

Strategic Plan

*for the Colorado Scenic and
Historic Byways Commission*

**Guiding travelers to experience and be inspired by treasured places
that comprise Colorado's Scenic and Historic Byways.**





It is with great pleasure and pride that the Colorado Scenic and Historic Byway Commissioners present our Strategic Plan to support the next three years of the program’s vision.

The Colorado Scenic and Historic Byways program isn’t just a list of roads connecting one place to another. The 26 Byways have been carefully selected by the Commissioners to awe, instruct, delight, inform, physically challenge, soothe, and bolster the physical and spiritual health of the thousands of travelers who traverse Colorado’s chosen trails.

There isn’t one formula that defines a Colorado Byway, but when you are driving, cycling, or walking on one of these routes you feel a “wow” factor that can’t be denied. Whether you are an outdoor recreationist, history buff, nature lover, tourist, or conservationist, you will recognize the work of devoted locals who share their bounty with you through resource stewardship. And that devotion is paid back to the local businesses, non-profits, and local citizens through renewed pride in their resources, community coalescence, and economic development.

For the immediate future, the Commissioners want to chart innovative ways to support and guide Colorado’s Scenic and Historic Byways. Please join us in celebrating past accomplishments and envisioning new journeys.

Colorado Scenic and Historic Byways Commission—January 2017



Silver Thread



© Michael Underwood

This route allows travelers to roam through wonderfully isolated swatches of the San Juan Mountains and includes both historic main streets and top-of-pass scenic overlooks. It stretches from South Fork to Blue Mesa Reservoir and Lake City.

Completed an ADA-accessible interpretive site at North Clear Creek Falls and other sites along I-49 to explain to visitors the significance of the route.

West Elk Loop



This mountain byway traces some of the state's lushest river valleys and most scenic and colorful mountain passes, gets within arm's reach of four diverse wilderness areas and links the mountain towns of Crested Butte, Gunnison, Montrose, Hotchkiss and Carbondale.

© Kevin Krill

Grants have completed the Crested Butte to Carbondale Trail Plan and Redstone's Elk Park, consisting of a kiosk, a universally accessible interpretive river trail, an amphitheater and parking.

////////////////////// **THE COLORADO SCENIC AND HISTORIC BYWAYS COMMISSION** ////////////////////////

Rep. K.C. Becker, Chair: *Representing the Colorado General Assembly*

Kelly Barbello: *Rep. Colorado Tourism*

Charlotte Iva Bumgarner: *Rep. Eastern Plains Byway Organizations*

Amanda Hill: *Rep. At-Large 2016 Commission*

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Robert John Mutaw: *Rep. History Colorado*

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U.S. DEPARTMENT OF THE INTERIOR: Jack Placchi, Bureau of Land Management

U.S. DEPARTMENT OF TRANSPORTATION, FEDERAL HIGHWAY ADMINISTRATION:

Aaron Bustow, Colorado Division Office; and Gary A. Jensen, National Scenic Byways Program

THE ORGANIZERS AND STAKEHOLDERS OF COLORADO'S SCENIC AND HISTORIC BYWAYS:

Alpine Loop BLM Backcountry Byway; Collegiate Peaks Scenic and Historic Byway; Colorado River Headwaters Byway;* Dinosaur Diamond Prehistoric Highway (includes CO and UT);* Frontier Pathways Scenic and Historic Byway;* Gold Belt Tour Scenic and Historic Byway;* Grand Mesa Scenic and Historic Byway;* Guanella Pass Byway; Highway of Legends Byway; Lariat Loop Scenic and Historic Byway;* Los Caminos Antiguos Byway; Mount Evans Byway; Pawnee Pioneer Trails; San Juan Skyway;* Santa Fe Trail (includes CO and NM);* Silver Thread; Top of the Rockies;* Tracks Across Borders (includes CO and NM); Trail of the Ancients (includes CO and UT);* and Trail Ridge Road/Beaver Meadow Road* (*Also one of Colorado's eleven America's Byways).

AND WITH THANKS TO THE MANY CONTRIBUTORS TO THIS PLAN, INCLUDING (but not limited to):

Barbara Bowman, Durango Area Tourism Office, Colorado Tourism Board, Grand Junction Visitor & Convention Bureau; Rob Draper, National Scenic Byway Foundation; Roxanne Eflin, Colorado Preservation, Inc.; and Wade Sheldon, Trust for Public Land and those responding to the survey.

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PHOTOS: We are grateful for all contributed photos, acknowledged individually throughout the plan. *This Strategic Plan is financed in part with a federal grant from the Federal Highway Administration, U.S. Department of Transportation. The contents and opinions expressed in this document do not necessarily reflect the views and policies of the granting agency.*



COLORADO BYWAYS

THE BYWAYS

ROUTES	26
MILES	2,565
CDOT SYSTEM MILES	2,061
OFF-SYSTEM MILES (COUNTY/LOCAL ROADS)	504
DRIVING HOURS	142
COUNTIES	48
DESIGNATED AS AMERICA'S BYWAYS	11
US NATIONAL FOREST BYWAYS	10
BUREAU OF LAND MANAGEMENT BACK COUNTRY BYWAYS	2

WWW.COLORADO.COM

# OF PAGE VIEWS	9,657,538
PAGE VIEWS OF BYWAYS-RELATED ARTICLES	304,098

VIRTUAL SCENIC BYWAYS GUIDE www.colorado.com

UNIQUE VIEWERS PER MONTH	8,977
DOWNLOADS PER MONTH	128
AVERAGE AMOUNT OF TIME SPENT ON SITE	3 ^{min.} 30 ^{sec.}
ITUNES DOWNLOAD APP	1,406

CDOT BYWAYS MAIN WEB PAGE www.codot.gov/travel/scenic-byways

PAGE VIEWS IN 2016	485,019
UNIQUE VIEWERS PER MONTH IN 2016	27,751

Benefit local communities and the state economy.

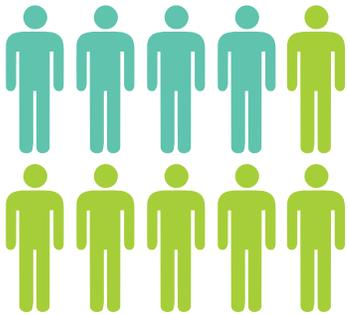


VISION STATEMENT

Guiding travelers to experience and be inspired by treasured places that comprise Colorado's Scenic and Historic Byways.

VISITORS

In 2015, more than 66% of out-of-town visitors came to Colorado in their own car or truck.



“Interest in historic places

topped the list of specific draws among

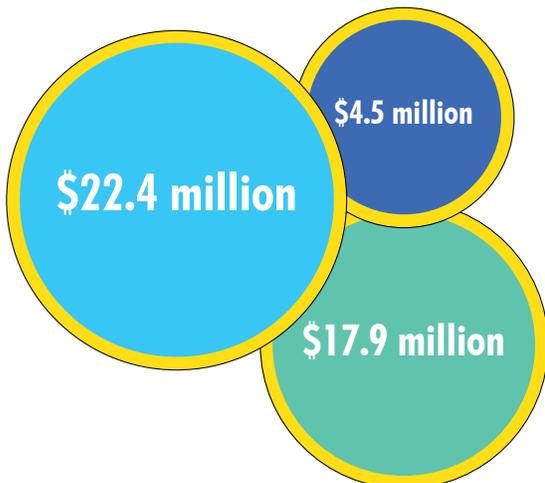
Colorado visitors in 2015, followed by an interest in cultural activities and attractions.”

\$17.2 BILLION

Total spending by domestic visitors to Colorado

Statistics from: Longwoods International, Colorado Travel Year 2015 Report

National Scenic Byways Discretionary Grants Program



**Total Grants Awarded to CO Byways
1992 – 2012**

20% Matched Contributions

**Total Investment =
Grant Funds + Matched Contributions**

GRANT FUNDING

Executive Order of the Colorado Scenic and Historic Byways Commission

The Commission shall work to increase regional effectiveness and promote awareness of rural tourism, economic development, scenic conservation, historic preservation, and recreation and provide a significant catalyst to bring together federal, state, local and private entities under one program.

The Commission shall work with state agencies, the U.S. Forest Service, the Bureau of Land Management, local byways organizations and public and private resources to assist in the development of byways management plans, including interpretation, promotion, and protection of distinctive byways characteristics.

The Commission shall develop and recommend funding sources and assist in coordinating the budget process and in the allocation of federal, state, and private funds for the purpose of byway development and management. The Commission shall provide program planning and support to sustain the byways for future generations.

The Commission shall evaluate and recommend designation for scenic and historic byways that depict Colorado's regional and geographical diversity. Recommendations shall be sent to the Transportation Commission for state designation and to the Federal Highway Administration for national designation.

The Commission shall ensure that all regions of the state are fairly represented within the system of designated scenic and historic byways.

The Commission shall establish a set of bylaws and shall abide by said bylaws.

Governor's Executive Order B 2014 002, Section 1; for full text, see APPENDIX 1

2014 Executive Order

Colorado offers abundant and easily accessible opportunities for viewing and visiting scenic, recreational, historical, education, scientific, geological, natural, wildlife, cultural and ethnic resources. Over the past 25 years, the Scenic and Historic Byways Commission has implemented a program intended to provide recreational, educational and economic benefits to Coloradans and visitors by designating, interpreting, protecting and promoting a system of outstanding touring routes in Colorado. The Colorado Scenic and Historic Byways Program seeks to maintain and improve these state assets.

Governor's Executive Order B 2014 002, Section 1; for full text, see APPENDIX 1

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EXECUTIVE SUMMARY

Colorado's Scenic and Historic Byways program provides a system of 26 spectacular touring routes throughout rural Colorado. The Commission coordinates with state and federal agencies to maintain and improve this Colorado system of 2,565 miles of outstanding roadways, located in 48 of Colorado's 65 counties. Eleven byways have been awarded the national designation of America's Byways® and the 26-year-old CDOT-administered program is widely recognized as the strongest in the nation and because it has the largest number of nationally designated scenic byways.

The mission of the Scenic and Historic Byways program is to develop and recommend funding sources, and to provide administrative support to sustain the Byways for future generations. Commissioners work with partner agencies to address transportation planning and delivery, economic vitality, tourism marketing, recreation, arts and culture, historic preservation and conservation.



High-elevation 1880s roads wind through wildflower meadows, abandoned mines and ghost towns, connecting the towns of Lake City, Ouray and Silverton.

© Cathy Edwards

National Scenic Byways Program grants provided visitor interpretation, restrooms and preserving Animas Forks, a late 1800s mining town located at an elevation of 11,200 feet.

The importance of scenic byways are affirmed in the *2015 Strategic Marketing & Research Insights* (SMARI) report stating that Colorado travel opportunities were listed as the top reasons for travel including scenic drives, state and national parks, historic sites, hiking and backpacking. This three-year strategic plan prioritizes three goals for the Commission:

GOAL 1: Maintain the Colorado Byways system that is second to none.

GOAL 2: Elevate the Colorado Byways system to become an important state asset for economic development and livability.

GOAL 3: Ensure that each local byway is a fully functioning part of an excellent statewide system.

Each of the 26 Colorado Scenic and Historic Byways benefits from the advocacy of the Commission, as do many rural communities which are located on a byway. This document outlines the details of the Commission's three-year strategic plan to sustain Colorado Byways as a major state asset.



Lariat Loop

© Cathy Edwards

One of the first routes developed by the City of Denver to help Coloradans experience its mountain parks, it connects the towns of Golden, Morrison, Idledale, Kittredge and Evergreen.

Significant projects included the Buffalo Herd Overlook, byway bicycle racks and a Lariat Loop DVD.



COLORADO BYWAYS

ROUTES ACROSS COLORADO

LEGEND

- ● ● ● Frontier Pathways
- ● ● ● Gold Belt Tour
- ● ● ● Highway of Legends
- ● ● ● Los Caminos Antiguos
- ● ● ● Santa Fe Trail
- ● ● ● Top of the Rockies
- ● ● ● Unaweep Tabeguache
- ● ● ● West Elk Loop
- — — — All Other Byways
- ★ Case Study Route
- 🍇 Healthy Highways Route
- 🗺️ Wayfinding Route



Colorado Scenic & Historic Byways Commission established.

First 5 Byways designated:
Alpine Loop, Gold Belt Tour,
Highway of Legends, Peak to
Peak and San Juan Skyway

1989

National Scenic Byways program established

'91

'92

'93

'95

Colorado Scenic & Historic Byways program reauthorized

Byway technical assistance program initiated

Colorado Preservation Honor Award - Colorado Scenic and Historic Byway Commission

Colorado Scenic & Historic Byways Commission reauthorized

American Recreation Coalition Best State Guidebook

The Colorado Historical Society Stephen H. Hart Award

Governor's Award Western Colorado Scenic and Historic Byways Smart Growth and Development

AASHTO Award: San Juan Skyway Historic Preservation Project and Multimedia Package

Benefit local communities and the state economy.



**\$4.8 BILLION combined impact (2009–14)
of visitor spending on CO Byways**

Colorado Byways Economic Data Analysis Report 11/11/16

CASE STUDY ROUTES

Unawep Tabeguache

Length: 133 miles **Driving time:** 3 hours

Features: San Miguel River Environmental Area; Unawep Seep; Dolores and San Miguel Rivers; Driggs Mansion; West Creek Picnic Area; Gateway Colorado Auto Museum; Nature Conservancy's Tabeguache Creek Preserve; Hanging Flume; Dominguez and Escalante Expedition Historic Marker; Nature Conservancy San Miguel Canyon Preserve.

Visitation by international travelers has increased and may account for up to 10% of the byway's travelers.



Top of the Rockies

Length: 115 miles **Driving time:** 3 hours

Features: Tennessee and Fremont passes; Arkansas Headwaters State Recreation Area; Pike, Arapaho, White River National Forests; Arkansas River Headwaters State Park; National Mining Hall of Fame and Museum; Healy House Museum; White River National Forest.

An average of 4,600 vehicles per day pass by one of the byway's unique interpretive areas, Climax Mine.



Gold Belt Tour

Length: 131 miles **Driving time:** 5 hours

Features: Royal Gorge Bridge; Mueller State Park; Florissant Fossil Beds National Monument.

More than 12,000 acres along the byway corridor have been protected through conservation easements.



BYWAY-RELATED PROJECTS

Healthy Highways

Building connections between Colorado's byways communities and health-conscious families interested in active, nature-based travel.



Wayfinding

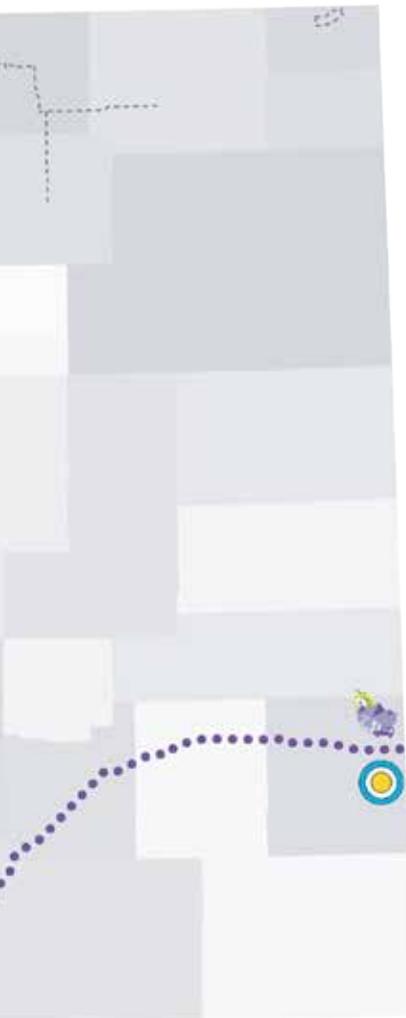
Increasing visitor traffic and spending, and bolstering regional and local economic development by improving visibility of and signage along Colorado's byways.



Bike the Byways

Connecting cycling enthusiasts with Colorado's most scenic roadways.

All Routes.



Southern Colorado Conservation Friends of Open Space Award: Gold Belt Tour and San Juan Skyway National Scenic Byways

AASHTO Award: Colorado Grassroots Training Program

'02

Colorado Scenic & Historic Byways Commission reauthorized until further modification

AASHTO Award: Santa Fe Trail Scenic and Historic Byway Marketing

'14

25th Anniversary of the Colorado Scenic & Historic Byways Program

2016

25th Anniversary of the National Scenic Byways Program

BYWAYS HISTORY

1. INTRODUCTION

In 2014, the Colorado Scenic and Historic Byways Commission celebrated the anniversary of its 25th year. As a result of the Commission's first 25 years and the hard work of its member agencies, its staff at the Colorado Department of Transportation (CDOT), many local byways sponsors and a wide variety of other partners, Colorado now has an established system of Scenic and Historic Byways, 26 in all, totaling 2,565 roadway miles located in 48 of Colorado's 65 counties.



Colorado Byways lead travelers from one place to another. These essential routes provide access to eight National Forests and two National Grasslands; eight National Monuments; two National Historic Sites; two National Heritage Areas; two National Wildlife Refuges; two National Recreation Areas; 13 National Recreation Trails; and four National Parks—Black Canyon of the Gunnison, Great Sand Dunes, Mesa Verde (a World Heritage Site), and Rocky Mountain. Colorado Byways also reach one Tribal Park (Ute Mountain) and points of access to at least seven federally recognized Wilderness Areas.

Colorado Byways furthermore provide access to 23 Colorado State Parks and 26 other environmental points of interest (including National Natural Landmarks). Byway sponsors list approximately 50 local and state museums and historical sites, including eight scenic and historic trains. Many byways feature roadways that are in and of themselves historic and worthy of national recognition for their pioneering engineering.

This is, moreover, only a sampling of the riches found along Colorado Byways—many sites featured in descriptions of the 26 byways intertwine most if not all of the interests named in the Governor's Executive Order of 2014: "scenic, recreational, historical, education, scientific, geological, natural, wildlife, cultural and ethnic." (See APPENDIX 2)

The cornerstone of the Commission's year-long, high-visibility anniversary effort was renewal of the Governor's Executive Order establishing the Commission. (See APPENDIX 1). The Commission gave considerable thought to the contents of this newest of four Executive Orders that have underpinned the Commission over its quarter-century, an effort that provided important groundwork for this strategic plan.

In the order's formal description of the Commission's mission and scope, this statement appears first, emphasizing the great breadth of this state program: "*The Commission shall work to increase regional effectiveness and promote awareness of rural tourism, economic development, scenic conservation, historic preservation, [and] recreation and provide a significant catalyst to bring together federal, state, local and private entities under one program.*"

Perhaps the Commission's most important achievement was a resounding affirmation of the importance of its work, in the order's declaration that "*the Scenic and Historic Byways Commission is hereby continued, without interruption.*" This was the first time the Commission's lifespan was extended indefinitely.

The Commission has followed its anniversary year by spending a great deal of its time in 2015 considering strategic direction. This strategic plan is the result of that work.

Development of this strategic plan included the following steps:

- Interviewed two dozen leaders at the local, state and federal levels, including twelve Commissioners;
- Reviewed Commission and program documentation from years 1989–2015;
- Conducted online surveys of byway stakeholders;
- Facilitated three planning sessions with the Commission; and
- Compiled final reviews of the draft plan by Commissioners.

This plan includes an overview of the purpose and history of the Colorado Scenic and Historic Byways Program, a situation analysis of the existing program, and a call to action with vision, mission, goals and strategies designed to provide a strategic plan for the next three years.

1.1 Why Byways?

In addition to the statement of value provided in the Governor's Executive Order (see APPENDIX 1), Colorado Byways are important to Colorado because:

- The various byways move travelers to tourism destinations throughout the state. Byway designation has been awarded to many of the most critical routes giving travelers access to Colorado's outstanding historic and recreation destinations, travelers whose dollars are a critical part of Colorado's economy.
- The byways highlight Colorado's deep and longstanding interests in tourism development, outdoor recreation, historic preservation, and land conservation.
- The byways provide regional linkages; they can move communities beyond single-community development of economic strategies and delivery of services. This is especially critical in rural tourism development.
- The byways make good business sense for local economic development, especially in rural communities where every new dollar brought by a traveler can make a critical difference between business success and failure.
- Colorado Byways provide a platform for broad representation and coordination of stakeholders' voices and involvement in working with local, state, and federal agencies.
- Colorado Byways help eliminate "stovepipe" (single-issue) funding and encourage greater efficiency in the use of scarce public and private dollars.
- Colorado Byways provide a framework for strategic investment in resource stewardship, land conservation, historic preservation and recreational access.

Quick Facts from Colorado's Tourism Statistics

Of the 33.6 million visitors who came to Colorado on overnight trips in 2014, 3.01 million, or one out of every 11 visitors, enjoyed touring trips in the state.

"Touring vacationers" are among Colorado's most valuable market segments, spending \$389 per capita per trip.

"As in prior years, touring vacationers to Colorado in 2014 were the leisure segment making the greatest use of commercial accommodations."

"The touring trip to Colorado in 2014 averaged 5.2 nights away from home, which was longer than the typical U.S. touring trip (3.9 nights) or the Colorado vacation in general (4.6 nights)."

Overnight travelers outside Denver spent \$7.9 billion (63% of a total of \$12.5 billion; of that total Colorado residents spent 23%, or \$2.9 billion). Colorado residents spent another \$1.7 billion on day trips, 63% of total day trip spending of \$2.7 billion.

"Interest in historic places was at the top of the list of specific draws for Colorado vacationers in 2014, followed by an interest in cultural activities and attractions."

1. INTRODUCTION (Continued)

1.2 Strategic Plan Purpose

The purpose of this plan is to guide the Colorado Scenic and Historic Byways Commission in its decision-making over the next three years to sustain Colorado Byways as a system and as a major state asset. Funding for byways changed in 2012, as described in further detail below. As a consequence of this funding change, the Commission faced two principal challenges in undertaking this plan:

CHALLENGE #1: A home for the program. Colorado's Department of Transportation (CDOT) has long been the natural location for the grassroots program because the National Scenic Byways Program is part of the U.S. Department of Transportation's Federal Highway Administration (FHWA). The program was established to help recognize, preserve and enhance selected roads throughout the United States. Recent transportation legislation no longer offers dedicated grant funding. Therefore, CDOT continues to administer and complete previously awarded projects and staff the program using federal State Planning and Research (SPR) funds, with concurrence of the FHWA. Competition for federal funding for projects is intense for limited eligible activities, such as overlook/turnout construction, historic transportation facilities preservation, and non-motorized trail facilities construction and planning. A related challenge is that no single state agency, not even CDOT, provides the ideal home for the byways program and the Commission. The benefits of byways extend beyond the roadways and infrastructure for which CDOT is responsible. Most states like Colorado house their program in the state department of transportation, generally with very limited staff support. Examples include Delaware, Florida, Iowa, Mississippi, New Hampshire, Ohio, Oregon, Tennessee, Washington, and Wisconsin. A few state programs are part of other state agencies, such as the North Dakota Parks and Recreation Department, Utah's Governor's Office of Economic Development (Utah Office of Tourism) and the Louisiana Office of Tourism. The Vermont program is coordinated jointly by the Agency of Transportation and the Agency of Commerce and Community Development (Department of Tourism and Marketing). CDOT, like most state agencies, faces resource constraints that limit its ability to support the program at current levels, or to support growth and development of the program over time. (See APPENDIX 9)

RESOLUTION: The program will continue to be housed within CDOT and the Commission will secure additional resources from other state and federal agencies. In the beginning, Colorado's program started as a shared arrangement among multiple state agencies (see APPENDIX 4). This current plan redirects the program to a new shared arrangement, to be worked out in detail with individual state and federal agencies participating in the Commission (see Goals & Actions p 39; APPENDIX 10). Participating agencies will identify resources they will allocate to support operations of the Colorado Byways program.

CHALLENGE #2: New directions. For more than two decades, the Commission has been busy growing the system by recognizing outstanding touring routes and prioritizing federal grants. Today, this system is the nation's largest by the number of nationally designated byways and has distributed more than \$17 million in federal funding alone over 20 years (Table 1; APPENDIX 5). Colorado Byways themselves, like most across the nation, have historically been oriented to obtaining FHWA National Scenic Byways Program grants. Now lacking significant grant opportunities, some local byway sponsors (though by no means all) are faltering in their growth, sustainability, collaboration, and achievement. The FHWA program focused on corridor management planning that emphasized prioritized projects, and did not require business planning. Both the Commission and local byway sponsors now need to concentrate on sustaining the system and enlarging its value to the communities served by the byways.

RESOLUTION: The Commission members or their delegates will encourage byway sponsors to focus on attaining organizational sustainability and community livability by addressing critical success areas. The critical success areas include: organization, operating, finance, marketing, economic

development, and capital improvements. The Commission members or their delegates will provide clear leadership and state protocols for continuation of local participation. The Commission will champion Colorado’s outstanding system of scenic and historic byways by engaging its agencies, state and community leaders and other stakeholders. It will build on more than two decades of experience in providing training, technical assistance, and promotion.

TABLE 1: NATIONAL SCENIC BYWAY PROGRAM GRANTS IN COLORADO

Colorado Scenic & Historic Byway	Total Federal Funding Received, 1992-2012	Percentage of Colorado’s Federal Funds, 1992-2012	Year of Last Project
Alpine Loop	\$417,736	2.3%	2006
Cache la Poudre	\$160,431	0.9%	2012
Collegiate Peaks	\$278,660	1.6%	2010
Colorado River Headwaters	\$396,434	2.2%	2008
Dinosaur Diamond	\$187,200	1.0%	2003
Flat Tops Trail	\$262,200	1.5%	2005
Frontier Pathways	\$786,800	4.4%	2005
Gold Belt Tour	\$893,130	5.0%	2012
Grand Mesa	\$951,849	5.3%	2011
Guanella Pass	\$124,760	0.7%	2004
Highway of Legends	\$424,904	2.4%	2012
Lariat Loop	\$345,200	1.9%	2012
Los Caminos Antiguos	\$536,840	3.0%	2012
Mount Evans	\$402,500	2.2%	2007
Pawnee Pioneer Trails	\$191,680	1.1%	2011
Peak to Peak	\$276,266	1.5%	2007
San Juan Skyway	\$2,326,530	13.0%	2009
Santa Fe Trail	\$972,391	5.4%	2012
Silver Thread	\$831,790	4.6%	2012
South Platte River Trail	\$68,240	0.4%	1996
Top of the Rockies	\$584,500	3.3%	2005
Trail of the Ancients	\$536,231	3.0%	2012
Trail Ridge Road/Beaver Meadow Road	\$70,000	0.4%	2001
UnawEEP/Tabeguache	\$379,590	2.1%	2010
West Elk Loop	\$538,486	3.0%	2009
Joint Byway Programs	\$2,125,087	11.8%	2011
Projects Not Identified By Byway in Federal Database	\$1,076,502	6.0%	2000
Statewide Programs	\$1,799,257	100.0%	2012
TOTAL			\$17,945,194

2. PROGRAM BACKGROUND

Colorado's Scenic and Historic Byways provide significant economic, recreational, and educational benefits to Colorado's residents and tourists. The Colorado Scenic and Historic Byways' program manager has been the liaison between the Commission and the 26 Colorado Byways organizations, ensuring an outstanding system of these spectacular touring routes.

The Commission comprises state and federal agency representatives who have a vested interest in this system. Byways are a unique and highly effective way for state and federal agencies to build local and regional partnerships with communities to achieve common goals through transportation improvements, recognition, interpretation, protection, infrastructure development, and promotion. These partnerships address transportation planning and delivery, economic vitality, tourism, recreation, arts and culture, historic preservation and conservation.

2.1 The Program's Beginnings

During 1988, a national scenic byways movement was gaining momentum. At the first National Scenic Byways Conference in May, the U.S. Forest Service announced establishment of the National Forest Scenic Byway Program. The San Juan Skyway in southwestern Colorado was one of the first routes the Forest Service designated. In addition, the Forest Service was considering another 18 roads in Colorado for scenic byways designation.

The Colorado Scenic and Historic Byways Program has been in existence since March 16, 1989, when Governor Roy Romer issued Executive Order B 045 89 to create the Scenic and Historic Byways Commission. Boulder County and the Town of Nederland had funded a study of the feasibility of Peak to Peak Highway as a scenic byway. In southern Colorado, a group of local citizens who had created the Scenic Highway of Legends were also looking for designation.

Leading up to the Executive Order, a Scenic Byways Task Force was established. Representatives included the State Legislature, Department of Transportation, Department of Local Affairs, Colorado Tourism Board, Department of Natural Resources, Colorado Historical Society (now History Colorado), and the U.S. Forest Service. They recommended the creation of a statewide scenic byways program with a mission to incorporate under one statewide program all efforts seeking to maximize opportunities afforded by scenic, historic, and cultural elements along Colorado's road systems.

The Task Force drafted an executive order establishing the program and submitted it along with a list of suggested Commission members to the Governor. The Governor appointed the first Scenic and Historic Byways Commission on March 29, 1989.

2.2 Developing the Nomination Process

Since both the Forest Service and the U.S. Bureau of Land Management (BLM) had agreed to submit future nominations to their national programs only if approved by the state's program, the Commission wanted to create a nomination process that would allow the two federal agencies to prepare nominations for both state and federal programs. The process has remained relatively consistent throughout the life of the program. (For more on the nomination process, see the two sidebars on criteria for designating Colorado's and America's byways.)

2.3 Designations

Twenty-six designated byways totaling 2,565 miles are located in 48 of Colorado's 65 counties. Roads vary from paved two-lane state highways to gravel county roads and four-wheel-drive-only dirt roads. Designated scenic byways are marked by distinctive signs depicting the columbine (the state flower), shown on the official highway map as published by the Colorado Department of Transportation (CDOT), and featured on both CDOT and the Colorado Tourism Office's websites.

Among Colorado Byways, the U.S. Secretary of Transportation has designated 11 Colorado Scenic and Historic Byways as America's Byways® (see sidebar page 21). Colorado has more national designations than any other state. Of these, the San Juan Skyway and Trail Ridge Road are also designated as All-American Roads, the highest level awarded. The remaining nine National Scenic Byways are Colorado River Headwaters, Dinosaur Diamond, Frontier Pathways, Gold Belt Tour, Grand Mesa, Lariat Loop, Santa Fe Trail, Top of the Rockies, and Trail of the Ancients.

Designated byways are subject to periodic review by the Commission with emphasis on ensuring maintenance and enhancement of attributes named in the original Governor's executive order signed in 1989: scenic, historical, cultural, wildlife, recreational, educational, geological, and natural features. Although designated routes may be removed from the Colorado Byways system for safety reasons or if the scenery or distinctive features are allowed to deteriorate, all of Colorado's byways have retained designation. State highways designated as scenic byways are not necessarily entitled to any additional funds above their normal maintenance and construction needs. The Commission has tried to ensure that all regions of the state are fairly represented.

2.4 Planning

All local byway organizations have completed corridor management plans that create a long term framework for the implementation of the local program. Each byway determines the level of effort in order to be successful and support its local goals. The Commission provides guidance in this decision-making process but honors the grassroots nature of the program. The program guidance will require plans to be updated periodically. (See APPENDIX 8).

Criteria for Designating Colorado Byways

Colorado Byways illustrate the state's diverse resources. The Colorado Scenic and Historic Byways Commission has recognized byways incorporating protection, access (as appropriate), and interpretation (as appropriate) for the following kinds of resources: scenic, recreational, historical, education, scientific, geological, natural, wildlife, cultural, and ethnic.

The Commission employs a simple set of criteria for designating byways:

- A. The proposed Scenic and Historic Byway must possess unusual, exceptional, and/or distinctive scenic, recreational, historical, educational, scientific, geological, natural, wildlife, cultural, or ethnic features.
- B. The proposed Scenic and Historic Byway must be suitable for the prescribed type(s) of vehicular use.
- C. The proposed Scenic and Historic Byway must be an existing route and have legal public access.
- D. The proposed Scenic and Historic Byway must have strong local support and proponents must demonstrate coordination with relevant agencies.
- E. The proposed Scenic and Historic Byway must be accompanied by a conceptual plan, as specified in the nomination process.

2. PROGRAM BACKGROUND (CONTINUED)

Criteria for Designating America's Byways

For designation as a National Scenic Byway, a byway must complete a 14-part Corridor Management Plan and demonstrate that it possesses one of six intrinsic qualities. To be designated an All-American Road, a byway must have at least two of the following six qualities:

- Scenic quality is the heightened visual experience derived from the view of natural and manmade elements of the visual environment of the scenic byway corridor. The characteristics of the landscape are strikingly distinct and offer a pleasing and most memorable visual experience.
- Natural quality applies to those features in the visual environment that are in a relatively undisturbed state. These features predate the arrival of human populations and may include geological formations, fossils, landform, water bodies, vegetation, and wildlife. There may be evidence of human activity, but the natural features reveal minimal disturbances.
- Historic quality encompasses legacies of the past that are distinctly associated with physical elements of the landscape, whether natural or manmade, that are of such historic significance that they educate the viewer and stir an appreciation for the past. The historic elements reflect the actions of people and may include buildings, settlement patterns, and other examples of human activity.
- Cultural quality is evidence and expressions of the customs or traditions of a distinct group of people. Cultural features include, but are not limited to crafts, music, dance, rituals, festivals, speech, food, special events, or vernacular architecture.
- Archaeological quality involves those characteristics of the scenic byways corridor that are physical evidence of historic or prehistoric human life or activity. The scenic byway corridor's archaeological interest, as identified through ruins, artifacts, structural remains, and other physical evidence have scientific significance that educate the viewer and stir an appreciation for the past.
- Recreational quality involves outdoor recreational activities directly associated with and dependent upon the natural and cultural elements of the corridor's landscape. The recreational activities provide opportunities for active and passive recreational experiences. They include, but are not limited to, downhill skiing, rafting, boating, fishing, and hiking. Driving the road itself may qualify as a pleasurable recreational experience. The recreational activities may be seasonal, but the quality and importance of the recreational activities as seasonal operations must be well recognized.

2.5 The Colorado Scenic and Historic Byways Commission

The Colorado Scenic and Historic Byways Commission oversees an active and long-term scenic byway program housed in the Colorado Department of Transportation. On the occasion of its twenty-fifth anniversary, the Governor's Executive Order B 2014 002 made the Commission a permanent state body.

Today, the Commission includes representatives serving three-year terms from the General Assembly; Colorado Creative Industries; History Colorado; Colorado Tourism Office; Department of Local Affairs (specifically Main Street); Department of Natural Resources (specifically Colorado Parks and Wildlife); Department of Transportation; Transportation Commission; U.S. Bureau of Land Management; U.S. Forest Service; two Commissioners representing the interests of byways serving the

Levels of Designation

All-American Road America's Byways

San Juan Skyway (National Forest Scenic Byway)

Trail Ridge Road-Rocky Mountain National Park
(Historic Road)

America's Byways

Colorado River Headwaters

Dinosaur Diamond (multi-state)

Frontier Pathways

Gold Belt Tour (National BLM Backcountry Byway)

Grand Mesa (National Forest Scenic Byway)

Lariat Loop (Historic Road)

Santa Fe Trail (National Historic Trail) (multi-state)

Top of the Rockies

Trail of the Ancients (multi-state)

Colorado Byway

Alpine Loop (National BLM Backcountry Byway)

Cache la Poudre-North Park
(National Forest Scenic Byway)

Collegiate Peaks

Flat Tops Trail (National Forest Scenic Byway)

Guanella Pass (National Forest Scenic Byway)

Highway of Legends (National Forest Scenic Byway)

Los Caminos Antiguos

Mount Evans (National Forest Scenic Byway)

Peak to Peak (National Forest Scenic Byway)

Pawnee Pioneer Trails

Silver Thread (National Forest Scenic Byway)

South Platte River Trail
(Pony Express National Historic Trail)

Tracks Across Borders

Unaweep Tabeguache

West Elk Loop (National Forest Scenic Byway)

Western Slope and the Eastern Plains; one Commissioner representing the interests of land trusts and open space; and two at-large Commissioners. The Commission's role to guide the program and meet the needs of the byways has been vital to the success of Colorado Byways.

2.6 Program Staff and Funding

Since 1995, the Department of Transportation has funded one full-time employee (one FTE) under the Division of Transportation Development (DTD). The recent federal transportation authorization laws (MAP-21 and the FAST Act) did not provide discretionary grants for the National Scenic Byways Program. Therefore, the CDOT Scenic Byways program manager position will shift from full- to half-time. The position is housed within CDOT's Multimodal Planning Branch. Primary job duties for this position include:

- Statewide staff authority on Colorado Byways
- Staff authority on byways policy
- Monitor and manage agency agreements
- Serve as spokesperson and informational liaison
- Grant administration

2. PROGRAM BACKGROUND (CONTINUED)

Special Promotional Projects

1994: KUSA-TV produced an hour-long TV program based on the scenic byways program and also aired two-minute stories on the byways during nightly newscasts.

1995: The Denver Post, in conjunction with Total Petroleum and KUSA-TV, published a guide to summer activities in Colorado based on the byway program. Information on 21 byways was included in the booklet distributed in the Sunday edition and at area Total gas stations along with the video. The Post also ran a 16-week promotional series of giveaway weekend packages on the byways. Packages included free lodging and food, free activities such as rafting or horseback riding and free gasoline.

1995: The program developed an exhibit for the Colorado State Fair. Volunteers from the byways took turns staffing the booth throughout the two-week fair in Pueblo.

1998-2003: Rocky Mountain Public Broadcasting System (KRMA-TV), together with Great Divide Pictures and the Byways Commission, produced a series of specials on five scenic byways: San Juan Skyway (1998), Los Caminos Antiguos (2000) and Santa Fe Trail, Frontier Pathways and Peak to Peak Scenic and Historic Byway (2003). Funding for the program came from the State Historical Fund and the Bonfils Stanton Foundation. The project developed half-hour specials for broadcast and sale, a teacher's guide, and a website, (www.rmpbs.org/byways).

2006-08: The Scenic and Historic Byways program worked with the National Trust for Historic Preservation, the Colorado State Historical Fund, 9NEWS, a number of foundations, and state and federal agencies on a program called "Explore Colorado." It featured various historical and recreational activities, events and sites across the state via 9NEWS's "Colorado & Co." program and the website 9NEWS.com. The three summers of programming were a great success, with 26 of the 40 featured sites located on scenic byways.

2008: A professionally designed traveling display was taken to the National Scenic Byways Conference, the National Trust for Historic Preservation Conference, the Governor's Tourism Conference, Colorado Preservation Inc.'s state conference, and various other state and national conferences. 2008: The Colorado Grassroots Training Program taught byway representatives how to train visitor center volunteers; front-line hotel, restaurant and retail employees; and members of the community about interpretive messages, resource protection, community and stewardship, and byway ethics. The Colorado Department of Transportation, the National Scenic Byways Program, and History Colorado funded and developed the training program.

2008: The State Scenic Byways Program coordinators from the Four Corners states (Colorado, Utah, New Mexico and Arizona) shared ideas, developed joint projects, aided one another with problem solving, and coordinated face-to-face discussions about byways that overlap state borders. Three of Colorado's nationally designated byways cross state lines. The Santa Fe Trail is also designated in New Mexico and the Dinosaur Diamond and Trail of the Ancients are also designated in Utah. The coordinators received a grant in partnership with the State of Nevada and the Grand Circle Association to develop a marketing program for the nationally designated byways in the five states. One quarter of all nationally designated byways is in the Four Corners Region.

2010: A second training program focused on leadership and organization skills to improve the ability of byways organizations to develop local promotions, among other objectives. Such Colorado Byways materials as tradeshow banners and a table cover were created. A new web page was developed and a link to a new guidebook was added to the website. A celebration of the Lariat Loop national designation took place on May 10, 2010. The University of Colorado of Denver created a market niche study for Lariat Loop, San Juan Skyway, and Gold Belt Tour. A Conservation Tour on August 20, 2010, included three site visits and a presentation from Palmer Land Trust and GOCO. Gold Belt Tour Lunch and Learn at CDOT HQ included a premier of a documentary that was paid for by Transportation Enhancement funds. At the 2010 Colorado Tourism Conference in Snowmass, nine new tradeshow banners were displayed. Work began on the Tagwhat App (social media) to place byway information into a system for smart phones.

Special Promotional Projects

2011: To drive the Colorado Byways annual work plan, byways organizations were surveyed about the resources the byways have and what they need in. Highlights of the answers to the survey questions were shared at the May 24 byways meeting. Staff attended the National Association of Recreation Resource Planners Annual Conference in Breckenridge and exhibited at the Conservation Excellence Conference. Staff facilitated field trips and registration, education session, speakers, and byways exhibitors for the Top of the Rockies National Byway Field Workshop Session, Exhibits, and Byways Meeting.

2012: A byways questionnaire was distributed to guide the annual work plan, using information gathered from two years of meetings. This information was presented Oct. 10 at a statewide byways meeting. To initiate the “Kid-Healthy Family Vacations”, staff met with the U.S. Department of Agriculture (USDA) for technical assistance funding information and with the Colorado Department of Public Health and Environment (CDPHE) Smart Meals to discuss how to implement that program in the communities along five selected byways. Staff worked with four writers to tour four byways in August 2012 for RoadRunner Motorcycle Touring & Travel Magazine. Three groups traveled three byways gathering information on wayfinding using signage, maps, technology, and people. Work with the Cache la Poudre – North Park byways included a Corridor Management Plan, hospitality training, and a public service announcement. Southern Colorado Conservation awards were presented in Colorado Springs to two byways: Gold Belt Tour and San Juan Skyway. More than 350 locations were added to the Colorado Byways channel on Tagwhat. Information on Colorado Byways was presented to the Rocky Mountain Guides Association (60 members strong) at The Wildlife Experience in the Denver area. Staff also updated the Grand Circle meeting in Grand Junction on Colorado Byways promotions, mobile apps, and other matters.

2013: Completed/posted online five reports on five byways, plus an additional sixth byway. Information was posted on all 25 byways (text, photos, videos, links, etc.). More than 300 sites were loaded on the Scenic Byways mobile app channel. Two 2-day trainings on the Front Range (Pueblo) and Western Slope (Grand Junction) were offered. The Corridor Management Plan for Cache la Poudre-North Park Scenic and Historic Byway was completed. Development of the Healthy Highways Action Plan for five selected byways included the completion of a media plan, press release, letterhead and logo, website design for www.HealthyHighways.org, grant application for USDA Rural Business Enterprise Grant, and trips to inform media about the byways. Planning and public relations took place for the 2014 conference. A panel ad was created for the Colorado Motorcycle Safety Rating Map. Two heritage and hospitality training sessions along the Cache la Poudre-North Park and San Juan Skyway were conducted. A call was issued in June for 2012 project applications. Organizational training for the byways continued.

2014: The 25th Anniversary Planning Committee created a new logo, Facebook page, and monthly newsletters. The Commission announced a proclamation, a tribute, and a new Executive Order, while the program focused on a conference, commemorative poster, and two-year scenic calendar. The program led wayfinding assessments on five byways, including community gatherings with debriefings.

2015: The Tracks Across Borders Byway was designated in April 2015. Colorado Byways information was distributed at major trade shows. The Genesee/Bufalo Overlook project and the Saving Colorado Byways (Phase 1) project were completed. The Saving Colorado Byways (Phase 1) included conservation analysis on 25 of the byways, conservation planning for 20 byways, and placing conservation easements on six at-risk properties (more than 5,000 acres). A Colorado Byways statewide meeting took place at the 2015 Partners in the Outdoors Conference. Redstone’s Elk Park on the West Elk Loop was finished, improving this asset with a grand kiosk, a universal interpretive river trail, a natural amphitheater, and parking. Colorado grassroots training for hospitality and board members was provided for Frontier Pathways and Pawnee Pioneer Trails byways, and on-the-road wayfinding assessments were completed on Dinosaur Diamond, Flat Tops Trail, Los Caminos Antiguos, Silver Thread, and Top of the Rockies byways. The 25-year anniversary celebration received substantial national and international press coverage.

2. (CONTINUED)

Nearby Communities Can Also Promote Colorado Byways

Enhanced marketing for byways in coming years is expected to include such promotions as special itineraries linking more than one Colorado byway and cooperative venture with Main Street communities (housed in the Department of Local Affairs) and Colorado Creative Districts (recognized by Colorado Creative Industries, Inc., a program of the Office of Economic Development and International Trade). Indeed, several byways and communities have already discovered this idea. Highlighted below are three of these promotional campaigns.

By traveling the North Colorado Loop Tour, you can experience everything that the Rocky Mountain scenery has to offer, all from the comfort of your vehicle. Stretching over 360 miles of Northern Colorado, this driving loop connects the three central scenic byways in the area, Cache la Poudre-North Park, Colorado River Headwaters, and Trail Ridge Road, with the Cache la Poudre National Heritage Area. In fact the website has won an Avi Choice award and received praise from the Colorado Parks & Wildlife. (www.northcoloradolooptour.com)

Although not located along a byway, the Main Street community of Montrose in southwestern Colorado already promotes its location near seven recognized Colorado byways: Alpine Loop, Grand Mesa, San Juan Skyway, Silver Thread, Trail of the Ancients, Unaweep/Tabeguache, and West Elk Loop. The website for visitors declares the town “is located in the center of some of the country’s most scenic and historic drives, making it the perfect home base for all kinds of day trips.”

While Glenwood Springs itself is also not located on a Colorado Byway, the famed resort town is also convenient to several byways—Top of the Rockies, West Elk Loop, Flat Tops and Grand Mesa. A number of well-known Colorado towns could offer itineraries that include nearby byways.

The DTD annual work plans include various activities affecting Scenic Byways: updating corridor management plans, training (Colorado Grassroots, Managing the Fast Lane, Byways Executive Director Training, and Historic Roads), wayfinding, doing public outreach, improving motorcycle safety on byways, creating strategic and economic plans, and developing an economic impact tool. In addition to the position’s salary and benefits, the 2017 work plan allocates approximately \$100,000 to assist Colorado Byways in making the transition from dedicated FHWA funding and from a full time FTE to half-time. Additional information about the program’s technical assistance and training programs is in APPENDIX 6.

2.7 Program Funding for the System

FEDERAL AND STATE SOURCES, 1992-2012

Two years into the state program, at a time when the Commission was preparing to seek funding to help local byway organizations further develop management plans and begin to provide amenities for byway visitors, President George H. W. Bush signed the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). Suddenly the Commission had at its disposal grants for scenic byways with the National Scenic Byways Interim Grant Program (later made permanent) and the Transportation Enhancements Program. In addition, the state’s State Historical Fund (from proceeds generated by limited stakes gaming) made provisions for scenic byway organizations to apply for funds to prepare educational and interpretive materials and to preserve historic structures along the byways. Moreover, the Great Outdoors Colorado Trust Fund (created from Colorado Lottery revenue) began offering grants for projects involving state parks, wildlife, outdoor recreation, environmental education, open space and natural areas.

For federal fiscal years 1992 through 2012, a total of 232 projects in the amount of \$17,945,194 on 25 byways have been funded from the National Scenic Byways Program (Table 1, APPENDIX 5). Required local matching funds for the federal grants through 2012 totaled \$4.5 million, not including overmatch. Almost all of the matching funds have been raised through local leadership, with little if any funding support from CDOT. Projects have included development of byway management and interpretive plans, development of brochures, historical guides, videos, educational materials, interpretive markers and kiosks and the construction of interpretive centers, trailheads, pullouts, and restroom facilities.

Over the years, the Commission (through surrogates) has also been successful in receiving grants from private foundations and other sources to support efforts of individual byway organizations. In the early years, these included the Gates Foundation (for a 1992 workshop to develop a statewide plan to assist in the preparation of more comprehensive byway management plans); the University of Colorado's Center for Sustainable Tourism and the National Rural Tourism Foundation (for a 1995 website); and the Bonfils Stanton Foundation (for a 1998 television show on the San Juan Skyway). More recently, a USDA Rural Business Enterprise Grant, a Colorado Tourism Matching Marketing Grant and in-kind support from The Art Institute of Colorado supported a pilot program, "Healthy Highways," a rural tourism development program to target health-conscious families and lead them to connect with kid-appropriate outdoor activities, restaurants, kid-friendly lodging and local shopping.

CHANGES TO FEDERAL FUNDING, 2012-2015

In 2012, under the federal highway bill known as MAP-21 (Moving Ahead for Progress in the 21st Century), *see sidebar page 26*, federal funding for byways was reconfigured in a limited and non-dedicated fund known as the Transportation Alternatives Program (TAP).

The new five-year highway bill passed in December 2015 is called the FAST (Fixing America's Surface Transportation) Act, *see sidebar page 27*. This legislation expands the scope of the planning and asset management process to include addressing resiliency and reliability of the transportation system (Subtitle B is known as "Planning and Performance Management"). The FAST Act continues the TAP program but under a new title called the Surface Transportation Block Grant Program Set-Aside in the FAST Act. This program provides competitive funding for projects that enhance transportation alternatives, such as bicycling facilities. The FAST Act also encourages enhancing travel and tourism (Section 1431). In essence, however, the funding eligible to scenic byways remains unchanged from MAP-21.

The FAST Act also continues a source of competitive, discretionary federal money that can be used for Colorado Byways that provide access to, are adjacent to, or traverse federal lands: the FLAP, for Federal Lands Access Program. CDOT, counties, tribes, and local governments can apply for FLAP funds for byways projects. These projects may accommodate bicyclists and pedestrians, acquire scenic easements and scenic or historic sites, and construct and reconstruct roadside rest areas (including sanitary and water facilities), among several other purposes.

AASHTO's First Take at the New Surface Transportation Bill: Fixing America's Surface Transportation (FAST) Act, 12/2/15

2. (CONTINUED)

MAP-21

The federal highway bill “Moving Ahead for Progress in the 21st Century,” signed by President Obama on July 6, 2012, was known as MAP-21. Until passage of the FAST Act of 2015 (see sidebar next page) it was the latest of a series of bills beginning in 1991 that addressed byways. MAP-21 continued the byways program, but discontinued the discretionary grant program that provided a dedicated source of funds for byways. MAP-21 also established the Transportation Alternatives Program (TAP) and limited the types of projects along byways that are eligible for funding. In Colorado, moreover, grant funding rounds and review devolved largely from a centralized statewide process to CDOT Regions, except in the metro areas of the Front Range and elsewhere.

Current examples of eligible project activities under MAP-21 include:

- Construction of on-street and off-street bicycle and pedestrian facilities;
- Preservation of abandoned railway corridors, including conversion for use as bicycle or pedestrian trails;
- Streetscape improvements and corridor landscaping;
- Turnouts, overlooks and viewing areas; and
- Historic preservation and rehabilitation of operating historic transportation facilities.

Since 2012, just two of Colorado’s America’s Byways have won MAP-21 funding: an overlook on the Silver Thread Byway (awarded by CDOT’s Region 3) and a recreation trailhead on the South Platte River Trail Byway (Region 4).

MAP-21 was amended by the FAST Act (see sidebar next page), but the program will continue largely and substantially as described here.

Guanella Pass



© clearcreekcounty.org and
georgetownlooprr.com

Connects the town of Grant to the preserved silver-mining town of Georgetown, rising in elevation to raw alpine wilderness.

The byway grants provided capital funds for the Georgetown Visitor Center, planning and interpretive signs along the north side of the pass.

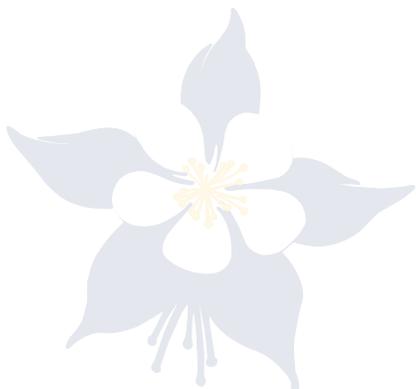
The FAST Act

A new five-year highway bill, called the FAST (Fixing America's Surface Transportation) Act, was signed into law by President Obama on December 4, 2015. As analyzed by the Rails to Trails Conservancy, "the Transportation Alternatives Program (TAP) continues to house the three original funding programs that have long been the backbone of funding for trails, walking and biking: Transportation Alternatives (formerly Transportation Enhancements), the Recreational Trails Program (RTP) and Safe Routes to School....In this bill, TAP remains very similar to the program we know today, although the FAST Act makes a symbolic structural change by moving TAP into a broad umbrella program as a set-aside." (New Bill Maintains Federal Funding; Creates New Opportunities to Connect Trails, 12/2/2015)

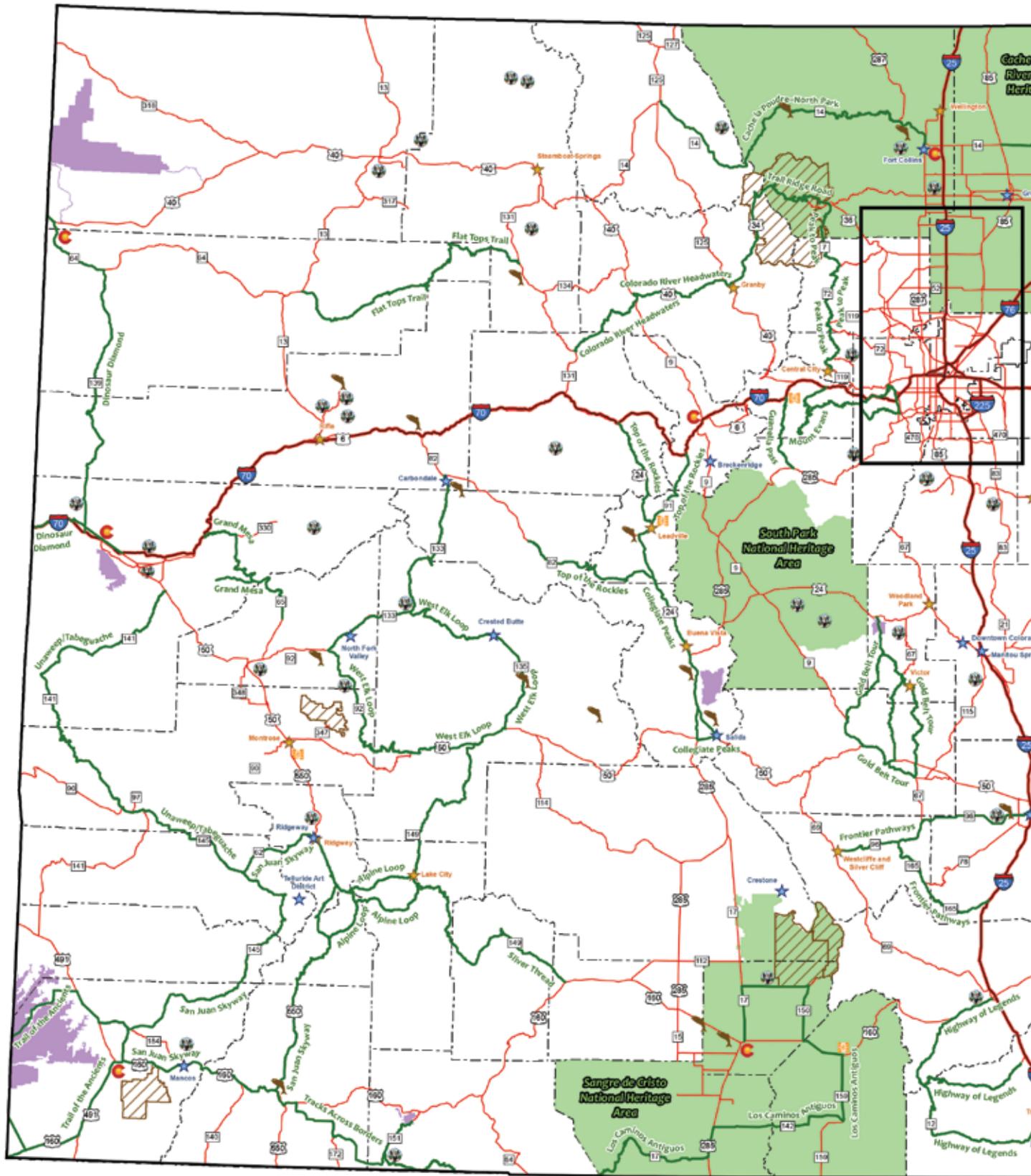
In Colorado, TAP money isn't used to operate the Safe Routes to Schools (SRTS) program, but bicycle and pedestrian construction, planning, and design projects are eligible for TAP, including infrastructure projects that provide safer routes for non-drivers. Environmental mitigation and Historic/Scenic transportation activities are also eligible for funding. (CDOT's Transportation Alternatives Guidelines and Application can be found here : <https://www.codot.gov/programs/planning/documents/financial/TAP-guidelines.pdf>).

Section 1431 of the new law establishes a National Advisory Committee on Travel and Tourism Infrastructure, tasked to develop a national strategic plan. The Committee is "to provide information, advice, and recommendations to the Secretary [of Transportation] on matters relating to the role of intermodal transportation in facilitating mobility related to travel and tourism activities."

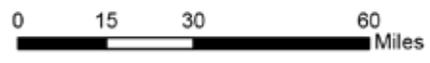
Section 1312, "Improving State and Federal Agency Engagement in Environmental Reviews," authorizes the use of federal transportation program funds to assist federal and state agencies and Indian tribes to participate in the environmental review process for transportation programs and projects. Eligible activities under this authority include transportation planning, environmental review, capacity building by adding dedicated staff and personnel training, information gathering and mapping, and development of programmatic agreements. In the National Trust for Historic Preservation's view, the section may allow "significant expansion of funding available for mapping, survey and other transportation planning activities...including planning and survey of historic resources." (The New Transportation Act (FAST Act): What Does this Mean for Preservation, 12/21/2015)



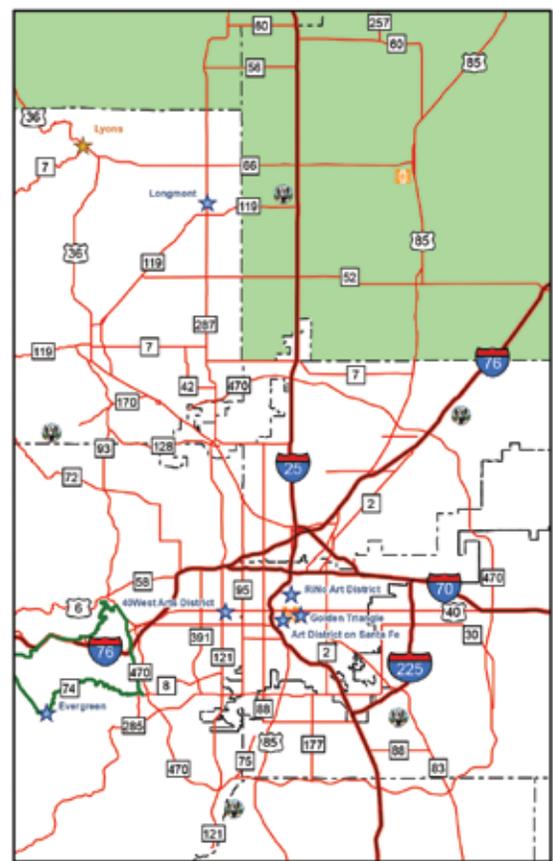
STATE BYWAYS MAP



June 2016



-  Interstate
-  State Highways
-  U.S.
-  Scenic Byways
-  National Heritage Areas
-  National Monuments
-  National Parks
-  National Historical Sites
-  Creative Districts
-  Main Street Programs
-  Colorado Fish Hatcheries
-  Colorado Tourism Office Welcome Centers
-  Colorado State Parks
-  History Colorado Museums



Cache la Poudre



© Jamie J. Brown

Paired with one of America's few National Wild and Scenic Rivers and connecting the historic towns of Fort Collins and Walden, this route offers sights of grazing moose, granite canyon walls and historic landmarks.

Scenic Byway discretionary grants provided interpretive projects such as Gateway Park site, materials and signs along the byway.

3. SITUATION ANALYSIS: STRENGTHS & CHALLENGES

3.1 Strengths

Strengths identified by the Commission during strategic planning included the following:

Colorado has built a large and diverse byway system in a beautiful state with well-maintained roads. Many byways protect multiple intrinsic values; many are of national significance; several cross state lines. Colorado's network of byways also includes 11 Colorado Creative Industries Districts, 6 certified districts and 5 candidate districts, and 11 Colorado Main Street Communities.

Strong, consistent, collaborative leadership has existed since 1989. The Commission has developed many champions and solid cooperation along the byways involving public and private organizations at the state and local levels.

Colorado commands a large share of the tourism market. In 2014, 3,010,000 visitors to Colorado accessed the state's well-known scenic beauty, historic sites and recreational areas through "touring trips," the second-highest activity after "outdoor trips" (3,220,000) among Colorado's "core 'marketable' overnight travel segments." (Marketable trips are those most subject to influence by marketing and promotion.) Two-thirds of touring travelers come from outside Colorado.



Highway of Legends

This mountain byway traces some of the state's lushest river valleys and most scenic and colorful mountain passes, gets within arm's reach of four diverse wilderness areas and links the mountain towns of Crested Butte, Gunnison, Montrose, Hotchkiss and Carbondale.

© Matt Inden/Miles

Grants have completed the Crested Butte to Carbondale Trail Plan and Redstone's Elk Park, consisting of a kiosk, a universally accessible interpretive river trail, an amphitheater and parking.

3. SITUATION ANALYSIS: (Continued)

Colorado Byways interconnect with access to trails for many popular outdoor recreation activities.

One specific initiative is underway to help with trail access. “Colorado Beautiful, we believe, is not only about connecting our parks, trails and scenic lands, but about connecting people to the outdoor delights that set Colorado apart as a special place,” Governor John Hickenlooper said.

The state enjoys a large base of protected federal, state, local and private lands and access to backcountry outdoor pursuits. Twenty-three state parks are on a Colorado Byway, and byways connect hundreds of thousands of acres of Forest Service and BLM lands and state wildlife areas.

The state and a variety of nonprofit land trusts have invested considerably in conserving private lands along the state’s byways. The Great Outdoors Colorado Trust Fund (GOCO) is a longstanding provider of matching funds for byways’ land conservation projects.

The state, byway organizers and historic preservation interests have invested considerably in conserving historic resources along the state’s byways. History Colorado, through operation of the State Historical Fund, is a longstanding provider of matching funds for byways’ historic preservation projects. Preservation and rehabilitation of historic transportation facilities are community improvement activities that can be funded through FHWA’s MAP-21 & FAST Act.

The program has stimulated millions of dollars of investment in Colorado Byways. Since 1989, Colorado has received nearly \$18 million in federal National Scenic Byways Program funding and well over \$4.5 million more in matching funds for rural economic development and sustainable, livable communities.

The program is highly efficient. The current program includes a Commission with diverse areas of interest and a CDOT staff of one employee. The CDOT employee provides technical assistance, training, grant oversight, and fundraising and staff support to the Commission.

The program contributes to the state’s economy. The byways are believed by business owners along them to be important contributors to local economies. A 2016 study for CDOT attempted to estimate the economic impact of the byways on the state’s economy using job creation (both full- and part-time), economic output, earnings, and tax revenues as the economic measures. An assessment of the study methods and assumptions is under way to make certain any estimate of economic impact is defensible.

The program benefits from other state programs, such as Colorado Creative Industries and Colorado Main Street Program. Both are state government programs. Colorado Office of Economic Development and International Trade (OEDIT) has jurisdiction over Colorado Creative Industries, which promotes, supports, and expands creative industries to drive Colorado’s economy. Many of the byways provide access to such cultural opportunities as the Creede Repertory Theater and the Durango Arts Center’s art exhibits and plays and to designated Creative Districts.

Colorado Main Street® is operated by the Colorado Department of Local Affairs (DOLA) to preserve and rejuvenate historic downtowns situated along state highways. The 18 Main Street communities include those that are gateways to or located along the byways. On the byways are Central City, Leadville, Buena Vista, Victor, Ridgway, Lake City, Westcliffe, Silver Cliff, Lamar and Trinidad. Main Street communities that provide a gateway to the byways are Montrose, Lyons, Rifle, Brush, and Steamboat Springs.

Colorado Tourism Office (CTO) tracks annual research on visitor travel to Colorado. According to those surveyed in 2015 by Strategic Marketing & Research Insights (SMARI), the Colorado travel opportunities that both inspired the largest number of visits and were listed as the top reasons for travel included scenic drives, state and national parks, historic sites, hiking and backpacking. And since the earliest days of the automobile, driving for pleasure has been one of America’s most popular outdoor recreational pursuits and continues to be measured by the National Survey on Recreation and the Environment.

3.2 Challenges

Challenges identified by the Commission during strategic planning included the following:

The program no longer has a dedicated source of federal funding. Federal highway funding that remains available under MAP-21 (signed in 2012) and the FAST Act (signed in 2015) is limited and difficult to access. Federal funding once paid for many projects in Colorado at an average of nearly \$900,000 per year from 1992 to 2012. Without this funding, local organizations are less encouraged to maintain their capacity to apply for grants and complete many priority projects outlined in their corridor management plans.

The byways program and the state's 26 byways do not fit readily into one neat category for any given specialized state agency to administer. Benefits of the program extend well beyond the roadways and transportation infrastructure for which CDOT is responsible, encompassing parks and recreation, tourism, and economic development. CDOT, like most state agencies, faces resource constraints that limit its ability to support the program at current levels, or to support growth and development of the program over time.

The benefits and results of the program are not well documented and visible beyond grant funding and project completion. Over the more than 20 years of the program, the byway organizations focused on FHWA grants. Thus they have tended to report on grant projects, not their accomplishments overall. Beyond federal grant awards, the state program has not consistently collated and publicized Colorado Byways information, including existing benchmarks and outcome measures. Such information would provide a larger picture of the results from local, state, and federal investments as the Commission works on making the program and its results and benefits more visible to the public and potential program supporters.

Byways' organizational capacity needs to broaden. The Commission has not required, recognized, or rewarded the capacity of byway organizations for generating buy-in and support outside the FHWA grant program—local and state, private, and public—or undertaking other activities that might encourage development of more robust and sustainable local organizations.

Commissioners believe the byways are more recognized among national and international travelers than among Colorado residents. The state's residents may not understand the value of byways as a stimulus for local economic development or recognize the value of existing projects and investment, and may not take advantage of the many activities along and within the byways. The byways could be better publicized within Colorado.

Readiness for visitors is inconsistent and under-developed along some byways. CDOT is about 80 percent done with investing in assessments to plan for improved wayfinding and providing directional signs. Other amenities to support the visitor experience that remain under local control, however—such as restrooms and interpretive signs—need either more development or maintenance and upgrades as they age. Moreover, cohesive collaborations among businesses and residents are needed to improve the visitor experience. A large opportunity exists along all byways to re-cultivate knowledgeable residents and businesses. Colorado was a pioneer in such efforts more than a dozen years ago; today, a few byways across the nation are trying a “next generation” of ideas to deepen their visitors' experience.

Land conservation, while laudable and needed, does not necessarily build local commitment to the long-term proposition of maintaining a byway. When only a single large landowner is needed to complete a land conservation project, it does not foster the interdependence and public involvement that leads to more collaboration among multiple partners.

Collegiate Peaks



An old stagecoach route traces canyons carved by the Arkansas River and North America's densest concentration of 14,000-foot peaks and connects the towns of Granite, Buena Vista, Salida and Poncha Springs.

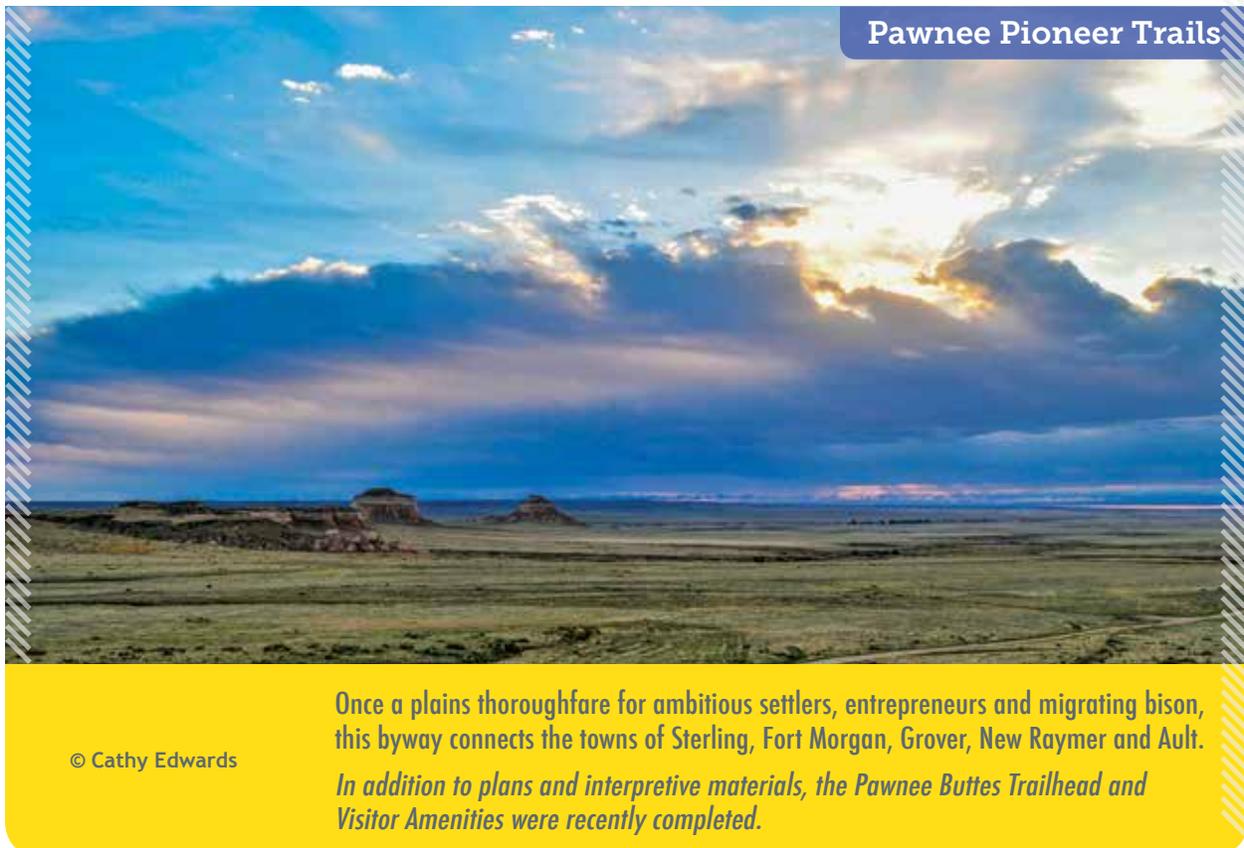
Successes include the Poncha Springs "Crossroads of the Rockies" visitor center, interpretive sites and conservation easements.

© Cathy Edwards

4. BUILDING COLORADO BYWAYS: A CALL TO ACTION

Byways are a unique and highly effective way for state and federal agencies to build local and regional partnerships with communities to achieve common goals. These partnerships address transportation planning and delivery, economic vitality, tourism marketing and development, recreational access, the arts, and conservation and interpretation of historic, natural, scenic and archaeological resources.

The Colorado Scenic and Historic Byways Commission refined and adopted the following mission and program vision during work on this strategic plan.



4. (CONTINUED)

4.1 Colorado Scenic and Historic Byways Commission Mission

On Dec. 7, 2012 the Commission adopted this mission statement:

“The Commission is a partnership created to evaluate and designate the state’s Scenic and Historic Byways, to develop and recommend funding sources and to provide administrative support to sustain the Byways for future generations.”

4.2 Colorado Byways Program Vision

The Commission adopted this Colorado Byways program vision on May 14, 2013:

“Guiding travelers to experience and be inspired by treasured places that comprise Colorado’s Scenic and Historic Byways.”

4.3 Colorado Scenic and Historic Byways Commission Goals

The Commission has formulated three goals that it hopes to accomplish through implementation and oversight of this three-year strategic plan. The Commission urges all stakeholders to join in the campaign to achieve these goals. These goals are the Commission’s call to action, and they state how the Commission intends to, in the words of the Governor’s Executive Order, “provide a significant catalyst to bring together federal, state, local and private entities under one program”:

1. **Maintain a state byways system that is second to none:**
2. **Elevate the Colorado Byways system to become an important state asset for economic development and livability; and**
3. **Ensure that each local byway is a fully functioning part of an excellent statewide system.**

The Commission will measure success in achieving these goals based on these desired results:

- Improved local conditions of lasting value from byway operations, roadways and facilities to community pride and quality of life;
- Even more high-value tourism and greater community economic vitality;
- Public recognition of a job well done and residents’ and travelers’ enthusiasm for experiencing and participating in byways;
- Greater resources and expertise to provide an information clearinghouse, training and technical assistance, in support of local byway leadership and byway improvements, through agency MOUs;
- Increase in figures provided by the Byways Economic Impact Tool (per recommendations, every five years), including the economic impact summary, employment and earnings impacts, and tax impacts;
- Through a question added to the Colorado Tourism Office’s annual research; and
- Track progress through the annual survey.

The following explanation of the goals and strategies is accompanied by setting forth an implementation plan that specifies who is to be involved in the actions and setting targets for timing.

GOAL 1: Maintain a state byways system that is second to none.

Shailen Bhatt, CDOT Executive Director, aims for CDOT to be “the best DOT in the nation.” Likewise, the Colorado Scenic and Historic Byways is frequently referred to as the nation’s best byways program.

Considerable human and financial resources have already been invested in the byways program over the past 26 years. The Commission must continue to advocate for investments in transportation infrastructure on Colorado’s most beautiful roads. Finally, the Commission must take steps to ensure that the system is better known among Coloradans.

Strategy 1: Be a champion for byways.

Strategy 2: Develop and protect a well-recognized “Colorado Byways” brand.

Strategy 3: Protect and extend public investment in Colorado’s scenic and historic byways.

Strategy 4: Create guidelines for context-sensitive solutions for Colorado Byways, including a CDOT policy directive and guidance.

Strategy 5: Build broader knowledge of Colorado Byways with staff in each of the existing agency partnerships.

GOAL 2: Elevate the Colorado Byways system to become an important state asset for economic development and livability.

The Commission recognizes the economic value that byways bring to the state, particularly in rural economic development. Tourism is Colorado’s second-largest industry, and travelers repeatedly tell researchers that they are interested in our charming small towns; yet sales revenues reveal that most rural communities are not capitalizing on these opportunities. Livability elements include the creation of more transportation choices, economic competitiveness, and the leveraging of investments.

Strategy 1: Recognize livability as a guiding principle for setting priorities and gauging results in all other goals.

Strategy 2: Support the development of conservation plans along all byways.

Strategy 3: Stimulate local byway projects that enhance both visitor experiences and local quality of life.

Strategy 4: Encourage byway organizations to build their capacity to engage local businesses.

GOAL 3: Ensure that each local byway is a fully functioning part of an excellent statewide system.

In order for Colorado Byways to be sustainable, organizational development needs attention. Providing technical assistance has been the primary vehicle for closing the operational gaps with local byways organizations. The Commission is moving in a new direction that requires basic best practices in volunteer organizations.

Strategy 1: Recognize and reward excellence by individual byways and multiple byways that have collaborated.

Strategy 2: Maintain rigorous standards for local byways to remain in the system. Establish greater accountability for byways in planning their work, tracking their progress, measuring benefits and results, and developing a written succession plan.

Strategy 3: Seek new funding sources.

Grand Mesa



© Cathy Edwards

Travelers journey atop the world's largest flattop mountain to see wide-open vistas and more than 300 stream-fed lakes between I-70 and Cedaredge.

Visitor facilities completed through grants include trail heads (Island Lake, Land-O-Lakes, Jumbo Lake and Plateau Valley) as well as interpretive signage at Grand Mesa Visitor Center and Cedaredge Overlook.

Gold Belt Tour



The Gold Belt Tour BLM Backcountry Byway follows historic railroad and stagecoach routes leading to North America's greatest gold camp, three world-class fossil sites and numerous historic sites. The BLM Backcountry portion includes unpaved routes through winding canyons (Shelf and Phantom Canyon Roads). The National Scenic Byway connects Florissant, Cripple Creek, Victor, Florence and Cañon City.

© Tom Magnuson

Its greatest accomplishment is a preservation plan with multiple conservation easements throughout the byway that earned a prestigious Southern Colorado Conservation Award.

5. GOALS AND STRATEGIES (CONTINUED)

Colorado Scenic and Historic Byways Commission (October 28, 2016) Goals & Actions for Jan 2017—Jun 2018

Program Vision: Guiding travelers to experience and be inspired by treasured places that comprise Colorado's Scenic and Historic Byways. (Commission approved 5/14/13)

Commission Mission: The Commission is a partnership to evaluate and designate the state's Scenic and Historic Byways and to develop and recommend funding sources and provide administrative support to sustain the byways for future generations. (Commission approved 12/7/12)

Goal 1: Maintain a State Byways system that is second to none.

6-12 Month Goal:

1. Elevator Pitch—Fact Sheet to supplement the Elevator Pitch (economic report, Land Trust data, highlight Byways benefit)
2. Funding—Attendance in D.C. (see Action 1)

12-18 month goal:

1. Communication Plan
2. Brochures (Hard Copy)

Goal 2: Elevate the Colorado Byways system to become an important state asset for economic development and livability.

6-12 Month Goal:

1. Getting incorporated (CO the Beautiful Initiative)—Set up sub-committee to create plan for how the Byways fit into larger State initiatives. Update the Commission on progress.

Goal 3: Ensure that each local byway is a fully functioning part of an excellent statewide system.

6-12 Month Goal:

1. Funding— Attendance in D.C. to engage leaders. Conversations with CO legislation. Kick off (Funding 3.3.1)
2. Information Task Sheet. Web page information (revisit)
3. Moratorium—Process for applying, delisting and determining status of funding.
4. Review survey results
5. Listserv Notification

ACTION

Revisit this list at the July 2017 meeting.

Byways Sponsors' Program Guidance

The following program guidance for local byways was adopted by the Colorado Scenic and Historic Commission on October 21, 2015. This guidance is designed to provide the criteria necessary to establish and maintain byways that promote, preserve, and enhance the significant intrinsic qualities of the byways of Colorado and contribute to an outstanding statewide system of scenic and historic byways. It implements Governor's Executive Order B 2014 002, Section 1, as follows: "Designated byways are subject to periodic review to ensure proper maintenance and improvement of their scenic, historical, cultural, wildlife, recreational, education, geological and natural features and can lose their designation if appropriate." (See APPENDIX 8)

Dinosaur Diamond



Features fossils and footprints made by massive dinosaurs and rock art left behind by Fremont Indians along sandstone canyons and mesas and connects Grand Junction to Rangely over Douglas Pass, through Dinosaur into Utah.

National Scenic Byways Program grants completed the Corridor Management and Promotion Planning documents.

© Cathy Edwards

STATE OF COLORADO

OFFICE OF THE GOVERNOR

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John W. Hickenlooper
Governor

B 2014 002

EXECUTIVE ORDER

Continuing the Scenic and Historic Byways Commission

Pursuant to the authority vested in the Office of the Governor of the State of Colorado, I, John W. Hickenlooper, Governor of the State of Colorado, hereby issue this Executive order continuing the Colorado Scenic and Historic Byways Commission.

1. Background and Need

Colorado offers abundant and easily accessible opportunities for viewing and visiting scenic, recreational, historical, education, scientific, geological, natural, wildlife, cultural and ethnic resource. Over the past 25 years, the Scenic and Historic Byways Commission ("Commission") has implemented a program intended to provide recreational, educational and economic benefits to Coloradans and visitors by designating, interpreting, protecting and promoting a system of outstanding touring routes in Colorado. The Colorado Scenic and Historic Byways Program (the "Program") seeks to maintain and improve these state assets.

Cities, counties, state agencies, and the Colorado Department of Transportation Commission have the authority to designate and fund promotional activities for scenic and historic byways, and the Program coordinates and enhances these efforts. Designated byways are subject to periodic review to ensure proper maintenance and improvement of their scenic, historical, cultural, wildlife, recreational, education, geological and natural features and can lose their designation if appropriate. The Program is conducted in cooperation with the U.S. Forest Service and Bureau of Land Management, and the institutions have agreed to participate in and abide by the rules and regulation of the Program.

The Commission plays a significant role in the Program. Commission members represent agencies and organizations in promoting, protecting and understanding scenic byways. In addition, the Commission prioritizes project for federal grant funding under the National Scenic Byways Program and reviews and approves nominations for national designation.

APPENDIX 1: (Continued)

2. Mission and Scope

- A. The Commission shall work to increase regional effectiveness and promote awareness of rural tourism, economic development, scenic conservation, historic preservation, recreation, and provide a significant catalyst to bring together federal, state, local and private entities under one program.
- B. The Commission shall work with state agencies, the U.S. Forest Service, the Bureau of Land Management, local byways organizations, and public and private resources to assist in the development of byways management plans, including interpretation, promotion and protection of distinctive byways characteristics.
- C. The Commission shall develop and recommend funding sources and assist in coordinating the budget process and in the allocation of federal, state, and private funds for the purpose of byway development and management.
- D. The Commission shall provide program planning and support to sustain the byways for future generations.
- E. The Commission shall evaluate and recommend designation for scenic and historic byways that depict Colorado's regional and geographical diversity. Recommendations shall be sent to the Transportation Commission for state designation and to the Federal Highway Administration for national designation.
- F. The Commission shall ensure that all regions of the state are fairly represented within the system of designated scenic and history byways.
- G. The Commission shall establish a set of bylaws and shall abide by said bylaws.

3. Membership

The Commission shall consist of no more than fifteen (15) members appointed by the Governor. Members shall be appointed to serve terms of three years. Members shall serve no more than two consecutive terms. The Commission shall include the following members:

- The Executive Director, or his designee, from the Colorado Department of Transportation.
- The Executive Director, or his designee, from the Colorado Tourism Office.

Members shall serve without compensation.

4. Directive

The Scenic and Historic Byways Commission is hereby continued, without interruption. All other Executive Orders concerning the Commission, specifically B 045 89, B 004 92, B 005 95 and B 003 02, are hereby superseded and replaced by this Executive Order.

5. Duration

This Executive Order shall remain in effect until modified or rescinded by a future Executive Order of the Governor.

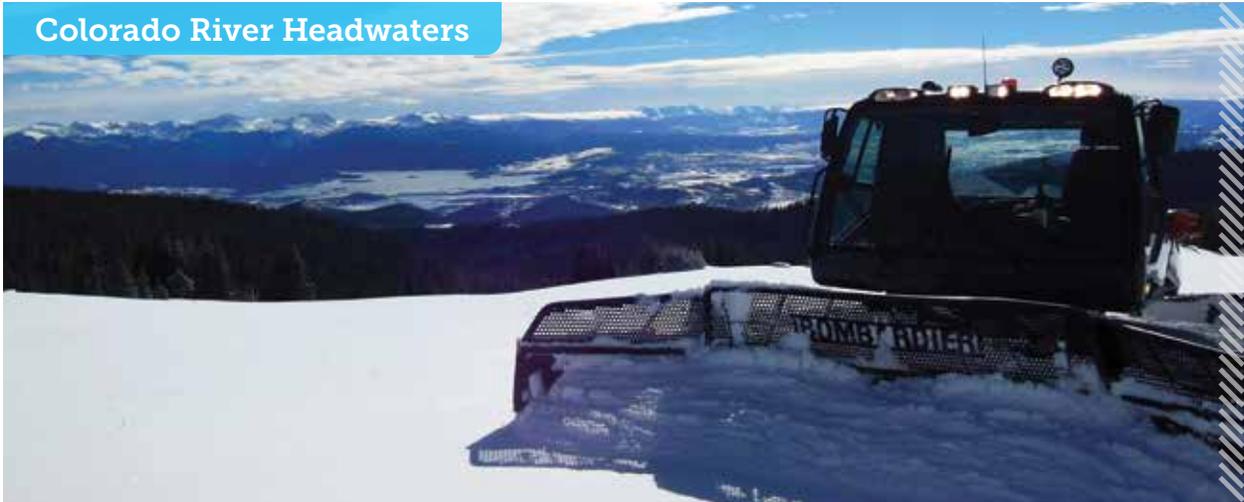


GIVEN under my hand and the
Executive Seal of the State of
Colorado this fourteenth day of
March, 2014.

A handwritten signature in blue ink, which appears to read "John W. Hickenlooper". The signature is fluid and cursive.

John W. Hickenlooper
Governor

Colorado River Headwaters



Following the upper reaches of the Colorado River, this route offers insight into the mountain men, ranchers and thrill-seekers of the state's past and connects Rocky Mountain National Park and the attraction of State Bridge via the towns of Granby and Kremmling.

© Cam Stone

Priority projects have included planning, visitor amenities and interpretive signs.

Sante Fe Trail



© Cathy Edwards

The storied lifeline between Missouri and Santa Fe associated with such fortune-seekers as Kit Carson and Zebulon Pike, this route links Holly and Raton Pass.

Fourteen significant interpretive sites completed, such as the Amache Japanese Internment Camp, Boggsville and El Moro Rest Area. Received the AASHTO 2009 Marketing Excellence and Leadership award.

Alpine Loop BLM Backcountry Byway (Southwestern Colorado)

High-elevation 1880s roads wind through wildflower meadows, abandoned mines and ghost towns, connecting the towns of Lake City, Ouray and Silverton.

National Scenic Byways Program grants provided visitor interpretation, restrooms and preserving Animas Forks, a late 1800s mining town located at an elevation of 11,200 feet.

Cache la Poudre—North Park Byway (Colorado’s Front Range)

Paired with one of America’s few National Wild and Scenic Rivers and connecting the historic towns of Fort Collins and Walden, this route offers sights of grazing moose, granite canyon walls and historic landmarks.

Scenic Byway discretionary grants provided interpretive projects such as Gateway Park site, materials and signs along the byway.

Collegiate Peaks Scenic and Historic Byway (Central Colorado)

An old stagecoach route traces canyons carved by the Arkansas River and North America’s densest concentration of 14,000-foot peaks and connects the towns of Granite, Buena Vista, Salida and Poncha Springs.

Successes include the Poncha Springs “Crossroads of the Rockies” visitor center, interpretive sites and conservation easements.

Colorado River Headwaters Byway (America’s Byway®) (Northwestern Colorado)

Following the upper reaches of the Colorado River, this route offers insight into the mountain men, ranchers and thrill-seekers of the state’s past and connects Rocky Mountain National Park and the attraction of State Bridge via the towns of Granby and Kremmling.

Priority projects have included planning, visitor amenities and interpretive signs.

Dinosaur Diamond Prehistoric Highway (America’s Byway®) (Northwestern Colorado, Utah)

Features fossils and footprints made by massive dinosaurs and rock art left behind by Fremont Indians along sandstone canyons and mesas and connects Grand Junction to Rangely over Douglas Pass, through Dinosaur into Utah.

National Scenic Byways Program grants completed the Corridor Management and Promotion Planning documents.

Flat Tops Trail Byway (Northwestern Colorado)

The mountainous beauty of this byway inspired the U.S. government to preserve its wilderness areas in their raw states. The route connects the towns of Yampa and Meeker.

Byway grants completed the Meeker Kiosk, the White River Indian Agency Overlook and the audio “Tales along the Flat Tops Trail.”

Frontier Pathways Scenic and Historic Byway (America’s Byway®) (Southeastern Colorado)

Relics of frontier life are preserved along a route that climbs upward, with plants, animals and geology that change every 1,000 feet. It connects the city of Pueblo and the towns of Westcliffe and Colorado City.

Project highlights include the Scenic Byways Visitor Center and Goodnight Barn Interpretive Plan.

APPENDIX 2: (Continued)

Gold Belt Tour Scenic and Historic Byway (America's Byway®) (South-Central Colorado)

The Gold Belt Tour BLM Backcountry Byway follows historic railroad and stagecoach routes leading to North America's greatest gold camp, three world-class fossil sites and numerous historic sites. The BLM Backcountry portion includes unpaved routes through winding canyons (Shelf and Phantom Canyon Roads). The National Scenic Byway connects Florissant, Cripple Creek, Victor, Florence and Cañon City.

Its greatest accomplishment is a preservation plan with multiple conservation easements throughout the byway that earned a prestigious Southern Colorado Conservation Award.

Grand Mesa Scenic and Historic Byway (America's Byway®) (Northwestern Colorado)

Travelers journey atop the world's largest flattop mountain to see wide-open vistas and more than 300 stream-fed lakes between I-70 and Cedaredge.

Visitor facilities completed through grants include trail heads (Island Lake, Land-O-Lakes, Jumbo Lake and Plateau Valley) as well as interpretive signage at Grand Mesa Visitor Center and Cedaredge Overlook.

Guanella Pass Byway (Colorado's Front Range)

Connects the town of Grant to the preserved silver-mining town of Georgetown, rising in elevation to raw alpine wilderness.

The byway grants provided capital funds for the Georgetown Visitor Center, planning and interpretive signs along the north side of the pass.

Highway of Legends Byway (Southeastern Colorado)

Features the Spanish Peaks where gold-seeking conquistadors and Comanche, Pueblo and Tarahumara Indians once traveled. The route links Trinidad, La Veta, Walsenburg and Aguilar.

Interpretive signs were installed along the byway through National Scenic Byways Program grants.

Lariat Loop Scenic and Historic Byway (America's Byway®) (Colorado's Denver Metro Area)

One of the first routes developed by the City of Denver to help Coloradans experience its mountain parks, it connects the towns of Golden, Morrison, Idledale, Kittredge and Evergreen.

Significant projects included the Buffalo Herd Overlook, byway bicycle racks and a Lariat Loop DVD.

Los Caminos Antiguos Byway (South-Central Colorado)

Traverses the San Luis Valley, a mystical basin of vast farmland, the rugged Sangre de Cristo Mountains and the Great Sand Dunes, between Cumbres Pass and Alamosa via Antonito, San Luis and Fort Garland.

Achievements include the Hispano Mission Tour and portal entry signs, plus serving as the catalyst for the Sangre de Cristo National Heritage Area.

Mount Evans Byway (Colorado's Front Range)

The highest paved road in North America, offering a serpentine ride to the summit of 14,262-foot Mount Evans, this route extends from Idaho Springs over to Bergen Park.

Grant funded activities included the Mount Goliath Interpretive Plan as well as the Port of Entry Interpretive Project, brochures and coloring book.

Pawnee Pioneer Trails (Northeastern Colorado)

Once a plains thoroughfare for ambitious settlers, entrepreneurs and migrating bison, this byway connects the towns of Sterling, Fort Morgan, Grover, New Raymer and Ault.

In addition to plans and interpretive materials, recently the Pawnee Buttes Trailhead and Visitor Amenities were completed.

Peak to Peak (Colorado's Front Range)

Established in 1918, this is Colorado's oldest scenic byway. The route linking Estes Park and Black Hawk features the Continental Divide, mining ghost towns, Victorian opulence and stunning views of Longs Peak.

National Scenic Byways Program projects included a visual intrusion reduction plan, GIS mapping, the Mount Meeker Interpretive Site and support for the Nederland Mining Museum. Recently, Boulder County's Tourism and Recreation Program has installed electric charging stations

San Juan Skyway (America's Byway®) (Southwestern Colorado)

This route through the multi-hued San Juan Mountains leads to some of the state's most precious silver-boom towns, connecting Durango, Silverton, Ouray, Ridgway, Telluride and Cortez.

In addition to visitor facilities such as Little Molas Lake, the significant achievement is resource protection.

Santa Fe Trail (America's Byway®)(Southeastern Colorado, New Mexico)

The storied lifeline between Missouri and Santa Fe associated with such fortune-seekers as Kit Carson and Zebulon Pike, this route links Holly and Raton Pass.

Fourteen significant interpretive sites completed, such as the Amache Japanese Internment Camp, Boggsville and El Moro Rest Area. Received an AASHTO 2009 Marketing Excellence & Leadership award.

Silver Thread (South-Central and Southwestern Colorado)

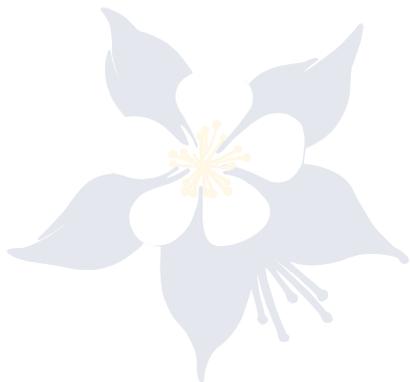
This route allows travelers to roam through wonderfully isolated swatches of the San Juan Mountains and includes both historic main streets and top-of-pass scenic overlooks. It stretches from South Fork to Blue Mesa Reservoir and Lake City.

Completed an ADA-accessible interpretive site at North Clear Creek Falls and other sites along I-49 to explain to visitors the significance of the route.

South Platte River Trail (Northeastern Colorado)

The Pony Express and settlers along the Overland Trail rode along this South Platte River-guided course. Today it connects Julesburg and Ovid.

National Scenic Byway Program grants enabled completion and updating of the byway's Corridor Management and Interpretive Plan.



APPENDIX 2: (Continued)



Top of the Rockies (America's Byway) (South-Central and Northwestern Colorado)

This dramatic road crosses the Continental Divide three times and passes Colorado's two tallest peaks, Mount Elbert and Mount Massive. It connects Leadville, Minturn, Twin Lakes and Copper Mountain.

Major accomplishments are the Hayden Meadow Recreation Area Master Plan and an outdoor interpretive mining museum pullout at Climax.

Tracks Across Borders (Colorado, New Mexico)

This newest byway of the system features one of Colorado's greatest stories: the creation and development of the state's first, and ultimately the nation's largest, narrow gauge railroad system, the Denver and Rio Grande Railroad (D&RG). The route travels between Durango, CO to Chama, NM with a spur to Chimney Rock National Monument.

Designated after the last National Scenic Byway Program grant cycle.

Trail of the Ancients (America's Byway®) (Southwestern Colorado, Utah)

The nation's first byway designated for archaeological significance, the route enables travelers to see centuries-old cliff dwellings and petroglyphs of the Ancestral Puebloans. It begins in Colorado at the Utah state line near Hovenweep National Monument and leads to the Four Corners through the city of Cortez, CO.

Byway grants have contributed to a National Geographic Geotourism Map Guide and the scheduled construction of the McElmo Flume Overlook.

Trail Ridge Road/Beaver Meadow Road (America's Byway®) (Colorado's Front Range and Northwestern Colorado)

Follows North America's highest paved through-road above the tree line inside Rocky Mountain National Park, connecting Grand Lake with Estes Park.

The Trail Ridge Road completed the Forest Canyon Overlook Project with National Scenic Byway Program grants.

Unaweep/Tabeguache (Southwestern Colorado)

This remote BLM byway cuts through a canyon for most of the way, following the Dolores and San Miguel rivers between Whitewater and Placerville. It features tales of copper and uranium mining and views of the elusive desert bighorn sheep.

Funds helped to preserve and interpret the Hanging Flume.

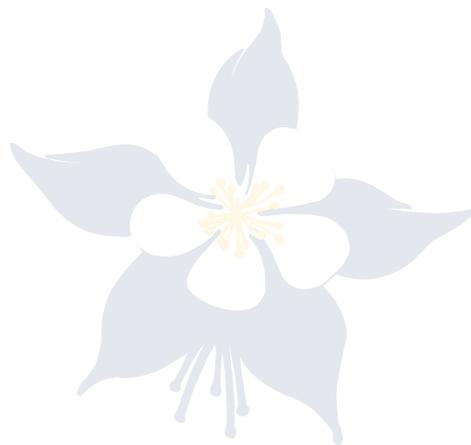
West Elk Loop (Northwestern and Southwestern Colorado)

This mountain byway traces some of the state's lushest river valleys and most scenic and colorful mountain passes, gets within arm's reach of four diverse wilderness areas and links the mountain towns of Crested Butte, Gunnison, Montrose, Hotchkiss and Carbondale.

Grants have completed the Crested Butte to Carbondale Trail Plan and Redstone's Elk Park, consisting of a kiosk, a universally accessible interpretive river trail, an amphitheater and parking.

APPENDIX 3: National & State Parks, Public Recreation Lands, Sites of Environmental and Historical Interest, and Museums, by Byway

SCENIC BYWAY	State Parks	Wildlife Areas	Wilderness Area Access	Dinosaur Tracks/Fossils	Fall Color Viewing	Picnics/Camping	Hiking	Fishing	Cycling
Alpine Loop		✓	✓		✓	✓	✓	✓	✓
Cache la Poudre/North Park	✓	✓	✓		✓	✓	✓	✓	✓
Collegiate Peaks	✓	✓	✓		✓	✓	✓	✓	✓
Colorado River Headwaters		✓	✓		✓	✓	✓	✓	✓
Dinosaur Diamond	✓	✓	✓	✓		✓	✓		✓
Flat Tops Trail	✓	✓			✓	✓	✓	✓	✓
Frontier Pathways	✓	✓	✓		✓	✓	✓	✓	✓
Gold Belt Tour	✓	✓	✓	✓	✓		✓		✓
Grand Mesa		✓	✓		✓	✓	✓	✓	✓
Guanella Pass		✓	✓		✓	✓	✓		✓
Highway of Legends	✓	✓	✓		✓	✓	✓	✓	✓
Lariat Loop		✓	✓	✓	✓	✓	✓	✓	✓
Los Caminos Antiguos	✓	✓	✓		✓	✓	✓	✓	✓
Mount Evans		✓	✓		✓	✓	✓	✓	✓
Pawnee Pioneer Trails	✓	✓	✓				✓	✓	✓
Peak to Peak	✓	✓	✓		✓	✓	✓	✓	✓
San Juan Skyway	✓	✓	✓		✓	✓	✓	✓	✓
Santa Fe Trail	✓	✓	✓	✓				✓	✓
Silver Thread		✓	✓		✓	✓	✓	✓	✓
South Platte River Trail		✓							✓
Top of the Rockies		✓	✓		✓	✓	✓	✓	✓
Tracks Across Borders	✓	✓			✓			✓	✓
Trail of the Ancients	✓	✓	✓				✓		✓
Trail Ridge Road/Rocky Mountain National Park		✓	✓		✓	✓	✓	✓	✓
Unaweep Tabeguache	✓	✓	✓				✓	✓	✓
West Elk Loop	✓	✓	✓		✓	✓	✓	✓	✓



APPENDIX 3: (Continued)

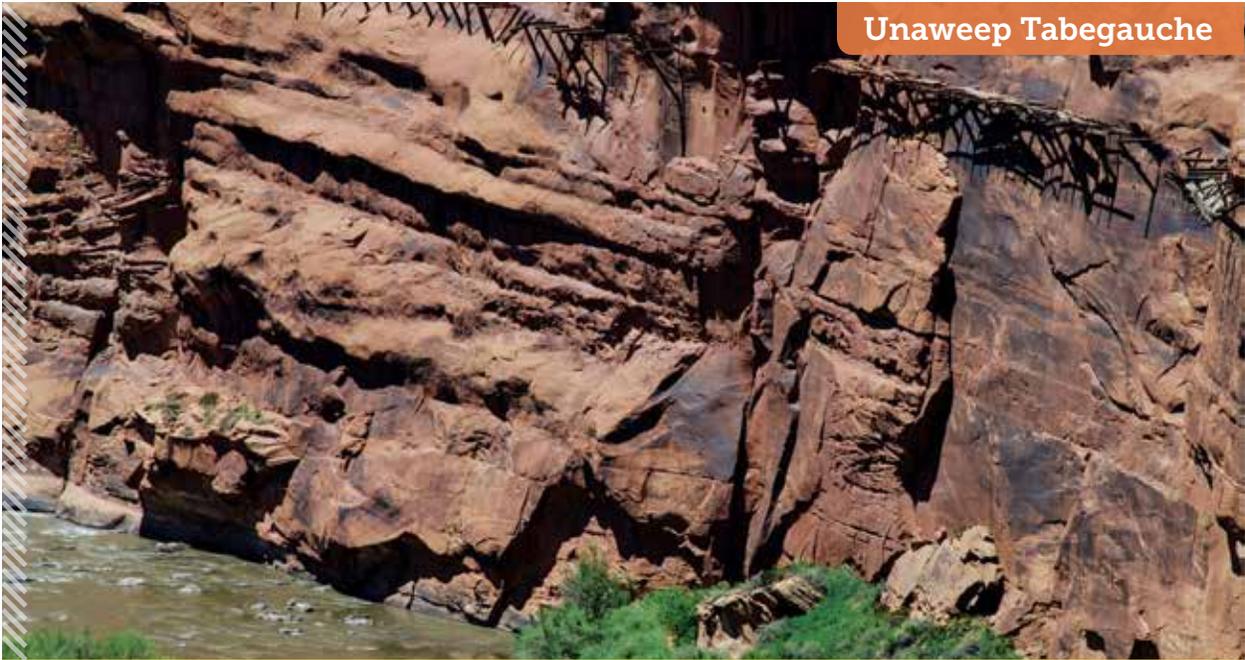
SCENIC BYWAY	National Historic Districts	Ancestral Puebloan History	American Indian History	Mining History	Hispanic History	Agriculture & Ranching History	National Parks	National Monuments & Historic Landmarks
Alpine Loop	✓			✓				✓
Cache la Poudre/ North Park	✓					✓		
Collegiate Peaks	✓		✓	✓		✓		
Colorado River Headwaters			✓	✓		✓	✓	
Dinosaur Diamond	✓		✓	✓		✓		✓
Flat Tops Trail			✓			✓		
Frontier Pathways	✓			✓		✓		
Gold Belt Tour	✓		✓	✓		✓		✓
Grand Mesa						✓		
Guanella Pass	✓			✓				✓
Highway of Legends	✓		✓	✓	✓	✓		
Lariat Loop	✓					✓		✓
Los Caminos Antiguos	✓		✓	✓	✓	✓	✓	✓
Mount Evans	✓			✓				
Pawnee Pioneer Trails			✓			✓		
Peak to Peak	✓			✓		✓	✓	✓
San Juan Skyway	✓	✓	✓	✓	✓	✓	✓	✓
Santa Fe Trail	✓		✓	✓	✓	✓		✓
Silver Thread	✓		✓	✓		✓		
South Platte River Trail			✓			✓		
Top of the Rockies	✓			✓		✓		✓
Tracks Across Borders			✓	✓				✓
Trail of the Ancients	✓	✓	✓		✓		✓	✓
Trail Ridge Road/Rocky Mountain National Park	✓		✓	✓		✓	✓	✓
Unawep Tabeguache				✓	✓	✓		
West Elk Loop	✓			✓		✓	✓	

APPENDIX 3: (Continued)

SCENIC BYWAY	Gas	Food	Lodging	Parts of Road Require 4 x 4	Parts of Road Closed in Winter
Alpine Loop	▶	▶	▶	✓	✓
Cache la Poudre-North Park	✓	✓	✓		
Collegiate Peaks	✓	✓	✓		
Colorado River Headwaters	✓	✓	✓		
Dinosaur Diamond	▶	▶	▶		
Flat Tops Trail	▶	▶	▶		✓
Frontier Pathways	✓	✓	✓		
Gold Belt Tour	✓	✓	✓	✓	
Grand Mesa	▶	▶	▶		✓
Guanella Pass	▶	▶	▶		✓
Highway of Legends	✓	✓	✓		
Lariat Loop	✓	✓	✓		
Los Caminos Antiguos	✓	✓	✓		
Mount Evans	▶	▶	✓		✓
Pawnee Pioneer Trails	▶	▶	▶		
Peak to Peak	✓	✓	✓		
San Juan Skyway	✓	✓	✓		
Santa Fe Trail	✓	✓	✓		
Silver Thread	✓	✓	✓		
South Platte River Trail	✓	✓	✓		
Top of the Rockies	✓	✓	✓		
Tracks Across Borders	▶	▶	▶	✓	✓
Trail of the Ancients	✓	✓	▶		
Trail Ridge Road-Rocky Mountain National Park	▶	✓	▶		✓
Unaweep Tabeguache	▶	▶	▶		
West Elk Loop	✓	✓	✓		✓

▶ = Limited Service (implies long stretches exceeding 30 miles without this service)

Unawep Tabegauche



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Once a plains thoroughfare for ambitious settlers, entrepreneurs and migrating bison, this byway connects the towns of Sterling, Fort Morgan, Grover, New Raymer and Ault.

In addition to plans and interpretive materials, the Pawnee Buttes Trailhead and Visitor Amenities were recently completed.

APPENDIX 4: History of Colorado Scenic & Historic Byways Program

Introduction

The Colorado Scenic and Historic Byways Program has been in existence since March 16, 1989, when Governor Roy Romer issued Executive Order B 045 89 to create the Scenic and Historic Byways Commission. The movement to establish a program, however, really began 10 months before the Executive Order.

The Program's Beginnings

During 1988, a national scenic byways movement was gaining momentum. The first National Scenic Byways Conference was in May, at which the U.S. Forest Service announced the establishment of the National Forest Scenic Byway Program. One of the first routes to be designated by the Forest Service was the San Juan Skyway in Southwestern Colorado. In addition, the Forest Service was considering another 18 roads in Colorado for scenic byways designation.

In addition, Boulder County and the Town of Nederland had funded a study of the feasibility of Peak to Peak Highway as a scenic byway. In Southern Colorado, a group of local citizens who had created the Scenic Highway of Legends were also looking for designation.

A Scenic Byways Task Force was established and included the State Legislature, Department of Transportation, Department of Local Affairs, Colorado Tourism Board, Department of Natural Resources, Colorado Historical Society (now History Colorado), and the U.S. Forest Service. They recommended the creation of a statewide scenic byways program with a mission to incorporate under one statewide program all efforts seeking to maximize opportunities afforded by scenic, historic, and cultural elements along Colorado's road systems.

The Task Force drafted an executive order establishing the program and submitted it with a list of suggested Commission members to the Governor. The Governor appointed the first Scenic and Historic Byways Commission on March 29, 1989, following issuance of Executive Order B 045 89 on March 16.

The Genesis of the Colorado Scenic and Historic Byways Commission

Today, the Colorado Scenic and Historic Byways Commission oversees an active and long-term scenic byway program within the Colorado Department of Transportation. On the occasion of its twenty-fifth anniversary, Executive Order B 2014 002 made the Commission a permanent state body.

Under the provisions of the original Executive Order, the Scenic and Historic Byways Commission comprises 15 members serving three-year terms. Several members of the Scenic Byways Task Force were appointed to the Byways Commission and represented the State Legislature, Colorado Historical Society, and Colorado Tourism Board. Other appointed members of the original Commission included representatives from the State Wildlife Commission, State Transportation Commission, local government, local historical museums, and the Southern Ute Indian Tribe.

The Regional Forester of the U.S. Forest Service also has a seat on the Byways Commission. The Bureau of Land Management (BLM) did not have a representative on the original Commission because its Back Country Byways Program was announced after the Byways Commission had been appointed. However, for the first three years, the BLM sent a representative to all Commission meetings and actively participated in the state program. The BLM State Director now has a permanent seat on the Commission. Finally, the Executive Directors of Transportation, Natural Resources, and Local Affairs were appointed as ex-officio members. More recently, the History Colorado president was added to the list of ex-officio members.

Under the terms of the original Executive Order, the Scenic and Historic Byways Commission expired at the end of March 1992. However, Commission members felt strongly that their work was not completed. They developed a purpose and mission statement and strategies for the future,

APPENDIX 4: (Continued)

which also became the basis for a new executive order. The life of the Byways Commission was extended through 1995 and many of the above mentioned representatives remained on the Byways Commission; the State Director of the BLM was also appointed (see Executive Order B 004 92). After rotating the duties of chairman among the three ex-officio members for the first several years, the Commission elected a chairman for the first time in 1993.

A new executive order for the program was signed in 1995, although the program's statement of purpose did not change. At the same time, a new Byways Commission was appointed, including many of the original members and adding several new appointees to reflect changes in the tourism industry and within the state and federal government agencies involved. (See Executive Orders A 088 95 and B 005 95).

In 1998, a new Commission was appointed, replacing many of the original appointees. New organizations represented included the National Park Service, Colorado Open Lands, Colorado Council on the Arts (now Colorado Creative Industries), Colorado Rural Development Council, and representatives from two designated byways—one from the Western Slope and one from the Eastern Plains. The Commission was renewed again in 2002, adding representatives from the Colorado Tourism Office. The Nature Conservancy replaced Colorado Open Lands. Finally, Commissioners were given staggered terms so that every year four are up for renewal. The Commission has remained relatively consistent since 2002.

Today, the Commission includes representatives serving three-year terms from the General Assembly (now traditionally the chair); Colorado Creative Industries; History Colorado; Colorado Tourism Office; Department of Local Affairs (specifically Main Street); Department of Natural Resources (specifically Colorado Parks and Wildlife); Department of Transportation; Transportation Commission; U.S. Bureau of Land Management; U.S. Forest Service; two Commissioners representing the interests of byways serving the Western Slope and the Eastern Plains; one Commissioner representing the interests of land trusts and open space; and two at-large Commissioners.

The First Designations

The first Executive Order specified that the Scenic and Historic Byways Commission evaluate and recommend for designation the San Juan Skyway, Peak to Peak Highway, and Highway of Legends as the first three Colorado Scenic and Historic Byways. These routes had already been designated as U.S. Forest Service National Scenic Byways. Because the BLM was proceeding rapidly with its Back Country Byway Program at the national level, the Byways Commission also decided to include the two proposed Colorado BLM routes, the Alpine Loop and Gold Belt Tour, in the first round of state designations.

Since the nomination process had not yet been developed, these five routes were not asked to submit formal applications to the Byways Commission. However, all five had prepared nominations for their respective national programs, so the Byways Commission evaluated the routes based on this information. The five routes were recommended and approved for designation by the Transportation Commission in September of 1989. The new byways were identified on the Colorado Department of Transportation's 1990 Travel Map.

Developing the Nomination Process

Since both the Forest Service and BLM had agreed to submit future nominations to their national programs only if approved by the state's program, the Byways Commission wanted to create a nomination process that would allow the two federal agencies to prepare nominations for both state and federal programs. The process has remained relatively consistent throughout the life of the program. (For more on the nomination process, see sidebar page 20, "Criteria for Designating Colorado's and America's Byways.")

APPENDIX 5: National Scenic Byway Program Grants in Colorado, 1992–2012

Alpine Loop

YEAR	GRANT NAME	PROJECT #	FUNDING
1992	Hinsdale County Turnouts & Improvements	SB-1992-CO-06	\$96,136
1992	Visitor Facilities	SB-1992-CO-07	\$32,000
1992	Animas Forks/Eureka Stabilization	SB-1992-CO-04	\$12,800
1996	Management/Interpretive Plan	SB-1996-CO-08	\$76,000
1999	Interpretation	SB-1999-CO-11	\$44,800
2000	Rest Room Facilities	SB-2000-CO-03	\$10,000
2001	Implement Corridor Management Plan	SB-2001-CO-10	\$32,000
2005	Scenic Byway Travel Management Plan	SB-2005-CO-07	\$55,000
2006	Interpretive Initiative	SB-2006-CO-17	\$59,000
TOTAL			\$417,736

Cache la Poudre

YEAR	GRANT NAME	PROJECT #	FUNDING
1992	North Park Interpretive Materials	SB-1992-CO-13	\$6,971
1993	North Park Kiosks	SB-1993-CO-11	\$51,500
1995	North Park Management Plan	SB-1995-CO-06	\$32,000
1996	North Park Interpretive Materials	SB-1996-CO-17	\$32,000
2012	Informational and Interpretive Signage	SB-2012-CO-07	\$37,960
TOTAL			\$160,431

Collegiate Peaks

YEAR	GRANT NAME	PROJECT #	FUNDING
2006	Develop Corridor Management Plan	SB-2006-CO-01	\$100,000
2007	Interpretive Panels	SB-2007-CO-05	\$27,600
2008	Interpretive and Visitor Center Project	SB-2008-CO-04	\$114,900
2010	Historic Wayside Signs	SB-2010-CO-03	\$36,160
TOTAL			\$278,660

APPENDIX 5: (Continued)

Colorado River Headwaters

YEAR	GRANT NAME	PROJECT #	FUNDING
1995	Management Plan	SB-1995-CO-02	\$32,000
1996	Interpretive Displays	SB-1996-CO-11	\$35,000
1997	Corridor Management Plan & Interpretation	SB-1997-CO-14	\$54,800
2002	Interpretive Improvement Plan	SB-2002-CO-04	\$56,520
2003	Colorado River Visitor Amenities and Interpretive Signs	SB-2003-CO-50	\$65,184
2005	Business Plan	SB-2005-CO-03	\$40,330
2006	Corridor Management Plan Implementation [Year 1]	SB-2006-CO-10	\$25,000
2007	Corridor Management Plan Implementation [Year 2]	SB-2007-CO-11	\$42,600
2008	Photo Library and Interactive Mapping	SB-2008-CO-06	\$45,000
TOTAL			\$396,434

Dinosaur Diamond

YEAR	GRANT NAME	PROJECT #	FUNDING
1999	CMP/Interpretation	SB-1999-CO-01	\$116,000
2003	Promotion Plan	SB-2003-CO-50	\$71,200
TOTAL			\$187,200

Flat Tops Trail

YEAR	GRANT NAME	PROJECT #	FUNDING
1993	Agency Park Overlook	SB-1993-CO-04	\$25,000
1993	Visitor Information Centers	SB-1993-CO-03	\$108,800
1996	Interpretive/Visitor Facilities	SB-1996-CO-19	\$78,400
2005	Planning, Training and Marketing Project	SB-2005-CO-05	\$50,000
TOTAL			\$262,200

Frontier Pathways

YEAR	GRANT NAME	PROJECT #	FUNDING
1996	Corridor Management Plan & Interpretation	SB-1996-CO-01	\$140,400
1999	Interpretive Center	SB-1999-CO-08	\$250,000
2000	Interpretive Projects	SB-2000-CO-04	\$165,000
2001	Implement Corridor Management Plan	SB-2001-CO-09	\$25,000
2002	Goodnight Barn Pullout / Interpretive Planning	SB-2002-CO-03	\$16,000
2002	CMP Implementation—Marketing	SB-2002-CO-11	\$25,000
2003	Corridor Management Plan Implementation: Interpretation & Marketing	SB-2003-CO-50	\$25,000
2003	El Pueblo Byway Interpretive & Information Center	SB-2003-CO-50	\$90,400
2004	Corridor Management Plan Implementation [Year 4]	SB-2004-CO-51	\$25,000
2005	Corridor Management Plan Implementation [Year 5]	SB-2005-CO-11	\$25,000
TOTAL			\$786,800

Gold Belt Tour

YEAR	GRANT NAME	PROJECT #	FUNDING
1993	Interpretation	SB-1993-CO-05	\$64,000
1995	Interpretive Markers	SB-1995-CO-07	\$31,450
1996	Management Planning Phase II	SB-1996-CO-09	\$38,400
1996	Safety Improvements	SB-1996-CO-21	\$225,000
1998	Interpretation Project	SB-1998-CO-03	\$39,600
1999	Information Signs and Exhibits	SB-1999-CO-12	\$9,600
2001	Implement Corridor Management Plan	SB-2001-CO-05	\$25,000
2002	CMP Implementation—Coordinated Marketing Program	SB-2002-CO-08	\$25,000
2003	Corridor Management Plan Implementation	SB-2003-CO-50	\$25,000
2004	Corridor Management Plan Implementation [Year 4]	SB-2004-CO-50	\$25,000
2004	Interpretation Project	SB-2004-CO-50	\$30,480
2005	Corridor Management Plan Implementation [Year 5]	SB-2005-CO-10	\$25,000
2006	Implementation of Open Space Plan	SB-2006-CO-07	\$45,000
2007	Heritage Tourism and Interpretation	SB-2007-CO-08	\$24,000
2008	Resource Protection	SB-2008-CO-02	\$125,000
2009	Resource Protection	SB-2009-CO-03	\$70,000
2012	High Park Road Safety Fencing	SB-2012-CO-04	\$65,600
TOTAL			\$893,130

APPENDIX 5: (Continued)

Grand Mesa

YEAR	GRANT NAME	PROJECT #	FUNDING
1992	Pioneer Town Welcome Center	SB-1992-CO-16	\$120,000
1994	Raber Cow Camp: Interpretive Facilities	SB-1994-CO-05	\$16,800
1995	Management Plan	SB-1995-CO-03	\$36,800
1996	Interpretive Materials	SB-1996-CO-13	\$53,600
1997	Interpretation	SB-1997-CO-18	\$83,149
2001	Implement Corridor Management Plan	SB-2001-CO-07	\$17,000
2002	Summit Trailhead Relocation	SB-2002-CO-15	\$135,000
2002	CMP Implementation—Organizational Goals	SB-2002-CO-09	\$25,000
2003	CMP Implementation and Update Interpretive Plan	SB-2003-CO-50	\$25,000
2004	CMP Implementation [Year 3]	SB-2004-CO-50	\$25,000
2005	CMP Implementation [Year 5]	SB-2005-CO-14	\$25,000
2005	Westbench Trailhead Restroom & Interpretive Signage	SB-2005-CO-01	\$67,000
2006	CMP Implementation [Year 6]	SB-2006-CO-14	\$24,000
2007	Interpretative Panels	SB-2007-CO-06	\$7,000
2008	Island Lake Interpretive Project	SB-2008-CO-09	\$105,000
2011	County Line Trailhead	SB-2011-CO-07	\$186,500
TOTAL			\$951,849

Guanella Pass

YEAR	GRANT NAME	PROJECT #	FUNDING
1994	Tourist Information	SB-1994-CO-02	\$8,400
1996	Guanella Pass/Mount Evans: Corridor Management Plan	SB-1996-CO-04	\$79,800
2004	Interpretive Program Phase III	SB-2004-CO-51	\$36,560
TOTAL			\$124,760

Highway of Legends

YEAR	GRANT NAME	PROJECT #	FUNDING
1993	Interpretive Materials	SB-1993-CO-06	\$60,000
1996	Interpretive Kiosk	SB-1996-CO-16	\$16,000
1997	Corridor Management Plan	SB-1997-CO-10	\$20,000
2006	Implement Interpretive Signs	SB-2006-CO-05	\$48,000
2012	Colorado Welcome Center in Trinidad	SB-2012-CO-03	\$280,904
TOTAL			\$424,904

Lariat Loop

YEAR	GRANT NAME	PROJECT #	FUNDING
2004	Corridor Management Planning and Improvement Project	SB-2004-CO-50	\$100,000
2006	Interpretive Areas	SB-2006-CO-09	\$80,000
2007	Buffalo Herd Overlook	SB-2007-CO-02	\$100,000
2011	Bicycle Racks	SB-2011-CO-06	\$25,200
2012	Interpretive Kiosk and Signs	SB-2012-CO-01	\$40,000
TOTAL			\$345,200

Los Caminos Antiguos

YEAR	GRANT NAME	PROJECT #	FUNDING
1993	Informational Materials	SB-1993-CO-07	\$56,000
1996	Corridor Management Plan	SB-1996-CO-03	\$80,000
1997	Interpretation	SB-1997-CO-03	\$63,200
1999	Hispano Mission Tour	SB-1999-CO-07	\$47,440
2003	Marketing Plan	SB-2003-CO-50	\$60,000
2004	Three-Year Business Plan	SB-2004-CO-51	\$23,200
2006	King Ranch Preservation Project	SB-2006-CO-06	\$50,000
2012	Portal Entry, Directional, and Interpretive Signage	SB-2012-CO-06	\$157,000
TOTAL			\$536,840

Mount Evans

YEAR	GRANT NAME	PROJECT #	FUNDING
1993	Visitor Information	SB-1993-CO-08	\$30,500
1997	Corridor Management Plan & Interpretation	SB-1997-CO-08	\$172,000
2003	Mount Goliath Interpretive Plan and Materials	SB-2003-CO-50	\$100,000
2007	Port of Entry Interpretive Project	SB-2007-CO-07	\$100,000
TOTAL			\$402,500

Pawnee Pioneer Trails

YEAR	GRANT NAME	PROJECT #	FUNDING
1992	Interpretive Materials	SB-1992-CO-01	\$5,680
1996	Interpretive Kiosk	SB-1996-CO-15	\$16,000
2006	Develop Interpretive Plan & Assessment	SB-2006-CO-04	\$22,000
2011	Pawnee Buttes Trailhead Visitor Amenities	SB-2011-CO-03	\$148,000
TOTAL			\$191,680

APPENDIX 5: (Continued)

Peak to Peak

YEAR	GRANT NAME	PROJECT #	FUNDING
1992	Interpretive Materials	SB-1992-CO-08	\$19,680
1993	Mt. Meeker Interpretive Site Development	SB-1993-CO-13	\$65,085
1995	Management Plan	SB-1995-CO-05	\$20,000
1996	Visual Impacts Reduction Plan	SB-1996-CO-07	\$25,000
2002	Education and Land Protection Project	SB-2002-CO-16	\$71,501
2007	Grassy Top Overlook and Interpretive Site	SB-2007-CO-09	\$75,000
TOTAL			\$276,266

San Juan Skyway

YEAR	GRANT NAME	PROJECT #	FUNDING
1992	Cortez Interpretive Kiosk	SB-1992-CO-09	\$20,000
1992	Heritage Tourism Project	SB-1992-CO-12	\$28,330
1992	Keystone Hill Interpretive Site	SB-1992-CO-10	\$90,000
1992	Mancos Visitors Center	SB-1992-CO-11	\$80,000
1992	San Juan County Safety Improvements	SB-1992-CO-05	\$52,000
1995	Management Plan	SB-1995-CO-04	\$40,560
1996	Interpretive Materials	SB-1996-CO-20	\$48,000
1997	Interpretation & Protection	SB-1997-CO-05	\$540,000
1999	Improvements Project	SB-1999-CO-05	\$653,040
2001	Implement Corridor Management Plan	SB-2001-CO-08	\$25,000
2002	Little Molas Lake Recreation Complex	SB-2002-CO-14	\$100,000
2002	CMP Implementation	SB-2002-CO-10	\$25,000
2003	Corridor Management Plan Implementation	SB-2003-CO-50	\$25,000
2004	Corridor Management Plan Implementation [Year 2]	SB-2004-CO-51	\$25,000
2005	Corridor Management Plan Implementation [Year 3]	SB-2005-CO-13	\$25,000
2005	Conservation Easement	SB-2005-CO-09	\$100,000
2006	Land Conservation & Resource Protection	SB-2006-CO-08	\$99,600
2007	Conservation Easement	SB-2007-CO-04	\$100,000
2008	Resource Protection	SB-2008-CO-03	\$125,000
2009	Resource Protection	SB-2009-CO-04	\$125,000
TOTAL			\$2,326,530

Santa Fe Trail

YEAR	GRANT NAME	PROJECT #	FUNDING
1992	Community Entrance Signage & Landscaping	SB-1992-CO-14	\$37,200
1992	Interpretive Materials	SB-1992-CO-15	\$10,303
1994	Tourist Information	SB-1994-CO-07	\$44,400
1995	Marketing Project	SB-1995-CO-09	\$60,000
1995	Trinidad Interpretive Program	SB-1995-CO-08	\$104,500
1996	Interpretive Materials	SB-1996-CO-05	\$100,400
1997	Interpretation	SB-1997-CO-04	\$150,000
1999	Web Page	SB-1999-CO-14	\$3,960
2002	CMP Implementation	SB-2002-CO-06	\$25,000
2003	Corridor Management Plan Implementation	SB-2003-CO-50	\$25,000
2004	Corridor Management Plan Implementation [Year 3]	SB-2004-CO-50	\$25,000
2005	Corridor Management Plan Implementation [Year 4]	SB-2005-CO-15	\$25,000
2006	Corridor Management Plan Implementation [Year 5]	SB-2006-CO-12	\$25,000
2006	Interpretation of Boggsville Site	SB-2006-CO-16	\$51,100
2007	Interpretation	SB-2007-CO-12	\$53,920
2008	Interpretation & Marketing	SB-2008-CO-07	\$63,200
2011	Signs and Interpretation	SB-2011-CO-05	\$60,000
2012	Coordinated Road Signage	SB-2012-CO-12	\$39,288
2012	Signage and Site Improvements	SB-2012-CO-09	\$69,120
TOTAL			\$972,391

Silver Thread

YEAR	GRANT NAME	PROJECT #	FUNDING
1992	Interpretive Materials	SB-1992-CO-02	\$8,250
1994	Interpretive Facilities	SB-1994-CO-04	\$99,380
1996	Interpretive Materials	SB-1996-CO-14	\$36,720
1997	Corridor Management Plan & Interpretation	SB-1997-CO-07	\$57,600
2003	Scenic Byway Marketing Plan	SB-2003-CO-50	\$40,000
2006	Site Improvements at North Clear Creek	SB-2006-CO-15	\$100,000
2007	Visitor Facilities	SB-2007-CO-13	\$100,000
2008	Visitor Facilities	SB-2008-CO-10	\$125,000
2009	Interpretive Sites	SB-2009-CO-02	\$105,000
2011	Turnouts and Site Interpretation	SB-2011-CO-04	\$49,760
2012	Rest Area and Interpretive Improvements	SB-2012-CO-10	\$110,080
TOTAL			\$831,790

APPENDIX 5: (Continued)

South Platte River Trail

YEAR	GRANT NAME	PROJECT #	FUNDING
1992	Fort Sedgwick Historic Easement	SB-1992-CO-03	\$8,240
1993	Travel Guides	SB-1993-CO-12	\$8,000
1996	Corridor & Interpretive Management Plan	SB-1996-CO-06	\$52,000
TOTAL			\$68,240

Top of the Rockies

YEAR	GRANT NAME	PROJECT #	FUNDING
1995	Management Plan	SB-1995-CO-01	\$50,000
1996	Interpretation & Marketing Plan	SB-1996-CO-10	\$144,600
1999	Interpretive Center, Phase I	SB-1999-CO-04	\$136,000
2001	Management Assistance	SB-2001-CO-06	\$25,000
2001	Town of Minturn Kiosk and Brochure Project	SB-2001-CO-04	\$11,600
2002	CMP Implementation—Coordination	SB-2002-CO-07	\$25,000
2003	Corridor Management Plan Implementation	SB-2003-CO-50	\$25,000
2004	Corridor Management Plan Implementation [Year 4]	SB-2004-CO-51	\$25,000
2005	Climax Mine Site Interpretation Project	SB-2005-CO-16	\$17,300
2005	Corridor Management Plan Implementation [Year 5]	SB-2005-CO-12	\$25,000
2009	Update of Corridor and Interpretive Management Plans	SB-2009-CO-01	\$100,000
TOTAL			\$584,500

Trail of the Ancients

YEAR	GRANT NAME	PROJECT #	FUNDING
1996	Corridor Management Plan	SB-1996-CO-02	\$48,000
1997	Interpretation	SB-1997-CO-02	\$68,800
2005	Marketing Plan	SB-2005-CO-04	\$32,000
2006	Corridor Management Plan Implementation [Year 1]	SB-2006-CO-11	\$25,000
2007	Organization Management	SB-2007-CO-10	\$25,800
2010	Interpretation, Marketing, and Wayfinding	SB-2010-CO-01	\$84,000
2012	McElmo Flume Overlook	SB-2012-CO-02	\$252,631
TOTAL			\$536,231

Trail Ridge Road/Beaver Meadow Road

YEAR	GRANT NAME	PROJECT #	FUNDING
2001	Forest Canyon Overlook Project	SB-2001-CO-03	\$70,000
TOTAL			\$70,000

Unaweeep/Tabeguache

YEAR	GRANT NAME	PROJECT #	FUNDING
1993	Interpretive Plan	SB-1993-CO-09	\$15,000
1993	San Miguel River Facilities	SB-1993-CO-10	\$20,750
1996	Interpretive Plan and Materials	SB-1996-CO-12	\$36,000
1999	Interpretation Project	SB-1999-CO-09	\$42,940
2001	Interpretive Center	SB-2001-CO-11	\$75,000
2005	Marketing Plan	SB-2005-CO-08	\$64,800
2006	Hanging Flume Interpretive	SB-2006-CO-13	\$53,100
2010	Corridor Management Plan	SB-2010-CO-02	\$72,000
TOTAL			\$379,590

West Elk Loop

YEAR	GRANT NAME	PROJECT #	FUNDING
1994	Interpretive Facilities	SB-1994-CO-01	\$53,486
1996	Historical Tour Guide	SB-1996-CO-18	\$60,000
1997	Corridor Management Plan	SB-1997-CO-06	\$60,000
2002	Crested Butte to Carbondale Trail Plan	SB-2002-CO-02	\$52,000
2005	Wayside Exhibit Panels	SB-2005-CO-02	\$32,000
2007	Conservation Easement	SB-2007-CO-03	\$43,000
2008	Visitor Center Interpretation and Amenities (Paonia, CO)	SB-2008-CO-08	\$124,900
2009	Redstone Coke Ovens Restoration	SB-2009-CO-05	\$113,100
TOTAL			\$538,486

APPENDIX 5: (Continued)

Statewide Programs

YEAR	GRANT NAME	PROJECT #	FUNDING
1993	Scenic & Historic Byways Corridor Management Plan	SB-1993-CO-01	\$144,000
1994	Tourist Information	SB-1994-CO-06	\$69,317
1995	Planning, Design, & Development of State Program	SB-1995-CO-11	\$100,800
1997	Byways Commission Statewide Planning Phase III	SB-1997-CO-01	\$194,400
1998	National Designation Impact Research Project	SB-1998-CO-01	\$12,000
1999	National Designation Impact Research Project	SB-1999-CO-98	\$68,000
2001	Watchable Wildlife on Byways Project	SB-2001-CO-02	\$112,240
2001	Technical Assistance	SB-2001-CO-01	\$80,000
2002	Tourism With Tradition: Interpreting the Cultural Qualities of Colorado Byways	SB-2002-CO-01	\$25,100
2002	Technical Assistance Program	SB-2002-CO-05	\$80,000
2004	Technical Assistance	SB-2004-CO-50	\$100,000
2005	Byway Market Niche Research Program	SB-2005-CO-06	\$80,000
2006	Colorado Statewide Marketing Project	SB-2006-CO-03	\$100,000
2007	Bike Colorado Byways: Website Development and Promotion	SB-2007-CO-01	\$46,400
2008	Tour Colorado Scenic Byways Promotion & Education Plan	SB-2008-CO-01	\$125,000
2012	Conservation & Development Planning Along Colorado Byways	SB-2012-CO-05	\$462,000
TOTAL			\$1,799,257

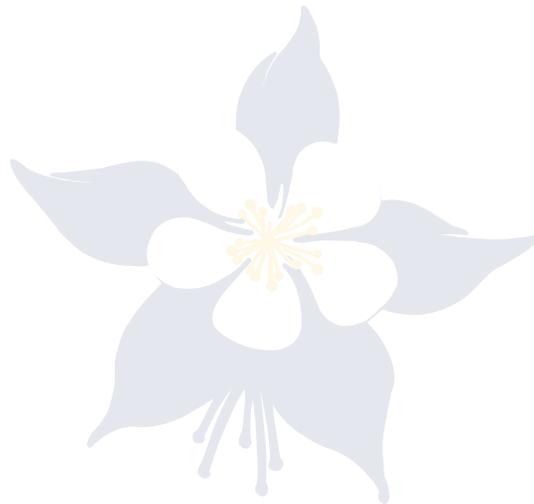
Joint Programs

YEAR	GRANT NAME	PROJECT #	FUNDING
2011	Securing Colorado Byways Through Strategic Planning & Resource Protection	SB-2011-CO-01	\$1,734,341
2000	Silver Thread and Alpine Loop Interpretive Center	SB-2000-CO-01	\$239,246
2006	Grand Circle Marketing Program	SB-2006-CO-02	\$100,000
1993	Peak to Peak and San Juan Skyway: GIS	SB-1993-CO-02	\$51,500
TOTAL			\$2,125,087



Unidentified

YEAR	GRANT NAME	PROJECT #	FUNDING
1998	Interpretation Project	SB-1998-CO-05	\$112,000
1998	Interpretation Projects	SB-1998-CO-02	\$43,000
1998	Interpretive and Recreation Sites Project	SB-1998-CO-07	\$172,800
1999	Gateway Park Interpretive Site (Cache la Poudre-North Park)	SB-1999-CO-10	\$182,000
1999	Interpretation Project	SB-1999-CO-98	\$4,000
1999	Interpretation Projects	SB-1999-CO-98	\$37,000
1999	Interpretive Center Project	SB-1999-CO-98	\$40,182
1999	Interpretive Training	SB-1999-CO-13	\$8,000
1999	Interpretive Wayside Exhibits	SB-1999-CO-98	\$21,200
1999	Marketing Project	SB-1999-CO-98	\$12,000
1999	CMP and Joint Byway Interpretation Projects	SB-1999-CO-06	\$74,400
1999	Corridor Management/Interpretive Project	SB-1999-CO-98	\$102,920
2000	Interpretive Master Plan, Interpretive Center, and Displays	SB-2000-CO-02	\$267,000
TOTAL			\$1,076,502



**Total National Scenic Byway
Program Grants in CO 1992-2012** **\$17,945,194**

APPENDIX 6: Technical Assistance & Training //

During the program’s 25-plus years, support for local byway achievement has been a Commission focus. Fully ten percent of the federal funding received to support byways in Colorado has gone to the Commission to develop statewide programs to benefit local byways.

In 1992, the Commission and partners drawn from byways organizations and federal, state and local agencies and organizations created a statewide plan to assist in the preparation of more comprehensive byway management plans for each byway. The Statewide Planning Framework ensured that the purpose of the program is supported by each individual byway. It provided a framework for use by each byway that is adaptable to local conditions, opportunities and resources while encouraging common treatment of certain program elements to make each byway a recognizable part of the state system.





Byway Planning Project—Phase I

Beginning in 1993, the Commission undertook a series of federally supported planning projects to support local byways. The first involved a series of regional work sessions in which the Byway partners and other targeted community, county, state and federal interests collaborated with a planning team consisting of Commission staff, consultants and resource experts to shape the Statewide Planning Framework to the local conditions and program goals. The work sessions pulled together local stakeholders and provided each byway organization with the professional recreation-tourism partnership and planning assistance needed to identify and evaluate its resources and needs. The objective was both to protect those resources and develop essential services to sustain public use at levels desired by local community residents, the tourism industry and affected recreation resource managers. A secondary aim was to assist those byway organizations who were interested in national designation to prepare byway management plans that met the requirements for designation at the National level.

In a preliminary stage prior to the start of this project, the Commission conducted a survey of key byway partners statewide to determine the level of involvement, progress to date on management plans and interest in participating in work sessions on special subjects such as interpretation and marketing. The results of the questionnaire were evaluated by the University of Colorado and a lengthy report prepared and distributed to all byways. The survey revealed that many of the original byway organizations had disappeared after the nomination phase was over and in some cases, only one or two people were working on the byways.

A consulting team then assessed the status of each byway from an organizational and resource standpoint. This included re-reading the original nominations from each byway, conducting site visits to evaluate the resources, an entry questionnaire and telephone interviews with key individuals from each byway. The team learned that in many cases, the groups were not well organized or no longer existed. A few had some form of organization, while others consisted of two or three people. Many groups were primarily volunteers and were struggling to complete management plans. Most organizations did not want to meet for a series of work sessions during the summer and fall tourist seasons. For that reason and the fact that many of the local groups were not organized enough to fully participate, the work sessions were put off until January 1995.

The Commission recommends membership of each organization include, but not necessarily be limited to, representatives from the tourism industry including service providers, land managers, local governments and local residents. For those byways without any type of organization, the consultant team went to each community to identify, meet and involve key byway partners who might provide leadership or simply become involved. For those byways with organizations that existed but did not meet regularly, the consultant team asked for tasks they could work on between local meetings to help them get started. Finally, for those byways with existing organizations that met regularly, the team attended all meetings and provided assistance when requested.

Initially, the consultant team concentrated on strengthening local organizational development, providing assistance in understanding and implementing the byway management planning process, visioning, developing public involvement processes, identifying visible projects to implement in the short term to help build on or create more local interest and in preparing funding requests. Their activities varied from such simple tasks as preparing maps to help the local groups visualize and discuss their resources, organizing and facilitating meetings and recording and distributing minutes, to more complicated actions, such as preparing vision statements to help them express their goals and objectives and preparing intergovernmental agreements.

APPENDIX 6: (Continued)

The consultant team developed a resource manual which provided a great deal of information from the history of the state and national scenic byway programs to management planning, preparing a vision statement, citizen participation strategies, interpretation, resource protection, marketing, funding and agreements. These were handed out at the first workshop.

As time went on, it was discovered that the level of interest in the program continued to increase among the local organizations as long as they were not pushed too hard. The Commission learned that they could not impose schedules, mandates, or requirements on the local groups without losing key partners and volunteers. Thus it took nine months for the consultant team to reach the point where there were 21 byway organizations up and running in some form or another. Finally the consultant team and the Commission felt the local groups were ready for the work sessions.

The local byway organizations were given an opportunity to define the topics to be covered in the work sessions. The consultant team then assembled a group of presenters and resource experts who could address each of the topics. In January 1995 a one-day work session was held at four different locations, with four to five sponsors in attendance at each location. This first session was a lecture format covering a variety of presentations including organization building, visioning and goal setting, byway management planning, creating partnerships, public involvement strategies, interpretive planning, resource protection and marketing. Every byway was represented, with approximately 40 individuals in attendance at each of the four sessions.

In February, the consultant team went back to the same four locations with the same byway sponsors in attendance to hold the second session. The format this time was more informal with two general presentations and the rest of the time spent in breakout sessions. Byway organizations sat together and facilitators and resource experts circulated among the groups working on specific projects and issues.

Agenda topics for the second set of work sessions were determined at the end of the first session. Topics included ISTEA grants, interpretation, marketing and brochure development, resource protection and byway management plans. This format was much more popular with the local organizations than the lecture format. They liked being able to talk about their own specific issues one-on-one with the experts. There was also good interaction among all the groups.

The final work session was held in Denver in March with all but one byway organization in attendance. This session focused exclusively on funding with presentations from a variety of funding sources such as the State Historical Fund, Great Outdoors Colorado, Coalition of Land Trusts, Council for the Arts and Watchable Wildlife. Topics included seeking grants from foundations and the benefits of non-profit organizations. Well over 70 people attended this session and all agreed the information was extremely valuable.

After the final workshop, all that remained for the Phase I Project was the final report. However, the Commission decided to carry on with the momentum created by Phase I by applying for funds to continue the planning project during 1996. The plan called for the Commission's consultants to continue to provide technical assistance to the byway organizations in organizational development, planning, design, project implementation and intergovernmental agreements. It was also decided to add a research project to determine the impacts of designation, including highway use trends, visitor characteristics and the economic impacts to communities.



Byway Planning Project—Phase II

The Colorado Scenic and Historic Byways Commission's Phase II planning project got underway in January of 1996 and consisted of two major components: implementation and research. Implementation included the continuation of technical assistance to each of the local byway organizations and conducting regional workshops. The research component studied highway use trends on byways, byway visitor characteristics, and economic impacts to byway communities.

, Workshops in early 1996 were geared as one-on-one assistance to each individual group because nearly all of the local byway organizations had made significant progress in organizational development, visioning, corridor management planning, and ISTEA project implementation. A brief survey of potential topics was mailed in early January and the results became the basis for the structure and content of each workshop. In many instances, byway sponsors wanted to talk about interpretation projects, protection of resources, and marketing. In addition to the consultant team, representatives from the Colorado Historical Society and the National Civilian Community Corp/AmeriCorps, an interpretation specialist, and a lawyer specializing in land trusts were present at every workshop to provide assistance and information. All groups were required to meet with the State Scenic Byways Program Coordinator about the status of their ISTEA grants.

Over the course of the Phase II project, the consultant team provided technical assistance to the local byway organizations, including review and editing of corridor management and interpretive plans. Since most of the byways had received separate grants to complete these plans, their consultants were involved in the actual preparation of the plan components. At the workshops, the consultant team provided guidelines and suggested topics for inclusion in the plans. The consultant team also provided technical assistance to those byway organizations that requested help in preparing interpretive and conceptual plans for interpretive centers, kiosks, and historical markers. Several byways requested assistance in preparing business plans for new interpretive centers.

During research, estimating changes in traffic volumes due to scenic byway designations proved to be a very difficult process. Changes in traffic are affected by local and state population changes, shifts in the local economy, changes in the local population composition, and other factors. The interim traffic analysis completed under Phase II did not reflect 1995 traffic counts, which were not available from CDOT at the time of the study. This data was included in the final report completed under Phase III.

The visitor and provider survey data took longer to collect because the local byway organizations were involved in conducting the survey and some were more successful than others in gathering data. Some of the information was difficult to interpret and its relevance to historical attractions and interpretive planning may have been vague. It is also difficult to make generalizations on trends based on limited data gathered over a short period of time. The information gathered does, however, serve as a baseline for future visitor profiles. It was the intent of the Commission to continue this study under Phase III of the planning project.

The information-gathering process to determine the economic impacts of byway designation also took longer than expected and is not as detailed as first planned. Again, this study will serve as the baseline for future studies. The Commission planned to continue this study under Phase III. The byways chosen as models for this study (Frontier Pathways and Colorado River Headwaters) both have identified historic or cultural qualities as the most significant intrinsic value of their byway and future data will help determine the impact to historic resources as well as the byways themselves.

APPENDIX 6: (Continued)

Byway Planning Project—Phase III

All of the 21 organizations were now actively involved in byway management planning and were implementing byway projects due largely to the planning efforts over the first three years of the planning project and the initiatives of the byway organizations. Phase III of the planning project got underway in June of 1997 using 1997 National Scenic Byways Grant funds. This phase allowed the Byway Commission and the consultant team to continue providing assistance to the byway organizations as they identified actions and priorities and began implementation.

South Platte River Trail



The Pony Express and settlers along the Overland Trail rode along this South Platte River-guided course. Today it connects Julesburg and Ovid.

National Scenic Byway Program grants enabled completion and updating of the byway's Corridor Management and Interpretive Plan.

Unknown



The Phase III project provided technical assistance in the following areas:

- Corridor management planning
- Interpretive planning
- Marketing plans
- Interagency coordination
- Follow-up assistance to the 1996 winter workshops
- Ongoing outreach
- In early 1998, workshops again took place in four locations statewide with members of the consultant team and program staff present to assist each of the byway organizations. For the most part, byway organizations used the workshops to hold a regular byway meeting with consultants and staff present to facilitate or answer questions. The staff also used the workshops as an opportunity to discuss current and future grant projects with each byway group.

The project also included several new and ongoing research projects, completed in June of 2000:

- Research the possibility of creating an association of Colorado byways, which could, among other things, pool resources and money to produce products and services to further the economic and marketing benefits of the entire program;
- Study byway land protection mechanisms;
- Design guidelines information (with a manual for use by byway organizations); and
- Complete an economic impact analysis.

Byway Planning Project—Phase IV

The Byways Commission once again received funds for byway planning in FY 1999. The Byways Commission focused on providing technical assistance to byway organizations through the evaluation of completed corridor management plans. A new consultant team reviewed all completed plans, conducted a survey of all byway organizations to gain insight into what works for local byway sponsors, and prepared a series of case studies on: organization and financing, interpretation and education, resource protection, and marketing and promotion. Presentations focusing on these topics formed the basis for sessions at the state byways conference in February 2002.

The research component focused on the economic and social impacts of designation at the national level. At the time, Colorado had seven nationally designated byways (two All-American Roads, five National Scenic Byways).

APPENDIX 6: (Continued)

Tourism Management and Ethics Training

Funded in the FY 2001 and FY 2002 grant rounds, the Tourism Management and Ethics Training Program was originally conceived as a hospitality training program but evolved into a training program for byway communities centered on interpretation, resource protection, ethics, and heritage tourism. The program was tested on byways in Southwestern Colorado and made available to all byway communities in 2003. The program combined creative activities and role-playing games with more traditional educational tools to help a byway organization train trainers in their communities to work with front-line tourism industry staff to better serve the traveling public.

Technical Assistance and Research, 2002–2015

During the program's 25-plus years, support for local byway achievement has been a Commission focus. Fully 10 percent of the federal funding received to support byways in Colorado since 1992 has gone to develop statewide programs to benefit local byways.

The significant grounding in planning and organizational development determined by the Commission in the program's first 13 years (especially years 3-10) paid off, as Colorado's system grew to become one of the nation's largest and achieved the largest number of nationally recognized byways in any state. Byway sponsors and partners garnered well over \$16 million in byway grants for a wide variety of locally identified needs, including a multi-byway grant for \$1,734,341 in 2011, one of the nation's largest, "Securing Colorado Byways through Strategic Planning and Resource Protection."

Today the program routinely operates a clearinghouse of information to support local byway interests, communicates regularly with byway organizations, and offers an annual training session (usually an extra day added to a statewide partnering organization's annual meeting). Formal projects in technical assistance and research have continued through to 2016:

- 2002, State Technical Assistance Program
- 2004, Colorado Statewide Technical Assistance
- 2005, Byway Market Niche Research Program - Statewide
- 2006, Colorado Statewide Marketing Project
- 2007, Bike Colorado Byways: Website Development and Promotion
- 2008, Tour Colorado Scenic Byways Promotion & Education Plan
- 2012, Conservation and Development Planning Along Colorado Byways
- 2013, Colorado Byways Economic Report (supported by CDOT planning funds approved by FHWA)
- 2016, Colorado Byways Economic Impact Tool

In addition, CDOT has supported wayfinding assessments for all 26 byways, a multi-year project that will be completed in 2017.

Trail of the Ancients



The nation's first byway designated for archaeological significance, the route enables travelers to see centuries-old cliff dwellings and petroglyphs of the Ancestral Puebloans. It begins in Colorado at the Utah state line near Hovenweep National Monument and leads to the Four Corners through the city of Cortez, CO.

Byway grants have contributed to a National Geographic Geotourism Map Guide and the scheduled construction of the McElmo Flume Overlook.

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APPENDIX 7: How Colorado Byways Support the State's Other Strategic Plans and Relationship of Agencies and Colorado Byways

Introduction

A large number of recent state agency plans affect Colorado Byways:

- Transportation Matters: Statewide Transportation Plan 2040 (CDOT 2015);
- Colorado Blueprint: Advancing Colorado—A Bottom-up Approach to Economic Development (OEDIT 2011; currently under revision);
- Colorado Creative Industries: Creativity, Innovation and Imagination at Work 2011-2014 Strategic Plan (2010)
- Colorado Department of Local Affairs Strategic Plan for FY 2014-15 (2014);
- Great Outdoors Colorado 2015 Strategic Plan;
- Colorado Parks & Wildlife 2015 Strategic Plan (2015); the Colorado State Comprehensive Outdoor Recreation Plan (2014); and a strategic plan for Colorado's Trails Program of Colorado Parks & Wildlife (nearing completion)
- History Colorado Strategic Plan, 2013-2018 (2013); and The Power of Heritage and Place: The Statewide Plan for Historic Preservation in Colorado (2010; currently under revision)
- Colorado Cultural, Heritage & Agritourism Strategic Plan: A Three-Year Action Plan For the Promotion of Agritourism in the State of Colorado (CTO 2013)

Following is a summary of each plan's goals and priorities, beginning with a statement of how Colorado Byways contribute. Goals overlapping with those of this strategic plan are highlighted. This appendix is designed to assist the agencies described here in their participation in the Commission, including working on the MOAs described in the Colorado Byways strategic plan.

Statewide Transportation Plan 2040

Byways showcase and protect CDOT's most attractive two-lane roads. Colorado's roadways are essential to move travelers to tourism destinations throughout the state; byway recognition has been accorded to many of the most critical routes giving travelers access to Colorado's outstanding historic and recreational destinations—travelers whose dollars are essential to Colorado's economy. Moreover, the most recent federal highway bill supporting Colorado's highway budget, the FAST Act, recognizes that mobility for tourism is also critical.

Scenic byways include safety as a key factor in their corridor management plans; provide a mechanism for community input into safety and wayfinding and other road planning along Colorado's most popular touring routes; enable state residents and visitors to have an enjoyable and safe driving experience on less-traveled roads; and provide focus for bicycling initiatives.



As CDOT Executive Director Shailen Bhatt states in an introduction, “The Statewide Transportation Plan is a vision document that outlines what our transportation options will look like over the next 10 and 25 years.” CDOT’s plan identifies strategic steps to achieve goals to focus on within the next decade (goals are in caps):

- To improve SAFETY, CDOT has have data-driven processes to reduce crashes and education strategies to modify driver behavior, helping move Colorado towards zero deaths.
- To enhance MOBILITY, CDOT is going to improve operational efficiencies regionally and at corridor level; future projects will look at opportunities to provide more mobility choice and connections.
- To promote ECONOMIC VITALITY, CDOT will consider economic benefits when selecting projects, including job creation, job access, and economic savings. CDOT is also exploring other funding sources to ensure the transportation system helps maintain our state’s economic competitiveness.
- To preserve and MAINTAIN THE SYSTEM, CDOT will implement its Risk-Based Asset Management Plan, which focuses more on preventative maintenance and using risk factors to determine which roads, bridges, tunnels, culverts, and other assets need to be addressed first—doing the right repairs at the right time.

Relationship of Agencies and Byways:

Byways showcase and protect CDOT’s most attractive two-lane roads. Colorado’s roadways are essential to move travelers to tourism destinations throughout the state; byway recognition has been accorded to many of the most critical routes giving travelers access to Colorado’s outstanding historic and recreational destinations—travelers whose dollars are essential to Colorado’s economy. Moreover, the most recent federal highway bill supporting Colorado’s highway budget, the FAST Act, recognizes that mobility for tourism is also critical.

Scenic byways include safety as a key factor in their corridor management plans; provide a mechanism for community input into safety and wayfinding and other road planning along CO’s most popular touring routes; enable CO residents and visitors to have an enjoyable and safe driving experience on less-traveled roads; and provide focus for bicycling initiatives.

The byways give bicycle access to scenic and historic sites, thereby supporting the Colorado Pedals Project. Colorado Pedals Project is a bicycling initiative that arose from the Governor’s commitment to spend \$100 million on bicycling infrastructure, 2016-2019. CDOT is providing federal funding—Transportation Alternatives and Congestion Mitigation and Air Quality—for a number of bicycle projects on and off the byways. CDOT staffs the Commission, provides training and technical assistance to local byways organizations, undertakes wayfinding projects, and maintains roadways and rights-of-way traversed by byway routes. It is among the agencies supporting the Governor’s commitment to spend \$100 million on bicycling infrastructure, 2016-2019. Moreover, eight of the state’s “Colorado the Beautiful 16 in 2016” high priority trails initiative include Colorado Byways.

APPENDIX 7: (Continued)

Colorado Blueprint

The Office of Economic Development and International Trade (OEDIT), producer of the Blueprint, remarks on its website (transportation & logistics page) that “Local roadways, scenic byways, and pedestrian and bicycle facilities are important for local commerce, tourism and recreation across Colorado.”

Colorado Byways also reinforce economic development by participating in the state’s vital tourism industry. Byways not only offer a traveling experience in and of themselves, but also offer premier connections to Colorado’s outdoor and historic resources and the communities where economic activity is concentrated. Economic development through outdoor recreation is so important to Colorado that the state recently established an office supporting the industry.

Moreover, Colorado Byways offers ways to promote and improve individual businesses. Especially in rural communities, every new dollar brought by a traveler can make a critical difference between success and failure. Branding is an obvious overlap with goals below; and the Byways Commission will endeavor to “cultivate innovation and technology” through brand promotion activities (in part by working with Tagwhat, a Colorado-based social media company).

The Blueprint was a signature early effort of Governor Hickenlooper to gain local insight into local economic development needs. Every county summarized the needs, priorities, vision, strengths, and weaknesses of its local economy. These county summaries (rolled up into 14 regional statements) formed the basis for six core objectives:

- Build a business-friendly environment
- Retain, grow and recruit companies
- Increase access to capital
- Create and market a stronger Colorado brand
- Educate and train the workforce of the future
- Cultivate innovation and technology

Relationship of Agencies and Byways:

OEDIT identifies 14 key industries that drive the Colorado economy, as based on an inventory of existing initiatives and focus areas of key partners. The Transportation & Logistic key industry and the Tourism & Outdoor Recreation key industry both primarily take in the Colorado Byways, but byways are also involved with the Creative key industry.



Colorado Creative Industries 2011–14 Strategic Plan

Colorado Byways intersect with communities, where creative energies support the economic development and community quality of life that are at the heart of local byway sponsors' aims. Colorado Byways also links communities that have Creative Districts and provide a mechanism for community involvement in the arts. The arts offer important expression in interpretation, education and place-making, and enrich events that enhance byway visitor experiences. Tourism stimulated by byways supports arts businesses including retail galleries and artists' studios. A division within OEDIT, Colorado Creative Industries' program priorities are:

- Increase access to direct financial support for creatives.
- Create and expand professional development and networking opportunities for creatives.
- Promote Colorado as a premier creative hub.
- Increase access to arts and creativity skills in preschool through college education and workforce development.
- Stimulate increased support for creatives by local governments and coalitions.

As part of its vision statement, CCI envisions that Colorado will become a premier “Creative Economy” as evidenced by the following:

- A strong brand identity and a thriving export market for Colorado-designed and produced creative products and services. [Note: this “export market” can include bringing the customers here, through tourism.]
- Colorado will have a national reputation as a “Top 10” place to create and experience high quality and diverse arts and cultural events, exhibits, performances and productions.
- Significant and sustained investment in Colorado's nonprofit and commercial creative enterprises and activities from public and private sources at the local, national, and international level.
- Creative entrepreneurs and enterprises will flourish here with access to jobs, networking, and professional support.
- Colorado will “grow its own” creative workforce and our students and workers will be sought after for their creativity and innovation skills.

Relationship of Agencies and Byways:

The byways intersect with communities where creative energies support the economic development and community quality of life that are at the heart of local byway sponsors' aims. Colorado Byways also link communities that have Creative Districts and spur community involvement in the arts. The arts offer important expression in interpretation, education and place-making, and enrich events that enhance byway visitor experiences. Byway-stimulated tourism supports arts businesses, including retail galleries and artists' studios.

CO Creative Industries provides creative grants, creative district designation, and an annual conference with workshops, training, and networking. In the FY 2014 fiscal year, Creative Industries provided \$300,000 in direct funding and technical assistance (including consultants and staff time) to 12 creative districts, including 6 along the byways. In June 2016, six newly certified districts include four along the byways, including Carbondale Creative District, Crested Butte Creative District, Fort Collins Creative District, and Mancos Creative District.



Department of Local Affairs Strategic Plan

As stated above regarding the OEDIT-run Colorado Blueprint, Colorado's Byways reinforce economic development. They also provide regional linkages; they can move communities beyond single-community development of economic strategies and delivery of services. Where byways and DOLA's Colorado Main Street® programs intersect, the synergy can be powerful.

DOLA's mission is to strengthen communities and enhance livability in Colorado by providing assistance in the following ways:

- Equitable and consistent implementation of property tax laws;
- Community development that is revitalizing and sustainable;
- Financial support for community needs; and
- Safe, affordable housing.

DOLA's Colorado Main Street program is part of the department's Division of Local Government (DLG,) which provides long-term strategic services and financial assistance to more than 3,000 local governments, including 18 Main Street® communities.

The DLG supports local governments by providing technical assistance that includes training, individual support, and professional assistance to local government officials. Topics related to byways' work include land use planning, downtown revitalization, budgeting, community visioning, and hands-on project development from conception to completion. DLG also provides financial assistance to local governments that can apply for grants for capital improvements and operations like water and wastewater improvements, infrastructure repairs and upgrades, and improvements to municipal and county facilities.

DOLA has 12 regional representatives who live and work in the communities that the department serves. They are skilled at assisting local governments through planning and grant processes, and are also knowledgeable about tourism development.

Relationship of Agencies and Byways:

The byways reinforce economic development per se and provide a mechanism for community involvement in local economic development. They also provide regional linkages; they can move communities beyond single-community development of economic strategies and delivery of services. Where byways and DOLA's Colorado Main Street® communities intersect, the synergy can be powerful.

DOLA contributions to Main Street communities can include general technical assistance such as a liaison, on-call assistance, capacity building, fundraising, resource team visit, annual visit, preservation architect, start-up visit, training board/manager orientation, quarterly manager's meeting, connection to resources, Colorado Main Street Newsletter, publicity, sharing success, social media, resource materials, bench-marking, and quarterly report review.

Peak to Peak



Established in 1918, this is Colorado's oldest scenic byway. Linking Estes Park and Black Hawk, it features the Continental Divide, mining ghost towns, Victorian opulence and views of Longs Peak.

National Scenic Byways Program projects included a visual intrusion reduction plan, GIS mapping, the Mount Meeker Interpretive Site and support for the Nederland Mining Museum. Recently, Boulder County's Tourism and Recreation Program has installed electric charging stations.

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Great Outdoors Colorado (GOCO) Strategic Plan

GOCO is an important source of funding for local byways' activities, and over many years has helped to provide matching funds for projects that have helped to enhance local byways (whether or not FHWA funds and local byway sponsors were directly involved). In particular, the existence of recognized byways highlights corridors across Colorado where landscape protection for scenic, historic, and wildlife resources is especially needed. Interpretive and educational efforts led by byways help to meet GOCO's goal "to inspire Coloradans to take care of our great outdoors."

GOCO's plan is anchored by three overarching goals:

- Protect more land and wildlife.
- Connect people to the outdoors and connect trails, parks and open spaces.
- Inspire Coloradans to take care of our great outdoors.

The plan identifies these strategic priorities:

- Protect our land, water and wildlife.
- Increase access and opportunity to connect people to the outdoors.
- Connect trails, parks and open spaces.
- The cornerstone initiative ; and
- Take care of our great outdoors.

Relationship of Agencies and Byways:

Colorado Byways provide a mechanism for community involvement in local land conservation; the byways are a major way of focusing land conservation dollars in Colorado's most visible landscapes.

GOCO supports the "Colorado the Beautiful" initiative that has a goal of providing a park within a 5- to 10-minute walk of most Coloradans.

GOCO supports the Colorado Pedals Project through grants to improve trail connectivity. This project is a four-year initiative with a goal of making Colorado the best state in the nation for bicycling.



Colorado Parks & Wildlife (CPW) Plans

Byways offer premier connections to Colorado’s communities and outdoor resources—especially the state’s many outstanding parks and wildlife refuges. Colorado Byways also provide a mechanism for community involvement in state park and outdoor recreation planning and development, including trail access; and provide part of the magnificent landscape experience as visitors travel to access Colorado’s public lands.

CPW’s 2015 strategic plan identifies six goals that the agency will work toward in order to achieve its mission and vision. These goals are:

- Conserve wildlife and habitat to ensure healthy sustainable populations and ecosystems.
- Manage state parks for world class outdoor recreation.
- Achieve and maintain financial sustainability.
- Maintain dedicated personnel and volunteers.
- Increase awareness and trust for CPW.
- Connect people to Colorado’s outdoors.

CPW is also guided by the Colorado State Comprehensive Outdoor Recreation Plan, known as the “SCORP,” required under federal legislation enabling the distribution of important federal Land and Water Conservation Fund (LWCF) grants to state and local governments. On its website, CPW states that development of the SCORP “is an opportunity to identify emerging outdoor recreation trends, needs, and issues in Colorado, as well as an opportunity to chart the course for the state’s outdoor recreation future....Every five years, each state updates their SCORP plan to remain eligible for stateside LWCF dollars, which are administered by the NPS. The Colorado State Trails Program, within Colorado Parks and Wildlife, is charged with distributing these grants to projects that align with SCORP priorities, particularly local and regional trail projects.”

The SCORP Advisory Group identified statewide outdoor recreation priority areas to focus attention and energy over the next five years. These priority areas are:

- Outdoor Education
- Funding and Financial Sustainability
- Integration of Outdoor Recreation Interests
- Healthy Lifestyles and Communities
- Stewardship

Most of the activities below are those that the Commission or local byway sponsors, or both, can play a role in supporting. The SCORP Advisory Group selected the key objectives from each goal area and recommends the following:

- Increase awareness and access to outdoor experiences and opportunities.
- Enhance knowledge and appreciation of the outdoors and outdoor skills.
- Maintain public funding at existing levels.
- Convene a “Statewide Outdoor Recreation Funding Coalition” representing a diverse, statewide cross-section of local, state and federal government; non-profit; and private outdoor recreation interests to generate and report on ideas related to additional outdoor recreation funding sources.
- Promote the connection between outdoor recreation and the economic and financial viability of communities and the state.

APPENDIX 7: (Continued)

- Seek commonalities within outdoor recreation stakeholder groups and create a unified community built around these common interests.
- Build on shared interests among the outdoor recreation community to promote a conservation ethic that includes land and habitat conservation and sustainable multiple-use recreation opportunities.
- Increase information and awareness of close-to-home and readily-accessible outdoor recreation opportunities.
- Expand access and reduce barriers to outdoor recreation and trails for youth, low income and underserved populations through partnerships with schools, parks and transportation groups.
- Coordinate natural resource stewardship at local, regional and state levels to increase collaboration, efficiency and focus on common priorities.
- Expand volunteer capacity and volunteerism among local, state and federal land managers.
- Support and expand opportunities to engage active stewardship partners.

Byways are a way to connect Colorado residents and visitors to the state's growing network of trails. They can support trail planning and maintenance, especially for trailhead access along byways, and are among the many stakeholders in the important conversation about trail ethics. Preliminary environmental goals offered in a document on the CPW website are:

- Provide leadership in developing an integrated statewide trail system to meet the growing needs of residents and visitors.
- Encourage community, county, state, and federal trail planning of an integrated statewide trail system that preserves critical trail access points, corridors, and system links.
- Promote environmentally appropriate trail planning, design, construction, and management.
- Increase the availability of and improve trails information, education, and technical assistance.
- Encourage trail stewardship in the State of Colorado through education, partnerships, volunteerism, and youth programs.
- Promote trail ethics and encourage proper management of trail activity conflicts by facilitating communication among recreationists, trail planners, and land management agencies.
- Provide stable, long-term funding sources for trail planning, design, construction, and maintenance.

Relationship of Agencies and Byways:

Byways offer premier connections to Colorado's communities and outdoor resources—especially the state's many outstanding parks and wildlife refuges. Colorado Byways also provide a mechanism for community involvement in state park and outdoor recreation planning and development, including trail access, and are part of the magnificent landscape experience as visitors travel to Colorado's public lands.

CPW provides support and grant funding for trail planning, development and maintenance. CPW operates and maintains parks and wildlife areas along the byways for the public's enjoyment and coordinates and cooperates with local byway organizations on interpretation and infrastructure projects.

CPW also supports the Governor's "Colorado Beautiful" (see description above under GOCO).



History Colorado

Colorado Byways are both “Scenic and Historic”—the nation’s largest system is also unique in its determination to add “historic” to the usual “scenic byway” term. Coloradans love history—and American and international visitors seek out heritage tourism experiences to such a degree that the Colorado Tourism Office (see below) supports special heritage tourism marketing efforts. Local byway sponsors have led the way in undertaking many projects to preserve and interpret historic resources, and byways’ aims overlap with DOLA’s Colorado Main Street® Program (supported in part by History Colorado), which is based on the idea of taking economic advantage of historic downtowns. Finally, Colorado Byways provide a mechanism for community involvement in historic preservation; and a mechanism for telling stories related to preserved properties and Colorado’s history in general.

History Colorado’s strategic plan includes this vision:

- Leading through accessible, compelling programs in education, preservation and stewardship;
- Serving Coloradans and enriching communities statewide;
- Connecting collections, places, people and their stories with audiences in meaningful ways;
- Pursuing sustainability through smart planning and sound business practices, and diversifying our financial base.

Strategic goals in the 2013 plan include:

- To establish History Colorado as one of the most relevant and innovative cultural organizations in the nation by engaging audiences of all ages in discovering and celebrating Colorado.
- To provide excellent stewardship of a meaningful, accessible, and sustainable collection to serve audiences for generations to come.
- To secure the long-term sustainability of History Colorado’s vital programs and services with a dynamic financial model based on innovation, smart business planning, diversified revenue sources and strategic partnerships.

History Colorado’s statewide historic preservation plan “seeks to motivate and empower people to value heritage and historic places by enhancing opportunities to demonstrate the myriad benefits of sharing and preserving the stories therein embodied.” It is organized around six goals devised to guide statewide, regional, and local preservation efforts:

- *Preserving the Places that Matter:* The ongoing identification, documentation, evaluation, protection, and interpretation of Colorado’s irreplaceable historic and cultural resources.
- *Strengthening and Connecting the Colorado Preservation Network:* The building of the capacity of preservation partners and networks statewide to nurture local leaders and leverage assets.
- *Shaping the Preservation Message:* The promotion and messaging of historic preservation’s mission and vision to all citizens.
- *Publicizing the Benefits of Preservation:* The documenting and sharing of the benefits of historic preservation.
- *Weaving Preservation Throughout Education:* The education of students and citizens of all ages about their shared heritage.
- *Advancing Preservation Practices:* The provision of historic preservation technical outreach to assist in defining, describing, and preserving Colorado’s historic and cultural resources.

Relationship of Agencies and Byways:

Colorado Byways are steeped in both beautiful scenery and interesting history. The byways work with both DOLA and History Colorado, to preserve the stories and legacies of Colorado’s past.



Colorado Cultural, Heritage & Agritourism Strategic Plan

“Touring” is the second most popular tourism activity in Colorado. Colorado Byways link small communities where many tourist dollars are generated. Local byway sponsors create events and undertake promotion to build Colorado’s tourism economy and seek to protect the scenic qualities of touring routes and to build local businesses and unique local experiences.

As the Colorado Tourism Office’s plan notes (p. 18), “current trends have led to strong growth in agricultural heritage experiences such as on-farm dinners, cheese-making classes, and the fiber arts. These experiences appeal to discriminating travelers with more discretionary income and a higher level of education—qualities that match up with the profile of Colorado’s cultural heritage traveler”—travelers who also seek out Colorado Byways. The plan continues, “Colorado’s heritage and agritourism attractions offer complementary experiences that help create a critical mass of activities for travelers to do in rural areas. Typically both types of attractions have limited budgets and need to fit into a larger system to have their voices heard. Many of these smaller rural operations also lack experience in tourism marketing. Colorado is currently the only state in the country with a joint heritage and agritourism program that addresses these marketing needs, although Kansas does have a staff person who divides her time between the Kansas Department of Wildlife, Parks and Tourism and the scenic byways program.” Byways, of course, offer that larger system, and the two programs collaborate in Colorado.

The plan also explains its relationship to heritage tourism marketing in Colorado (p. 20): “As the recommendations in the plan are implemented, there should be opportunities for History Colorado and other partners to capitalize on the strong linkages in audience as well as programmatic needs between agritourism and heritage tourism. Partners with an interest in heritage that have an ability to bring additional with an interest in heritage that have an ability to bring additional staff and financial resources can help expand parallel heritage tourism components for many of the agritourism recommendations in this plan.”

The Colorado Tourism Office (CTO) of OEDIT operates the Colorado Heritage and Agritourism Program. The strategic plan that helped define this program focused on agritourism. The plan states that its goal is rural economic development. Three objectives guide the program:

- To put a spotlight on those Colorado agritourism businesses that are visitor ready;
- To stimulate the development of fresh and new high-quality agritourism experiences for travelers; and
- To support regional clusters of businesses that are working together to develop and promote agritourism.

Relationship of Agencies and Byways:

“Touring” is the second most popular tourism activity in Colorado. Colorado Byways are the premier means of accessing Colorado’s recreational opportunities and link small communities where many tourist dollars are generated. Local byway organizations create events and undertake promotion to build Colorado’s tourism economy, seek to protect the scenic qualities of touring routes, and build local businesses and unique local experiences.

CTO provides international and domestic marketing. The marketing includes matching marketing grants; a Colorado Byways online guidebook and a web page, Colorado.com; placement of public relations articles; distribution of byways maps and assistance at its Welcome Centers; and dissemination of information through annual conference workshops, training, and networking.

OEDIT—CO Outdoor Recreation Industry Office

The Outdoor Recreation Industry Office provides a central point of contact, advocacy, resources and support at the state level for the diverse constituents, businesses, communities and groups that rely on the continued health of the Colorado's Outdoor Recreation Industry. The Outdoor Recreation Industry Office, as well as CPW, is guided by the Colorado State Comprehensive Outdoor Recreation Plan, known as the "SCORP." [See APPENDIX 7: Colorado Parks & Wildlife (CPW) Plans]

Relationship of Agencies and Byways:

Colorado Byways provide part of the magnificent landscape experience that drives the outdoor industry in Colorado; they are the premier means of accessing ski areas, rivers, and trailheads to Colorado trails and the back country.



APPENDIX 8: Colorado Byway Program Guidance Summary

Federal Partners

For all four agencies below, the CO Byways Program provides ready-made community groups that assist in managing federal public lands, particularly in enhancing the visitor experience with amenities and facilities on public lands and in nearby communities. The program protects the magnificent landscapes of Colorado's public lands and links many federal public lands and federally maintained trails and other recreation areas.

Relationship of Agencies and Byways:

Bureau of Land Management operates two BLM Backcountry Byways (Alpine Loop & Gold Belt Tour) and supports five Byways (Colorado River Headwaters, Dinosaur Diamond, Los Caminos Antiguos, Trail of the Ancients, Unaweep/Tabeguache) that cross portions of BLM land; contributions in 2013 included 417 staff hours valued at \$192,950 and cash contributions of \$16,050 (total \$209,000).

The U.S. Forest Service supports 10 U.S. National Forest Byways in the state of Colorado with facilities, staff, matching funds, and other improvements/ projects. These byways are: Cache La Poudre-North Park, Flat Tops Trail, Guanella Pass, Grand Mesa, Frontier Pathways, Highway of Legends, Peak to Peak, Santa Fe Trail, Silver Thread, San Juan Skyway, and West Elk Loop.

The National Park Services is a part of most byways through National Parks, National Monuments, National Historic Trails, National Historic Sites, National Recreation Trail and National Heritage Areas.

- National Parks: Rocky Mountain National Park (Trail Ridge Road All-American Road), Great Sand Dunes National Park & Preserve (Los Caminos Antiguos), Black Canyon of the Gunnison (West Elk Loop), and Mesa Verde World Heritage Site (Trail of the Ancients).
- National Historic Sites: Bent's Old Fort (Santa Fe Trail), and Sand Creek Massacre (Santa Fe Trail).
- National Monuments: Colorado National Monument (Dinosaur Diamond & Grand Mesa), Dinosaur National Monument (Dinosaur Diamond), Florissant Fossil Beds (Gold Belt Tour), Hovenweep National Monument (Trail of the Ancients), Yucca House National Monument (Trail of the Ancients), Browns Canyon National Monument (Collegiate Peaks), and Chimney Rock National Monument (Tracks Across Borders).
- National Heritage Areas: Sangre de Cristo National Heritage Area (Los Caminos Antiguos) and Cache la Poudre River National Heritage Area (Cache la Poudre-North Park).
- National Recreation Areas: Curecanti National Recreation Area (West Elk Loop), Arapaho National Recreation Area (Colorado River Headwaters).
- National Historic Trails: Old Spanish Trail (Los Caminos Antiguos), Pony Express (South Platte River Trail), Santa Fe (Santa Fe Trail),

U.S. Fish and Wildlife Service supports the Wild & Scenic Rivers Act or the National Wild & Scenic Rivers System. Cache la Poudre River is Colorado's nationally designated Wild & Scenic River. The program has sign and logo standards, brochures, as well as a portable display and banner.

Flat Tops Trail



The mountainous beauty of this byway inspired the U.S. government to preserve its wilderness areas in their raw states. The route connects the towns of Yampa and Meeker.

Byway grants completed the Meeker Kiosk, the White River Indian Agency Overlook and the audio "Tales along the Flat Tops Trail."

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APPENDIX 9: State Byways Comparisons

STATE	# OF NATIONAL BYWAYS	# OF STATE BYWAYS	STAFF (FTE)	STRATEGIC PLAN	MILES
AL	4	7	Unknown	Unknown	
AK	5	10	10%	No	5300
AZ	5	21	0%	Unknown	
AR	3	7	25%	Unknown	
CA	7	16	25%	Yes	
CO	11	15	50%	Yes	2649
CT	2	2	Unknown	Unknown	
DE	1	5	100%	No	231
FL	6	19	200%	Yes	1500
GA	1	14	25%	No	650
HI		8	Unknown	Unknown	
ID	6	26	Unknown	Unknown	
IL	7		Unknown	Unknown	
IN	3		20%	Unknown	
IA	2	9	75%	No	2216
KS	2	9	80%	Unknown	
KY	6		Unknown	Unknown	
LA	2	16	Unknown	Unknown	
ME	4		Unknown	Unknown	
MD	6	12	100%	Yes	
MA	1	6	Unknown	Unknown	
MI	3	15	Unknown	Unknown	931
MN	8	13	75%	Unknown	2867.4
MS	2	11	100%	Yes	989.61
MO	2	8	20%	Unknown	
MT	1	12	Unknown	Unknown	
NE	0	11	Unknown	Unknown	
NV	4		Unknown	Unknown	
NH	3	17	100%	Yes	1350
NJ	2	8	50%	Yes	398
NM	8	19	5%	Unknown	
NY	3		Unknown	Unknown	
NC	4	56	50%	No	2786
ND	2	8	15%	Yes	439.7
OH	5		50%	Yes	
OK	4	2	Unknown	Unknown	
OR	10		100%	Unknown	
PA	3	19	15%	In Process	
RI	0	11	Unknown	Unknown	
SC	4	17	Unknown	Yes	
SD	2		Unknown	Unknown	
TN	5		100%	Unknown	3961
TX	0	0	100%	No	
UT	8	19	63%	Yes	2200
VT	1	9	40%	Unknown	1,047
VA	5	25	50%	No	3500
WA	7		50%	Yes	
WV	6		Unknown	Unknown	
WI	1	3	80%	No	
WY	1	15	Unknown	Unknown	

GOAL 1: Maintain a state byways system that is second to none.

Strategy 1.1

Be a champion for byways: Advocate for and achieve public recognition and support for an excellent Colorado Byways program that is understood by travelers as a lifetime experience and by residents as an opportunity for community economic development and enhanced quality of life through heritage tourism, historic preservation, land conservation, and recreational access.

ACTIONS

- 1.1.1 Establish a simple Commission communications plan to ensure broad outreach to Colorado residents and leaders, amplifying and building on the following actions in this subsection.
- 1.1.2 Prepare a written annual report based on an on-line byways survey (see action 3.2.1).
- 1.1.3 Present the annual report to the Governor, Transportation Commission, and other agencies serving on the Byways Commission.
- 1.1.4 Hold similar briefings on the annual report for other key public and nonprofit officials.
- 1.1.5 Participate in the annual Governor's Conference on Tourism.
- 1.1.6 Seek opportunities to highlight the benefits of Colorado Byways and the Commission's leadership, vision, and mission before a wide range of audiences through media outreach. At a minimum, make at least four press releases annually, with the annual report providing one of these opportunities.
- 1.1.7 To be ready for a new round of National Scenic Byway nominations, assess the status and likelihood of the 15 byways designated only by Colorado to compete for national recognition; work with willing local byway sponsors to identify and follow critical steps.
- 1.1.8 Develop guidance on the nomination process and the information to provide to address the nomination criteria, so that candidate Byways have a clear understanding of requirements and expectations.

Strategy 1.2

Develop and protect a well-recognized "Colorado Byways" brand.

ACTIONS

- 1.2.1 Ensure continued availability of Colorado's online and printed maps and guides to Colorado Byways. Consider ways to incorporate other features that attract visitors to undertake touring in Colorado.
- 1.2.2 Establish Colorado byways in GPS systems (likely via Google Earth) so that byways are identified and presented as scenic and historic routes available to travelers investigating touring in Colorado.
- 1.2.3 Establish a simple long-range marketing plan tied to Colorado's tourism marketing, amplifying and building on the following actions in this subsection and under Goal 3.
- 1.2.4 Periodically survey Colorado byway travelers (both visitors and residents) to determine experiences and needs; establish ongoing key indicators for efficient measurement; and encourage byways organizations and partners to help meet these needs.
- 1.2.5 Recognize and reward byways that serve travelers' needs and interests.
- 1.2.6 Explore greater regional collaboration on marketing and administration.
- 1.2.7 Register or trademark "Colorado Byways." Address through simple marketing plan above.



Strategy 1.3

Protect and extend existing public investment in Colorado’s scenic and historic byways through varied public, private, state and federal sources enabling all agencies and partners to support and develop byways assets. Advocate for continued investment in byways to protect intrinsic qualities through historic preservation, land conservation and view-shed protection (context-sensitive solutions guidelines).

ACTIONS

- 1.3.1 Provide specialized training, such as Wayfinding Assessments, Context-Sensitive Design and Historic Roads training, to enhance the knowledge of CDOT and local engineers, as well as other key community members.
- 1.3.2 Conduct a “critical needs assessment” by asking byways to nominate their top two projects for calendar years 2017-2018. Selecting a limited number from this list, the Commission can work in a variety of ways to enable the byways to accomplish their projects under the memorandums of understanding (MOU) and other partnerships. Encourage all byways to begin their projects with or without the Commission’s direct assistance.
- 1.3.3 Determine how to tailor and provide information and research, training and technical assistance to byway organizations. Focus on information supporting resource development planning, grant writing, and outreach to funding sources and provide annual training.
- 1.3.4 Create guidelines for smart growth/context-sensitive solutions for Colorado Byways.

GOAL 2: Elevate the Colorado Byways system to become an important state asset for economic development and livability.

Strategy 2.1

Recognize community-based economic vitality and livability as a guiding principle for setting priorities and gauging results in all other goals.

ACTIONS

- 2.1.1 The byways economic impact report of 2013 and economic data analysis of 2016 will guide development of the marketing effort. Follow up on findings from the survey and link findings and additional actions to existing programs and program development, especially clearinghouse development.
- 2.1.2 Every three to five years, measure key indicators for community-based economic vitality and livability based on experience gained from carrying out the economic impact data analysis in 2016.

Strategy 2.2

Support the development of conservation plans along all byways.

ACTIONS

- 2.2.1 Support local byway sponsors in updating their byway conservation plans that often can be found in corridor management plans.
- 2.2.2 Encourage land trusts and other organizations interested in conservation work to collaborate with local byway sponsors in planning and implementing conservation plans. This will be a required topic of discussion as local byways report individually on their goals to the Commission (action 3.2.2).

APPENDIX 10: (Continued)

Strategy 2.3

Stimulate local byway development of projects that enhance visitor experiences and local quality of life.

ACTIONS

- 2.3.1 Expand byway organizations' commitment to planning and implementation for the "Colorado Beautiful" initiative, in support of Governor Hickenlooper's intent "that within one generation, every Coloradan will live within a 10-minute walk of a park, trail or open space area." [Getting incorporated: added to working list at 10/28/16 Commission Meeting]
- 2.3.2 Expand byways' commitment to planning and implementation for the "Bike Colorado Byways" program, in support of Governor Hickenlooper's goal "to make Colorado the best state for biking in the country."
- 2.3.3 Enhance and enrich wayfinding along byways. Compile recommendations from all wayfinding assessments and consider other ways to enhance travelers' access to community services statewide.
- 2.3.4 Make sure the CDOT Regions refer to the local byways' corridor management plans in maintaining the road, signage, and other transportation infrastructure to support economic development and livability.

Strategy 2.4

Encourage byway sponsors to build their capacity to engage communities and local businesses in enhancing successful local byways.

ACTIONS

- 2.4.1 Revisit the Colorado's Grassroots Training Program of more than 10 years ago to re-engage and refresh the ideas pioneered then. Use this approach to engage a new generation of business leaders and volunteers in community-based tourism economic development grounded in byway enhancement through story-telling and business-to-business marketing.
- 2.4.2 Build the Tagwhat social media program (a smart phone application built by a Colorado-based company) into a statewide economic asset for byways by tying it into statewide databases/inventories, branding, mapping, website programs and programs of the Small Business Administration. Colorado Byways initiated the strategic use of Tagwhat and Delaware Byways has expanded the use. [Tagwhat shut down November 2016, using MyScenicDrives.com]
- 2.4.3 Encourage visitor-ready communities, such as Main Street communities, Colorado Creative Districts, and byway "base camp" communities to promote multiple byways through website itineraries and press.

GOAL 3: Ensure that each local byway is a fully functioning part of an excellent statewide system.

Strategy 3.1

Support local byways in ways that help them to ensure their sustainability, civic engagement, and capacity to undertake projects that implement their corridor management plans and address the needs of byways' intrinsic qualities.



ACTIONS

- 3.1.1 Undertake a system-wide inventory of the byways (purpose/intrinsic qualities/resources, organization/activities and accomplishments/visitor readiness).
- 3.1.2 Obtain accurate GPS points for all byways to enable scenic byway sign installations and enforcement for off-premise advertising, such as billboards.
- 3.1.3 Update corridor management plans (CMPs) and add business plan elements (organization, finances/budgeting, fundraising/resource development). Gain adoption (by reference) of CMPs as part of each local jurisdiction's (county and city) comprehensive plan.
- 3.1.4 Develop an awards program to recognize high-achieving byways.
- 3.1.5 Add multi-state gatherings to the continuing cycle of statewide training and networking meetings.

Strategy 3.2

Establish greater accountability for byways in planning their work, tracking their progress, and measuring benefits and results. Per the Commission policy adopted in October 2015, maintain rigorous standards for local byways to remain in the system.

ACTIONS

- 3.2.1 Per the Commission policy adopted in October 2015, require completion of an annual on-line survey by local byway sponsors that includes annual action plans and tracking of how corridor management plans are to be kept up to date. The survey also will ask about adherence to the byway guidance. (See Appendix 8 for a summary of the guidance.) [Added to working list at 10/28/16 Commission Meeting]
- 3.2.2 Routinely at each Commission meeting, invite one to two byways to make a presentation to the Commission concerning their goals to ensure the Commission is in close touch with byways issues.

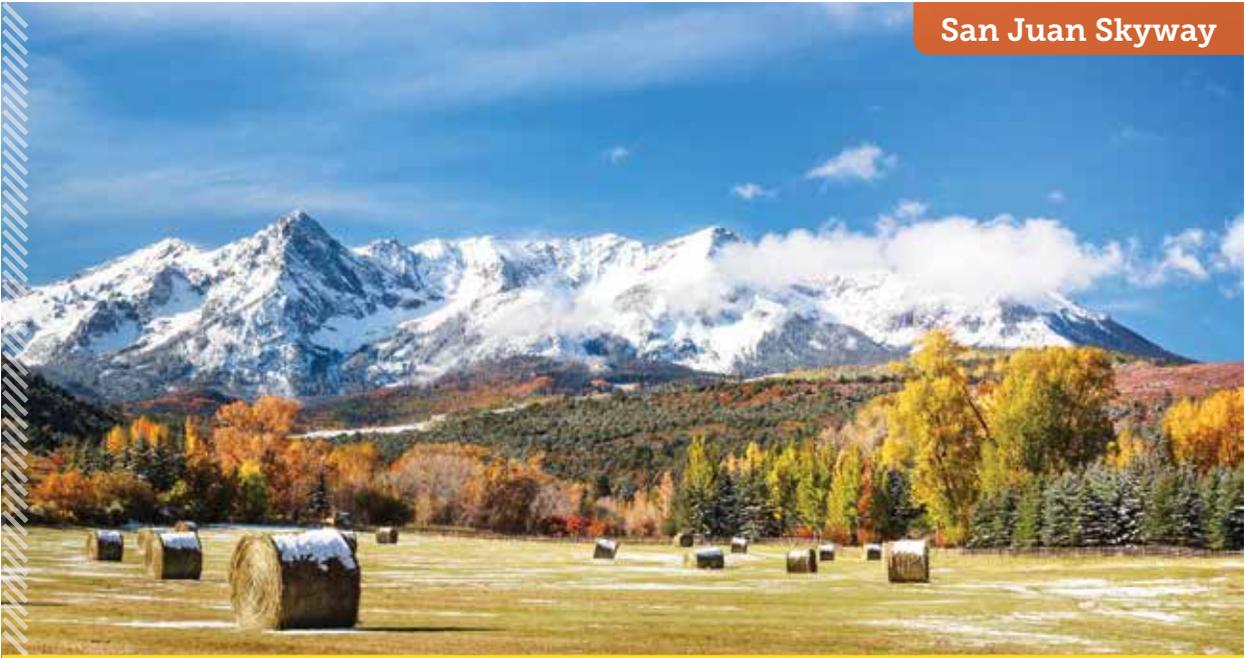
Strategy 3.3

Seek new funding sources to aid in protecting and extending existing public investment in Colorado's scenic and historic byways through varied public, private, state, and federal sources.

ACTIONS

- 3.3.1 Locate project funding to support individual capital projects (especially safety, overlooks, visitor comfort, recreational access and directional signage). [added to working list at 10/28/16 Commission Meeting]
- 3.3.2 Investigate financial support from the National Forest Foundation, the National Fish and Wildlife Foundation and the National Environmental Education Foundation.
- 3.3.3 Encourage byways to undertake projects interpreting and celebrating byways' intrinsic qualities and stories.
- 3.3.4 Encourage byways to participate in Colorado's annual Rural Philanthropy Day (RPD) networking event.

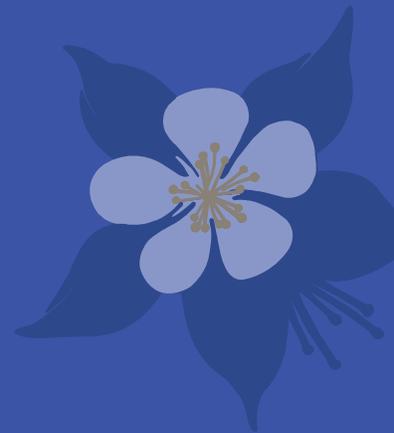
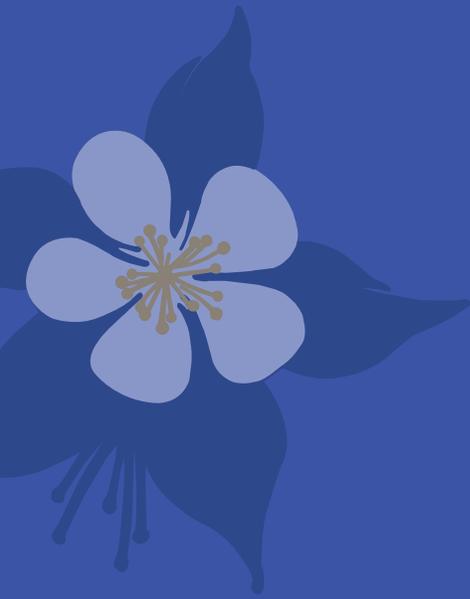
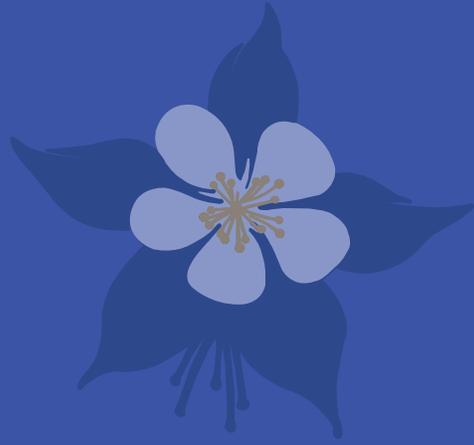
San Juan Skyway



This route through the multi-hued San Juan Mountains leads to some of the state's most precious silver-boom towns, connecting Durango, Silverton, Ouray, Ridgway, Telluride and Cortez. *Significant achievements include visitor facilities such as Little Molas Lake and resource protection.*

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COLORADO
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