗			3

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13) The Skill Builder Trails	\$800,000	\$1,350,000			✗		✗			✗	3
15) Hawk Ridge Trail	\$33,000	\$50,000			✗		✗			✗	3
19) Tom Blake Trailhead Improvements	\$35,000	\$100,000			✗		✗		✗		3
7) Gambell Way Trail	\$45,000	\$75,000			✗		✗		✗		2
8) Melton Ranch Connector	\$15,000	\$30,000			✗		✗			✗	2
10) Mayfly Spurs	\$20,000	\$55,000			✗		✗		✗		2
12) Stark's Connector	\$85,000	\$150,000			✗		✗			✗	2
14) Brush Creek Regional Connection	N/A	N/A			✗		✗			✗	2
16) Owl Creek Spur	\$14,000	\$21,000			✗		✗		✗		2
22) Multi-use Safety Improvements along Viewline Trail	\$100,000	\$150,000			✗		✗	✗			2
4) Highline Road Path	\$325,000	\$540,000			✗		✗		✗		1
6) Underpass Alternative	\$40,000	\$70,000			✗		✗			✗	1
17) Down the Divide Trail	N/A	N/A			✗		✗			✗	1
18) Gateway Crossing	\$120,000	\$650,000			✗		✗			✗	1
20) Upper Divide Lot Trailhead Improvements	\$35,000	\$100,000			✗		✗			✗	1
21) Snowmass Wild Dog Trail and Dog Park	\$330,000	\$515,000	✗		✗	✗	✗		✗		1
23) Upper North Mesa Beginner Mountain Bike Loops	\$50,000	\$80,000			✗	✗	✗		✗		1
24) Upper North Mesa Expert Mountain Bike Loops	\$410,000	\$615,000			✗	✗	✗		✗		1
TRAILS POLICIES AND ACTIONS											
Encourage adherence to dog waste and leash policies	N/A	N/A				✗	✗	✗			3
Implement a volunteer Trail Ranger Program	N/A	N/A				✗	✗	✗			3
Ensure Sustainable Trail Design	N/A	N/A				✗		✗			3
RECREATION CENTER PROJECTS											
POOL AND AQUATICS											
POOL AND AQUATICS	\$185,000	\$250,000		✗	✗	✗			✗		
Waterslide Improvements	Phase Cost	Phase Cost		✗	✗	✗			✗		3
Expanded Pool and Lounging Deck	Phase Cost	Phase Cost		✗							2
Pool Control Room	Phase Cost	Phase Cost		✗	✗	✗			✗		1

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EXISTING RECREATION CENTER IMPROVEMENTS											
MINOR RECREATION CENTER IMPROVEMENTS	\$750,000	\$1,000,000		✗	✗	✗	✗		✗	✗	
Locker Room Improvements	Phase Cost	Phase Cost		✗	✗				✗	✗	3
Administrative and Office Space	Phase Cost	Phase Cost		✗	✗				✗	✗	3
Sauna/Steam Room	Phase Cost	Phase Cost		✗	✗	✗			✗	✗	1
Improved Concession Area	Phase Cost	Phase Cost		✗	✗	✗	✗		✗	✗	1
DISTINCTIVE INDOOR RECREATION OPPORTUNITIES											
MAJOR RECREATION CENTER IMPROVEMENTS	\$14,000,000	\$15,000,000	✗		✗	✗	✗			✗	
Additional Cardio, Fitness & Spinning Space	Phase Cost	Phase Cost	✗		✗	✗				✗	3
The Jump Gym	Phase Cost	Phase Cost	✗		✗	✗	✗			✗	1
Field House	Phase Cost	Phase Cost	✗		✗	✗	✗			✗	1
Loading Dock, Staging and Storage Space	Phase Cost	Phase Cost	✗		✗					✗	1
RECREATION PROGRAM RECOMMENDATIONS											
Expand Recreation Programs for Adults and Seniors	N/A	N/A				✗	✗	✗			3
Drop-in Day Care	N/A	N/A				✗	✗		✗		3
Expand yoga offerings	N/A	N/A				✗		✗			3
Silver Sneakers/Senior Programs	N/A	N/A				✗	✗	✗			3
Expand Bicycling Programs	N/A	N/A				✗	✗	✗			3
Outdoor Rec Programs	N/A	N/A				✗	✗	✗			3
Offer more lunch time programs of all ilk	N/A	N/A				✗		✗			2
Lifestyle Programs	N/A	N/A				✗			✗		2
Informal or alternative sports	N/A	N/A				✗			✗		2
Sports and Fitness	N/A	N/A				✗		✗			2
Community Movies	N/A	N/A				✗		✗			1
ADMINISTRATIVE AND MANAGEMENT ACTIONS AND POLICIES											
Develop an Operational Manual for the recreation center to maintain the site and establish consistent Recreation Center Facility Maintenance Standards.	N/A	N/A		✗		✗			✗		3
Develop Recreation Program Standards and Performance Measures to gauge performance.	N/A	N/A		✗		✗			✗		3
Utilize a diversified funding structure for the department including maximization of existing sources and exploration of new ones	N/A	N/A				✗	✗	✗			3
Enhance mechanisms for continuous feedback from recreation center members and program participants	N/A	N/A				✗	✗	✗			3
Support the professional development of key department staff through membership in the Colorado Parks and Recreation Association and the National Recreation and Parks Association	N/A	N/A				✗		✗			3
Establish Customer Requirements for each program area to identify those service and product attributes that are most important to customers	N/A	N/A		✗		✗			✗		3
Develop a Special and Temporary Use Permit Application to manage and understand the nature of special uses of Town lands.	N/A	N/A				✗		✗			3

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Continue to respect sensitive wildlife resources through adherence to Town ordinance 10-29 and the intergovernmental agreement between the USFS, CPW, Pitkin County, Aspen Skiing Co and TOSV to close trails on Burnt Mountain each spring for elk calving.	N/A	N/A				✗	✗	✗			3
Implement Lifecycle Asset Management for all park and recreation center equipment so facilities can keep their image and value at a high level.	N/A	N/A		✗		✗			✗		2
Implement greater Price Segmentation in recreation programs pricing to maximize both yield and participation.	N/A	N/A				✗	✗	✗			2
Encourage greater pre-registration in programs, particularly youth programs with a range of approaches.	N/A	N/A				✗		✗			2
Develop an annual program review process	N/A	N/A				✗		✗			2
Develop Customer Service Standards to reinforce to part-time and seasonal staff what is most important to customers and maintain quality customer experiences.	N/A	N/A		✗		✗			✗		2
Conduct an annual review of partners and partnership opportunities to encourage active management of the partnership relationships	N/A	N/A				✗	✗	✗			2
Develop a marketing plan to plan to lay out the overall marketing direction for the entire Department	N/A	N/A				✗	✗	✗			2
Continue to maintain parks, gardens and outdoor spaces at a high level through support of the of the seasonal grounds-maintenance crew	N/A	N/A		✗		✗	✗		✗		2

Funding Strategy

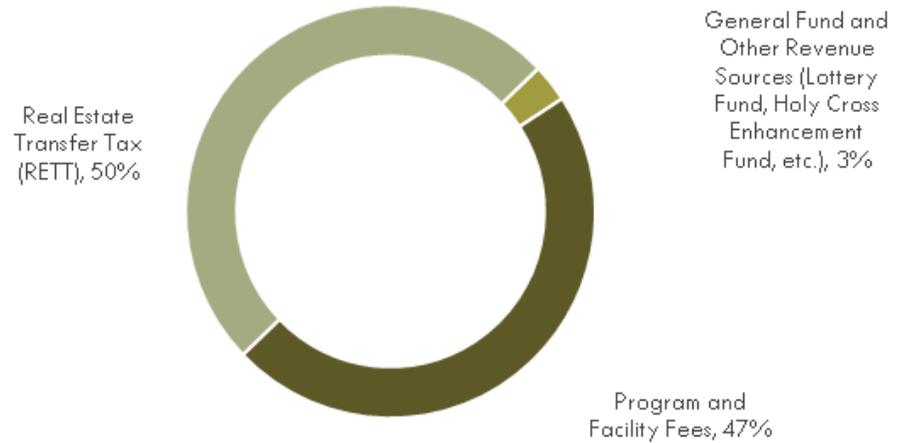
CURRENT AND HISTORIC FUNDING SOURCES

The TOSV Parks, Trails and Recreation Department in 2016 receives slightly less than half (46-48%) of its operational and capital funding from program and facility fees for the recreation center and recreation programs. This does not include debt service.

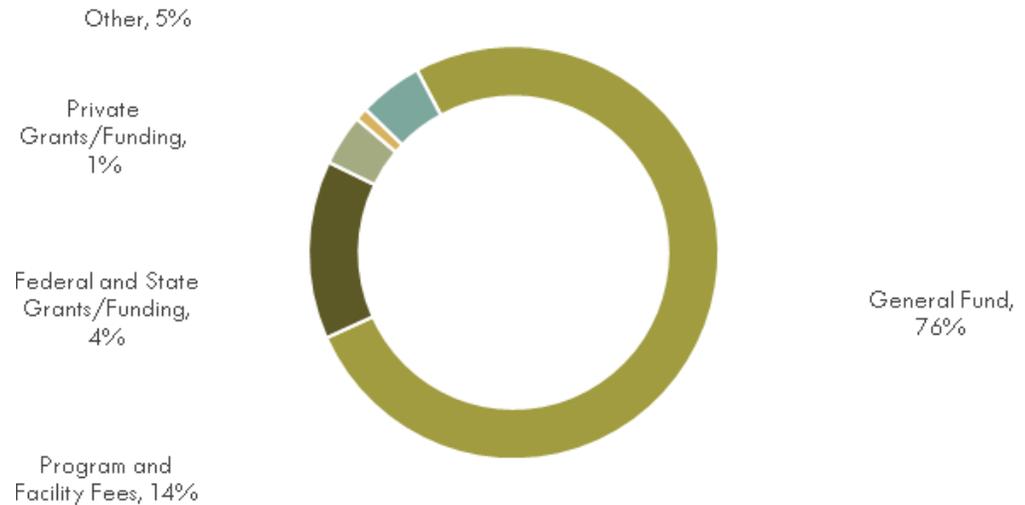
In addition to program and facility fees, about half (48-51%) of the department's funding comes from the Town's Real Estate Transfer Tax (RETT). Less than three percent of the department's revenues come from other transfers and revenue sources, such as transfers from the Lottery Fund or the Holy Cross Enhancement Fund. Bond issues and development impact fees have not been applied to any POSTR development since the completion of the multi-purpose gym in 2008, but were in used during the "seed period" of the department when the recreation center and pool were being established.

As illustrated in the charts to the right, the TOSV Parks, Trails and Recreation Department receives significantly less funding from general fund taxes than an average parks and recreation department as reported by the Resources For the Future report Current Challenges, Funding, and Popularity Trends in Local Parks and Recreation Areas.

Snowmass Village POSTR Funding Sources



Average POSTR Funding Sources



COST RECOVERY

As noted by Chis Dropinski in her article Cost Recovery in Public Parks and Recreation, “cost recovery is a complex subject. Essentially, it represents a park, recreation or conservation agency’s decision to generate revenues by charging fees for some, or all, of its programs and services in order to offset the expenses of providing those programs or services. Cost recovery does not imply that the target is total cost recovery; an agency establishes the target according to a variety of considerations, from 0 percent to more than 100 percent of direct costs.” The TOSV Recreation Center and Programs cost recovery ratio (the percent of costs covered by program and facility fees) has been between 46 and 48 percent of total costs over the past few years. The national average as reported by the National Recreation and Parks Association’s 2015 Field Report is significantly lower at 29.6%, meaning most park and recreation agencies recover less of their costs from program and facility fees than does Snowmass Village. This suggests that the Town operates a very financially successful and efficient department that is within the upper quartile of all parks and recreation agencies in the country. This POSTR plan recommends the expansion of revenue generating opportunities through the development of new facilities and programs and anticipates that the cost recovery ratio will grow over time, while allowing for fluctuations when projects arise. Overall, maintaining a cost recovery ratio of 50% should be a goal of the staff. See the discussion below for suggested target cost recovery ratios through the three phases of implementation.

OVERALL FUNDING STRATEGY

As laid out in the master plan recommendations, the overall funding strategy for the TOSV Parks, Trails and Recreation Department is to “utilize a diversified funding structure for the department including maximization of existing sources and exploration of new ones.” This involves maintaining the RETT as a primary funding source for the department, while expanding revenue generating opportunities through the development of new facilities and programs. Program and rental pricing strategies should continue to be assessed annually, focusing primarily on competitor prices and cost recovery rates. Great Outdoors Colorado (GOCO) and other private and non-profit funding sources should be maximized by tracking available grants and reviewing opportunities annually. Other new sources of funding support, such as school, sporting organizations, and non-profit partnerships, revenue from ancillary activities with special events such as parking, and benefit district fees should also be explored. Opportunities to expand philanthropic support of the department should also be pursued.

While the RETT is expected to continue to be a primary funding source for the department, the Cost Recovery Ratio is anticipated to grow over time as more revenue generating opportunities are realized through implementation of the plan. Early projects and recommendations in the “immediate period” (0-2 years) are anticipated to produce modest increases in program and facility revenues and expenses, with their full revenue potential being realized a few years after implementation. Growth in the Cost Recovery Ratio of about 1% by the end of the “immediate period” would be considered successful. Projects and recommendations from the “short-term period” (2-5 years) are anticipated to produce more

significant opportunities for new program and facility fees. Growth in the Cost Recovery Ratio of about 2-3% would be considered successful. Long-term projects (5+ years), combined with the cumulative benefit of short and immediate-term projects and recommendations, are expected to provide even more revenue generating opportunities, particularly given the program and facility revenue potential of the Jump Gym. By the end of the long-term period, total growth in the Cost Recovery Ratio of 4-5% would be considered successful, after factoring in increased operational costs from new facilities. Gains in Cost Recovery Ratios only consider operating costs and revenues, not capital expenditures and debt service.

Capital funds beyond the relatively modest capital projects that have been funded through the RETT in recent years will be necessary to implement the POSTR projects over time. If RETT funding to the department is maintained at current levels throughout the phased implementation described above (relative to normal CPI inflation), “excess” RETT funds resulting from the increased program and facility revenue can be utilized as seed money for projects or as matching funds for one of the 22 grant programs described below to implement projects from later phases (projects from the immediate phase have relatively modest costs, or are already anticipated in the department’s capital budget). Although grants and “excess” RETT funding are expected to minimize this need, it is likely that development impact fees, bond issues or other larger commitments of funding may be required for implementation of some larger-scale projects. These capital outlays should be budgeted across multiple years and will likely reduce the Cost Recovery Ratio in years they occur, but the ratio is expected to remain above the national average even in high spending years.

While cost recovery is important, the impact of these capital outlays must always be considered beyond just the revenue generating potential for the Town. The projects these capital expenditures represent are first and foremost intended to meet the parks, open space, trails and recreation needs of Town residents, which is a worthwhile goal and justification for capital spending in and of itself. They are also intended to strengthen economic development within the Town, and as noted in Chapter 3: Recreation Means Business, have the potential to generate significant sales and job creation in private businesses in Snowmass Village and the region, which again makes them worthwhile expenditures. When viewed in total the benefits of improvements to cost recovery, POSTR service provision, and economic development far outweigh the costs required to implement the plan.

NON-GRANT FUNDING SOURCES

RETT Funds

The Town of Snowmass Village imposes a Real Estate Transfer Tax (RETT) of 1% on the transfer of the title of real property within the Town. This tax helps fund town amenities and services such as transportation, landscaping and parks & recreation costs. Over the past few years, the RETT has provided about half of the department's budget (ranging between 48 and 51% of department revenues) and will continue to be a primary funding source for the department moving forward.

Program and Facility Fees

User and rental fees for the recreation center and recreation programs are another primary funding source for the department, ranging between 46% and 48% of the Recreation Center and Program

revenues. As the POSTR plan is implemented, the ratio of program and facility fee funding is anticipated to grow as more revenue generating opportunities are realized. While some of the planned projects include the potential for user fees and revenue generation, not all expenses, particularly site improvement costs, can be provided for through user fees.

Other Transfers and Revenue Sources

Other transfers and revenue sources, such as transfers from the Lottery, General Fund or the Holy Cross Enhancement Fund, provide additional funds for the department at a relatively minor scale. Generally less than 3% of department revenues are realized from these sources.

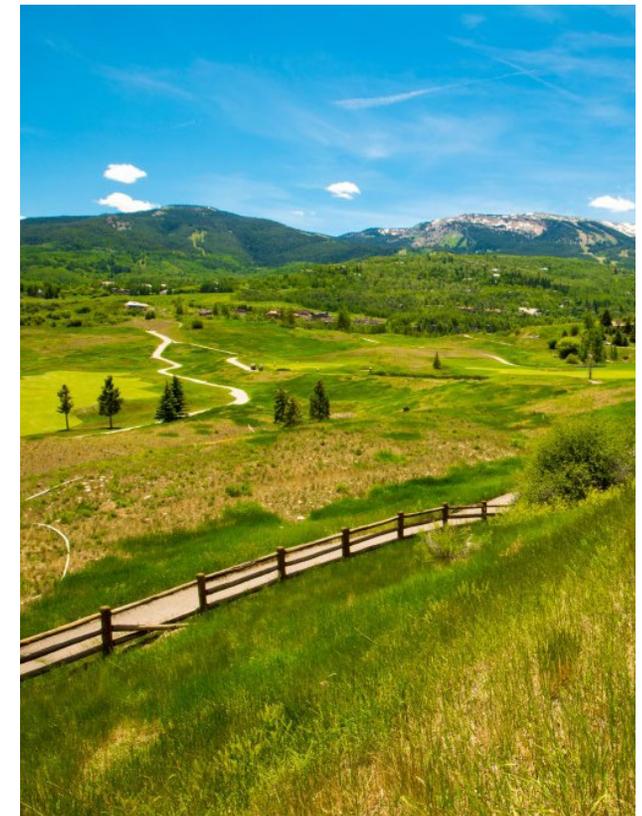
Bond issues

The Snowmass Village Town Council and Town residents have opted to issue bonds for capital improvements to the POSTR system in the past, including the initial funding for the recreation center and the pool in November of 2000. Although not anticipated to be a primary funding source for POSTR projects moving forward, bond issues may provide important opportunities to leverage other funds, such as required match amounts for federal or state grant programs, and may be needed for large projects such as the recreation center improvements.

Development Impact Fees

An impact fee is an assessment on development used to pay for its proportionate share of the impacts to public facilities. Some communities assign a standard dollar figure to the public sites, some use a park, trails and open space development impact fee, some give the developer an opportunity to arrive at a fee value based on projected impact, while others allow for the dedication of parkland, or fee-in-lieu, in place of the

impact fee. A full spectrum of leisure services which contain costs for recreation centers, trails and open space, in addition to parks, has been included in some communities' development impact fees. While the Town of Snowmass Village doesn't typically include park, trail and open space development impact fees, funds from developers have been applied to POSTR projects in the past. For example, as a part of the Base Village approval in 2004, Intrawest, the developer at the time, contributed \$1,000,000 towards the community pool at the Entryway. Moving forward, existing TOSV impact fee structures could be altered to create additional funding sources for POSTR projects.



GRANT FUNDING SOURCES

Federal

Land and Water Conservation Fund State and Local Assistance Program

The LWCF state assistance program provides matching grants to help states and local communities protect parks and recreation resources. LWCF funding has benefited nearly every county in America, supporting over 41,000 projects. From building hiking and biking trails, to improving community parks, playgrounds and ballfields, this 50:50 matching program is the primary federal investment tool to ensure that families have easy access to public, open spaces. <http://www.grants.gov/web/grants/search-grants.html>

National Park Service Rivers, Trails, and Conservation Assistance Program

The National Park Service Rivers, Trails, and Conservation Assistance program supports community-led natural resource conservation and outdoor recreation projects across the nation. Their national network of conservation and recreation planning professionals partners with community groups, nonprofits, tribes, and state and local governments to design trails and parks, conserve and improve access to rivers, protect special places, and create recreation opportunities. <https://www.nps.gov/orgs/rtca/index.htm>

FHWA Recreational Trails Program

The RTP provides funds to the States to support a wide variety of trail activities and related facilities, as well as environmental education and safety programs. The program is administered by the State Trails Program. http://www.fhwa.dot.gov/environment/recreational_trails/index.cfm

Federal Lands Access Program (FLAP)

Applicants may be state, county, tribal, or city government that owns or maintains the transportation facility. Project must be located on, adjacent to, or provide direct access to federal lands. <http://flh.fhwa.dot.gov/programs/flap/>

State

Great Outdoors Colorado (GOCO) Grant Program

This is a competitive grant program for park and open space land acquisition and development, outdoor recreation, environmental education, conservation, youth corps and capacity building that is derived from the Colorado Lottery. Grants are generally awarded in two funding cycles, with deadlines in the spring and fall. <http://www.goco.org/>

Colorado State Trails Program

This is a competitive grant program for trails. A 25 to 50% match is required. The state funding pool is relatively small, so this resource is proposed for a small component of the trails system. Grant deadline is typically in November. <http://cpw.state.co.us/aboutus/Pages/trails.aspx>

Fishing Is Fun Program

The Fishing Is Fun grant is a competitive program through Colorado Parks and Wildlife that provides matching grants to local and county governments, park and recreation departments, water districts, angling organizations and others for projects to improve angling opportunities in Colorado. Grant deadline is typically in March. <http://cpw.state.co.us/aboutus/Pages/FishingIsFunProgram.aspx>

Transportation Alternatives Program

The Transportation Alternatives Program (TAP) is a competitive grant program administered by Colorado

Department of Transportation that provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways. <http://www.coloradodot.info/programs/statewide-planning/documents/transportation-alternatives-program-guidelines-and.pdf>

Congestion Mitigation and Air Quality Program

The Congestion Mitigation and Air Quality (CMAQ) program supports two important goals of the US Department of Transportation (DOT): improving air quality and relieving traffic congestion. CMAQ was developed to fund transportation projects or programs that will contribute to attainment or maintenance of the National Ambient Air Quality Standards (NAAQS). Bicycle and Pedestrian infrastructure and education/outreach projects are eligible under this program in areas that have been deemed in maintenance or needing attainment. Most CMAQ projects are selected by the Denver Regional Council of Governments (DRCOG), North Front Range Metropolitan Planning Organization (NFR MPO), and the Upper Front Range Transportation Planning Region (UFR TPR). <https://www.codot.gov/programs/commuterchoices/cmaq.html>

Safe Routes to School

While SRTS is a federal program, it is administered through Colorado Department of Transportation who can assist with the project identification and

application. Funding is available for infrastructure and non-infrastructure projects. Application trainings are available. School districts, schools, cities, counties, state entities and tribal entities are eligible to apply. <https://www.codot.gov/programs/bikeped/safe-routes->

State Historical Society Funds

A portion of state gaming revenues are transferred to the State Historical Fund and administered by the State Historic Society in a competitive process. Grants are available for projects of historic significance. Competitive and non-competitive grants available. All projects must meet the Secretary of the Interior's Standards for the Treatment of Historic Properties. Grant deadline is typically in October. <http://www.historycolorado.org/oahp/state-historical-fund>

Colorado Health Foundation Activating Places and Spaces Community Grant Program

Grants are not for infrastructure, but for planning, outreach, enhancements, programs, etc. that attract people to be active in public places. Applicant must be youth-serving entities. \$15-100k grants available. Cycles in February, June and October in 2016-2018. <http://www.coloradohealth.org/yellow.aspx?id=8101>

National Organizations

People For Bikes Community Fund

The People For Bikes Community Grant Program provides funding for important and influential projects that leverage federal funding and build momentum for bicycling in communities across the U.S. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives. <http://www.>

peopleforbikes.org/pages/community-grants

Bell Built Grants

Bell Helmets offers a \$100,000 technical assistance grant to fund a gravity mountain bike trail built by IMBA Trail Solutions. One grant is available for a gravity trail for black diamond/double black diamond level riding. The trail will feature a 300 foot minimum drop and include steep sections, jumps, rollers, and berms. It will be 100% optimized for mountain bikes and advanced riders. It may feature alternate lines to encourage rider progression. <https://www.imba.com/grants/bell-built>

MLB Baseball Tomorrow Grant Program

The Baseball Tomorrow Fund (BTF) is a joint initiative between Major League Baseball (MLB) and the Major League Baseball Players Association (MLBPA.) The fund awards grants to organizations involved in the operation of youth baseball and softball programs and facilities. http://www.mlbcommunity.org/programs/baseball_tomorrow_fund.jsp?content=about

US Soccer Foundation

The U.S. Soccer Foundation awards grants on both an annual basis (Program grants) and through a rolling process (Safe Places to Play grants) to support soccer programs and field-building initiatives nationwide. Grants are provided to support all aspects of the beautiful game — from assisting programs with operational costs to creating Safe Places to Play. <http://ussoccerfoundation.org/grants/>

American Rivers Connecting Communities to Rivers Grant Program - Intermountain West

Beginning on October 27, 2015, American Rivers began accepting proposals for the new Connecting Communities to Rivers Grant Program, which will

provide financial support for projects that connect communities in the Intermountain West to their rivers by improving family-friendly recreational opportunities and protecting rivers and surrounding lands. Grants ranging from \$5,000 to \$25,000 will be awarded to action-oriented projects that connect people to their rivers through recreation; establish a strong sense of river and land stewardship; and have clear and identifiable community, recreation, conservation and economic benefits. For more information and to access the grant application form, please visit BlueTrailsGuide.org/Grants.

Trails Connecting People with Nature: A program of the Sierra Club's Nearby Nature Initiative

In collaboration with Sierra Club Outdoors, Sierra Club's Nearby Nature Initiative broadens the conservation movement by protecting and establishing close-to-home natural spaces to ensure that access to the outdoors is increasingly equitable and available to all communities. Sierra Club Outdoors connects people to nature for the benefit of both, hosting over 265,000 people per year in the outdoors and inspiring millions more. The Sierra Club's Trails program aims to create, restore, and maintain trails in urban areas with limited access to nature and in more remote areas on public lands. The Sierra Club Foundation will award one-year Trails project grants ranging from \$5,000 to \$20,000 towards trail creation or maintenance project proposals that engage new leaders and provide opportunities for communities to connect with nature. https://content.sierraclub.org/ourwildamerica/sites/content.sierraclub.org.ourwildamerica/files/RFP_7-15_fill-outable.pdf

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Access Fund

The Access Fund's Climbing Conservation Grant Program funds projects that preserve or enhance climbing access and opportunities and conserve the climbing environment throughout the US. \$1-4,000 grants but up to \$10,000 for projects of national significance. <https://www.accessfund.org/>

Challenged Athletes Foundation

Grants are for supporting Challenged Athletes through: Coaching/training fees, competition expenses, or equipment. <http://www.challengedathletes.org/>

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