

# 3. Planning a Greenway or Trail

Greenway and trail planning is a complex process that can be streamlined with the help of experienced individuals or consultants. There are two major tasks; determining feasibility of the project and creating a master plan. This section outlines the information needed and the steps to be taken in determining the viability of a greenway or trail and developing the concept documents needed to effectively promote the project.

## **Developing a Concept Plan**

After you have established an organization to work on a greenway or trail project, the first critical task is to define the scope of the project. Fleshing out the vision and beginning to plan for how the vision will be made a reality is done through developing a concept plan. It is the first formal rendering of the vision, on paper. This is a document that will establish the framework for how the group will proceed to carry out the project. It is also an accumulation of information and a record of decisions.

The discussion at this stage is still broad in scope. As more information is accumulated, and as circumstances change, revisit some of these questions. Your organization will develop a dossier of information about the corridor. This information should be organized into a suitable file system and made available for reference.

## Developing the Mission Statement

A mission statement is a one- or two-page write-up that can be presented to the public to explain the basics of the project. It can be illustrated with a map (from available sources) and perhaps with photos or sketches of interesting features in the corridor. It should list at least one person to contact for more information and contain the date it was created.

The mission statement is also the first fact sheet you will disseminate to a larger audience. It can form the basis of later brochures and articles. Give the mission statement to each member of your organization, prospective members, prospective funding sources, public officials, agency staff, news reporters, landowners, neighbors, and key community leaders.

## Meeting with Key Individuals

When you have a concept plan, a mission statement, a sense of where the resources will come from, and an idea of the shape of the final project, you are ready to begin public outreach efforts. Public officials and community leaders should be informed directly by the group as soon as possible. Whenever possible, they should be enlisted as partners in your project. Even if they cannot contribute resources directly, their good will is important. They will also have information and suggestions to offer at some point in the future.

### Step 1: Make a list of “who’s who” in the community.

Work to obtain a good cross-section of the people in the area your project will serve. Obtain names, addresses, and phone numbers of leaders in each of the categories listed below.

### Step 2: Send a copy of your case statement along with a cover letter expressing your group’s willingness to listen to their ideas and concerns.

Include an invitation to attend any of your meetings, and mention that you or a member of your organization

## A “Who’s Who” Listing of Contacts

1. Staff in local offices of federal, state and county agencies.
2. Elected officials at federal, state, local levels.
3. Planning commissions, park, and recreation department.
4. Environmental and conservation groups.
5. Local recreation-oriented business owners.
6. Chambers of commerce.
7. Leaders of industry and commerce.
8. Historical, cultural, and heritage groups.
9. Outdoor recreation groups.
10. Corridor landowners.
11. Owners of adjacent properties.
12. Media (newspapers, radio, TV).

would be willing to meet with them individually if they cannot attend the meeting. Follow up with a phone call to schedule the interview at a time and location convenient to them.

It is also a good idea, even on first contact, to include a simple survey or response card that the recipient of the letter can fill out and return. Simple questions might identify which user groups the respondent belongs to, desired trail activities, and whether he or she feels the project would provide a community benefit. Ask what level of support he or she or his or her organization could supply. A sample Partner Profile Survey is included in the Appendix II.

**Meeting with Public Officials and Community Leaders** To promote good relationships with people who may influence your project or influence public support for the corridor, obtain an interview, if possible, with each key contact. At the end of the interview, sit down for a few minutes and make notes while your memory of the interview is fresh. You may use them when reporting back to your steering committee and as you move on to advanced stages of the project.

**Meeting with Landowners** - Landowners with whom you will need to negotiate easements or purchase of property are also people to consider for key initial contacts. Send the mission statement, make a follow-up phone call, and ask for an interview. It is recommended that individual meetings be set. Do not enter into negotiations at this point; just make them aware of your intent to create a greenway or trail, let them know what it is and how it will work. Be a good listener. Ask what benefits they see from the project, and what problems they foresee, as well.

## Starting the Planning Process

The planning phase of greenway and trail projects is generally undertaken by planning staff employed (directly or by contract) by local governments or land management agencies. But in other cases, particularly when greenway or trail projects are being undertaken by NGOs, professionals in the employ of consulting firms are best equipped to deal with the complexities of planning tasks. The consultants should have expertise in landscape architecture, community and recreation planning, public participation techniques, civil engineering, and architecture. If you require the assistance of a consultant, you will need to develop a scope of work and conduct a search. After the consultant has been hired, you will play a supervisory role.

If the work is to be funded by public funds, local, state, and/or federal procurement statutes will govern the procedures to be used in hiring consultants. The procedures stipulated in the Virginia Department of General Services manuals; *Construction and Professional Services Manual for Architect/Engineers* (known as the A/E Manual) and the *Agency Procurement and Surplus Property Manual* (known as the Vendors Manual) establish procedures that are widely used throughout Virginia. The paragraphs below include information based on these manuals, but there are local variations in how the specifics are applied. Procurement regulations that apply to federally funded projects are stipulated by the funding program and are available from the federal agency or the state agency that administers the federal program.

**A scope of work** is a detailed outline describing what needs to be accomplished and the responsibilities of parties involved. Define the scope of work to fit your own situation and the requirements of the source of funds

for the work. To develop a scope of work, identify tasks to be done by volunteers, paid staff, consultants, and cooperating organizations.

Next, develop a **request for qualifications (RFQ)**, which is an important step in the hiring process. An RFQ is a request for a consultant's qualifications and experience and should also include your mission statement, a generalized scope of work, time schedule, and selection criteria. Send the RFQ to five to ten firms that appear to be qualified. If required by a grant program, place an advertisement in a local paper. If using funds from a state agency, find out whether or not you must public a notice in the Virginia Business Opportunities (VBO) or elsewhere.

Consultants interested in the project will submit **statements of qualifications** in response to the RFQ. Review responses by the selection criteria outlined in the RFQ, including experience with similar projects in both size and scope, and understanding of the project, and the ability to complete the project on time.

Select several of those who submitted proposals for an interview. Ask each one to present their approach to the project during the interview. Prior to the interview, develop one set of questions to be asked at each interview. During the interviews, take notes on the responses to your questions.

After the interviews are completed, review material provided and answers to the set of questions. Using the selection criteria, list the consultants in descending order of their qualifications. At this time, develop a detailed final scope of work and request cost proposals from each consultant, and check their references. Negotiate the fee for the work with the highest ranked firm. If you reach an agreement with that firm. Prepare the contract. If you can not come to an agreement with

the most qualified, you must negotiate with the second highest ranked firm. Once you have abandoned negotiations with any firm and moved on to the next, you may not reopen negotiations with the initial firm.

**NOTE:** Under Virginia procurement statutes, the process outlined above applies to the selection of construction industry professionals that are licensed by the Commonwealth. These include landscape architects, architects, engineers, and land surveyors. If you advertise the project targeting consultants that are not required to be licensed, such as planners, trail consultants, recreational consultants, biologists, foresters, etc., and you stipulate in the RFP that the process is Competitive Negotiations, you can require submittal of a cost proposal and base your decision partly on price. In any case you must, in the RFP, state the selection criteria that will be used and the relative weight that will be applied to each criteria.

## **The Feasibility Study**

If a greenway or trail corridor has not been identified, planning may involve identifying important resources in a region or locality and then deciding how to best connect them. When the corridor has been identified, there are additional factors to consider in determining project feasibility. Conducting property research regarding the ownership, physical features, historical, cultural and scenic resources, and the environmental conditions of the corridor will provide information needed to determine if the project is feasible. Questions that must be answered before a project can be considered feasible include:

1. Is there a likelihood that the land can be acquired?
2. Is there public support for the project?
3. Is funding available to acquire property comprising the corridor?

4. Is there an entity willing to take ownership and operate the greenway or trail?
5. Is funding available to develop, operate and maintain the corridor?

**The Physical Inventory Assessment** - An important body of information necessary to your feasibility study and master plan is the physical inventory. The physical inventory should cover the area included in the corridor in the original mission statement. If possible, consider gathering information on a wider swath to allow for the planning of alternative corridor alignments. The physical inventory may be conducted by a consultant, skilled volunteers, or volunteers with support and technical assistance from consultants.

The physical inventory should be presented as a map with layers of data and a written narrative describing the features. If the corridor is extensive, or if it passes through distinct habitat areas or diverse land uses, break the inventory into segments. Many subsets of information may already exist and can be compiled by volunteers.

The longevity of the inventory is a concern. The landscape is constantly changing as land use changes. Forests may be logged over, uncultivated fields may be overgrown, structures may deteriorate, new populations of wildlife may be located, and new archaeological finds recorded. If five or more years have passed between the completion of your physical resources inventory and commencement of your master planning effort, the inventory and plan should be updated. Recheck for updated data on structures, archaeology, and listed species during the feasibility study phase and just before the construction phase begins.

**Natural Resources Inventory** - This inventory may be compiled by a consultant or by volunteers using

information from a number of existing sources. Consider working on this project with local environmental organizations and professionals in communities along the corridor.

Some local governments can provide topographic and geological maps of the area within their jurisdiction. The US Geological Survey (USGS) of the Department of the Interior produces topographic maps that are widely used for planning and are available in most architectural and engineering supply stores. Soil maps and information is available from regional Virginia Soil and Water Conservation Districts and some local governments. The hydrology (lakes, ponds, watercourses, wetlands) should be included as a data layer and is available from USGS. Aerial photographs and satellite images should also be available from county planning commissions and public utilities. VDOT has aerial photography of many parts of the state and can make them available on a limited basis. Local planning or emergency services agencies can assist in the identification of floodplains. Construction design and management plans need to address this type of threat.

The Virginia Department of Conservation and Recreation, Natural Heritage Program can be consulted for information on threatened and endangered species. The Virginia Department of Game and Inland Fisheries also maintains data on wildlife and aquatic populations and habitats. Schools, colleges, universities, and wildlife organizations also conduct inventories and have information on local natural resources. Topographical features such as rock outcroppings, and caves are probably known to local residents and may have local names. The local Natural Resources Conservation Service, a branch of the US Department of Agriculture, and local agricultural extension agents can provide information about agricultural land use.

When your natural resources inventory is completed, your steering committee and your planning consultants can review it to make suggestions and recommendations to protect or utilize the resources identified. For a trail, plan an alternative alignment to avoid a population of threatened wildlife or reroute the corridor to avoid a hazard. For a greenway, extend the corridor to include a critical environmental area, or realign your route to include attractive features, such as scenic overlooks.

**Environmental Assessment for Hazardous and Residual Waste** - If taking ownership of property, your organization may be assuming liability for environmental contamination on the site. To protect the organization from potentially catastrophic remediation costs, do not take ownership of a property without at least conducting a Phase I Environmental Site Assessment. An environmental engineer or other qualified professional should be hired to perform this work.

In conducting a Phase I Environmental Site Assessment, it is important to consider what lies on adjacent property, as its presence may affect the usefulness of the project site. If any indications of contamination are found, samples will be taken and analyzed. If contamination is found, additional tests may be necessary to determine the extent of the pollution and to estimate costs of remediation. When contamination is found, there are a variety of remediation options that can be employed to correct the problem. Your consultant can advise you about these. Contact the DEQ regional office to report findings and to get more information. DEQ can assist in creating an effective remediation plan.

If serious contamination is found, you may not want to acquire a given property. If the decision is made to go ahead with the acquisition, negotiate with the seller to remediate before closing the deal. If the problem is

relatively minor, or if the parcel is critical to continuity of the corridor, consider assuming responsibility for the clean-up. Funds may be available through DEQ and EPA for clean-up (see Green Pages).

**The Engineered Structures Inventory** - If a railbed or roadbed is present, assess the condition of the surface and base (sub-strata) of the bed. If any bridges, tunnels, or grade crossings appear in the inventory, they must be assessed. An engineering firm can be contracted to perform this service, or if available, a local government engineer may conduct the study. Bridges and tunnels are critical to trails and a greenway or trail program can be the vehicle by which these abandoned structures are preserved.

**The Public Services and Utilities Inventory** - Identifying public services and utilities along the corridor, such as water supplies and sewer systems, can help with the planning and placement of visitor services such as water fountains, rest room facilities, and visitor center buildings. The local government engineering or public works department should have maps of these systems. Electricity and phone lines are important to visitor services, and also to security along any proposed trail. Conduct a drive-by assessment to see if utility poles are in place, and consult with the appropriate utility company about extending service where needed.

**The Scenic Resources Inventory** - Whether natural or man-made, the corridor will have aesthetic qualities. The visual attributes of the landscape should be assessed, and design and management practices should be planned to preserve and enhance the scenic value of the greenway or trail. In this assessment, the viewshed is identified, features are recorded, criteria are chosen, and a rating scale is developed. Then units of landscape are rated according to the criteria.

Scenic America is a national organization advocating long-term protection of America's scenic landscapes. They provide advice on designing parkways and on community planning. Technical information on evaluating scenic resources appears in their *Technical Bulletin: Evaluating Scenic Resources* (see Bibliography).

### **The Historical and Cultural Resources Inventory -**

The historical and cultural resources inventory can be based on information provided by the local historical society or the Virginia Department of Historic Resources (DHR). Local historical societies and cultural councils are important potential partners as well as sources of information. Note historical and cultural features that lie outside of the corridor because a constellation of attractions in close proximity will draw more visitors than any single attraction would in isolation

Begin your inventory by noting on your map all historic sites and districts listed on the National Register of Historic Places and the Virginia Landmarks Register. Add cultural resources such as museums and arboretums. Note any historic sites that could serve as commercial tourism-type establishments, such as bed & breakfast establishments, restaurants, and campgrounds. A good way to obtain additional information is to lay out a map at a public meeting and invite residents to comment and identify features.

Properties listed in or eligible for the National Register are given a limited amount of protection by federal historic preservation regulations. Placement on the Register also opens up opportunities for financial assistance. Consult the DHR for information.

**Transportation Characteristics -** A transportation planning consultant, your local planning department, or a VDOT official may be able to help you identify

and describe roads, railroads, and other means of transportation affecting the proposed greenway or trail. Attracting visitors to a trail is desirable, so placing access and developing a suitable parking area off a heavily traveled road may be an advantage. However, for a conservation greenway, the opposite may be true.

### **Population and Socioeconomic Characteristics -**

The demographics of the immediate area and surrounding region will influence how the proposed trail or greenway is used. Elderly residents tend to use a trail for short excursions. Younger and athletically inclined individuals may use it less frequently, but for longer duration. The local planning department, economic development agency, or planning district commission will have statistics from the US Census Bureau and other sources to assist you in planning to meet the needs of the local population. An estimate of the potential demand, and potential economic benefits can be derived from studying socio-economic data from these sources.

### **Parks, Open Space, and Community Facilities**

**Inventory -** The locations and capacities of existing recreational facilities in the locality or region should be inventoried so that appropriate connections can be made and duplications can be avoided.

**Potential Demand Analysis -** A key factor that will influence greenway and trail corridor planning is the potential demand. If the region already attracts large numbers of recreational users, a hiking and biking trail may draw a significant number of visitors. In planning for the proposed trail, get attendance figures from similar facilities as a basis of future usage predictions. The Virginia Outdoors survey, or in some instances local demand surveys, may also be relevant and available to measure demand.

If the proposed trail is designed to be a recreation and tourist destination, other nearby tourist attractions may increase your draw as well. Local or regional tourism promotion organizations may be able to provide information about the numbers of visitors those attractions have and this may help you estimate potential demand for the site.

Trip generators are points of attraction that people will use the corridor to access. For example, there may be a playground, store, restaurant, or public library accessible to residents of a neighborhood by a path within the greenway. Also, a boat launch will generate trips, as will an exercise trail. Your planning team should make a map with potential trip generators and attempt to estimate the number of trips each could generate when the project is completed. Transportation planners and bicycle and pedestrian coordinators can assist in this area. The US Department of Transportation published a document titled *A Compendium of Available Bicycle and Pedestrian Trip Generation Data in the United States*, in 1994 (see Bibliography). This report contains a range of techniques that have been used to predict pedestrian and bicycle travel demand in different types of settings.

**Potential Benefits Analysis** - Greenway and trail planners think of potential economic benefits as tools to market their concepts. An economist can assist with assessing the potential benefits, which can be described in the master plan.

<p><b>ECONOMIC BENEFITS</b></p> <ul style="list-style-type: none"><li>Increased real property values</li><li>Increase business revenues</li><li>Additional jobs created</li><li>Increased corporate relocation and retention</li></ul>
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A section on estimated economic benefits appears in *Economic Impacts of Protecting Rivers, Trails, and Greenway Corridors* (see Bibliography). This publication of the National Park Service also cites dozens of studies showing economic and other benefits. The study gives rationales for and examples of how to use such models to make the general public and local officials aware of all benefits from protecting rivers and establishing trails and greenways.

**Feasibility Determination** - Your organization and any consultants involved will need to reach a conclusion about the feasibility of creating the greenway or trail. Refer back to the questions at the beginning of the chapter and discuss other concerns or constraints before writing the recommendation to pursue, delay, or terminate the project. Keep in mind that many barriers to feasibility may be overcome by further action of greenway and trail advocates. What is not feasible this year may become feasible in the future.

## The Master Plan

Once the greenway or trail project has been deemed feasible, the information gathered in conducting the property research and the feasibility study will be used again in the master planning process. The variability of goals, resources, and terrain from project to project makes it impossible to give specific site plans for design and development in this manual. For more information, refer to manuals on trail design cited later in the chapter and listed in the bibliography. Keep in mind that the professionals creating the specific site plans will be able to advise you on the best construction options.

The master plan must specify what will be done, who will do it, how it will be paid for, and when it will be done. Questions to consider are listed in the table on the following page.



## MASTER PLAN QUESTIONS

1. What will be the actual alignment of the corridor?
2. What alternative alignments are possible if problems are encountered?
3. Where will it begin and end?
4. Where will access points be provided?
5. How will access be controlled?
6. How will the trail or greenway be used.?
7. What amenities will be developed?
8. What kind of trail surface will meet the proposed usage and loads on the trail?
9. Will side-trails be used to connect to additional trip generators?
10. How will the rivers, railroads, and roads be crossed?
11. How will neighbors' privacy concerns be addressed?
12. Who will provide security?
13. Who will maintain the trail or greenway?
14. How will natural features be protected?
15. How will natural features be interpreted?
16. Which buildings and structures will be retained, improved, and used?
17. Where will acquisition funds come from?
18. Where will maintenance and operation funds come from?
19. Where will operational funds come from?

The master plan should not to be confused with the detailed site plan for your trail or greenway improvements. Professionals will develop site plans for specific improvements on your greenway or trail based on general decisions recorded in the master plan. The master plan can be created by any of the variety of consultants, including experienced trail managers, landscape architects, and engineers in cooperation with municipal officials. This is a particularly important tool to use to gain the support of these officials early on in the process, and to insure consistency with local and county comprehensive plans, local ordinances and code requirements. Researching these requirements during the design phase could avoid extra costs and delays in the project. Keep in mind that specific site plans may later be required for approval and permitting.

**Goals and Objectives** - The goals and objectives of the project are developed from the mission statement, as modified by input collected from the public, local officials, key contacts, professionals involved in the project, and partners.

**Location Information** - The location of the greenway or trail should be shown on a series of maps updated from the feasibility study mapping. One map should indicate a regional location of the project; a second should show the preferred corridor alignment in the community setting. If these maps are not at a scale useful to portray detailed locations of road crossings, access points, structures, and amenities, also include a series of map enlargements to illustrate these items. Descriptive text about the location of features should be included.

**Summary of Outreach Results** - The summary of citizen outreach results should focus on identifying the goals and needs addressed by the creation of a greenway or trail. It should list, in brief, the steps taken to reach

the public about your project, and, to the extent possible, should include data on the results of your outreach efforts.

**Summary of Resource Inventories** - The summary of resource inventories should focus on the features to be protected, interpreted, or otherwise affected by the development of the greenway or trail. The master plan can refer readers to the extensive data assembled for the feasibility study.

**Development Plan** - The development plan should consist of an item-by-item plan for each section of trail, access point, road crossing, bridge, picnic area, or other component of the greenway or trail. With information developed earlier in the process, your planning team can meet in an intensive design session to transform your visions into a plan. The charette, as these design sessions are often called, can focus on and produce such things as drawings of the site, construction specifications for the trail surface, design specifications of structures, and architectural concepts for buildings.

**Implementation Timetable** - Each element of the proposed project should be prioritized, and a timetable should be developed to accomplish each. The development of these elements may be grouped in phases. For example, all elements necessary to open the core of the trail to the public for minimum use should be completed in Phase I. Later phases can address the addition of amenities, extensions of the trail or greenway, and capital-intensive projects, such as historic site restoration.

**Cost Estimates** - Individuals with trail development experience should be consulted for general estimates of likely costs for the elements in the master plan, such as land acquisition, trails, parking, boardwalks, fencing, utilities, security, lighting, etc. This will provide

guidance for any fundraising efforts. Although the cost of these projects may seem overwhelming, keep in mind that creation of linear parks, trails and greenways often is less expensive than creating other types of recreational facilities. Cost estimates for a specific project are best developed by averaging actual costs from a variety of similar projects recently completed in the immediate vicinity of the proposed project. For general guidance, cost estimating data derived from recent trail and recreation projects in Virginia is in Appendix IX.

**Management Plan** - The management plan outlines all aspects of operations and maintenance and addresses administrative work, promotional activities, security patrols, refuse removal, and educational interpretation, as well as routine and deferred maintenance. The management plan should be detailed enough for use in preparing an annual operating budget. It should also specify which entities will be responsible for each action item.

## **Presenting the Master Plan to the Public**

When a final draft is completed, request that your elected officials present the master plan to the community in a public meeting. This is an important step in solidifying public support. A transcript of the public comments should be attached to the final plan. After the plan has been fine-tuned and is in keeping with the input of local officials, ask that the plan be adopted or approved by the local governing body.

## **Identifying Needed Facilities and Infrastructure**

The master plan should identify what structures, improvements, and amenities needed to meet the stated community goals for the project. Structures might include gates, barriers, culverts, bridges, parking areas,

or boat launches. Amenities could include an information kiosk, comfort station, visitor center, picnic area, or outdoor study areas. Specifications for the design of these items should be included. For example, in designing a parking lot, determine its location, estimate the size and capacity, and specify amenities, such as lighting and gates. Sample or standard designs are available for certain common elements of greenway and trail design. *Greenways, A Guide to Planning, Design, and Development* (see Bibliography) illustrates sample sketches and photographs for a variety of designs. *Trails for the 21<sup>st</sup> Century* by the Rails to Trails Conservancy is also a useful resource.

The design theme articulated by the master plan should be consistent with community character and the intended uses of the trail. Trail surface is a primary design consideration that will be dictated by intended use. For example, pavement is likely to be damaged by the carbide studs on the tracks of snowmobiles, while wood chips or river stone will not accommodate most wheeled vehicles. These conflicts must be addressed at the design level in your master plan. The National Bicycle and Pedestrian Clearing House has a technical brief on resolving trail user conflicts (see Bibliography).

Community character and aesthetic values desired to be maintained for a greenway or trail must be taken into consideration in design decisions. For instance, lighting an urban greenway's path with Victorian-era gas lamps may be in keeping with the surrounding business district, whereas a rustic picnic table would look out of place. Funding agencies may have standards, requirements, or conditions that must be met. It is advisable to check with each funding source early in the master planning process.

## **Enhancing Economic Benefits**

Evidence shows that greenways and trails provide economic benefits to the communities in which they are located. These benefits may be enhanced by incorporating economic activity into the greenway or trail or by linking to sites where economic activities take place. Through the master planning process, the committee can use economic impact information previously developed during the feasibility study and present that data to the business community to encourage collateral development.

National research indicates that nearby collateral services such as food, lodging, transportation, supplies, and entertainment attract people to visit nature areas or trails, and encourage them to stay longer. Visitors support the greenway or trail directly by making a donation, paying a user fee, or purchasing a promotional item. The local economy is benefited by their purchasing equipment, lodging, food, and services. Examples are provided in the publication, *Economic Impacts of Protecting Rivers, Trails, and Greenway Corridors* (see Bibliography).

## **Designing for Successful Collateral Development**

**Development** - Collateral development means connecting your greenway or trail to off-site amenities and attractions. The master plan should identify uses and services compatible with the intent of the proposed project. It may be possible to locate larger trailheads close to existing shopping centers or clusters of services.

Once plans for a greenway or trail are announced, entrepreneurs may express interest in opening businesses. To support your greenway or trail, the planning team should consider leasing structures in the corridor to entrepreneurs. For example, a house on

farmland acquired for a greenway could become a bed and breakfast or a youth hostel; or a large room in a trail visitor center could be leased to a cafe operator. In such an arrangement, the organization should receive a percentage of net profits from sales generated by the concessionaire.

Livery service is another example of collateral development. Businesses may be permitted to drop off and pick up clients at the trailheads. Where rails-with-trails exist, the train operator may set up a shuttle service. If the trail corridor is longer than a day's journey by foot, bike, or boat, you could actively seek development of campgrounds.

Your organization should consider working with local businesses on promotional projects that will benefit both the project and area businesses. Examples include a map of the proposed trail or greenway printed on placemats at local restaurants, or a brochure, sponsored by local businesses with their listings on the printed material.

Guidebooks provide another opportunity for a cooperative endeavor. Information provided in guidebooks encourages trail use as potential visitors want to know about the trail or greenway before deciding to visit. A private company may produce a guidebook to the proposed trail and offer it for sale through your organization or local merchants.