

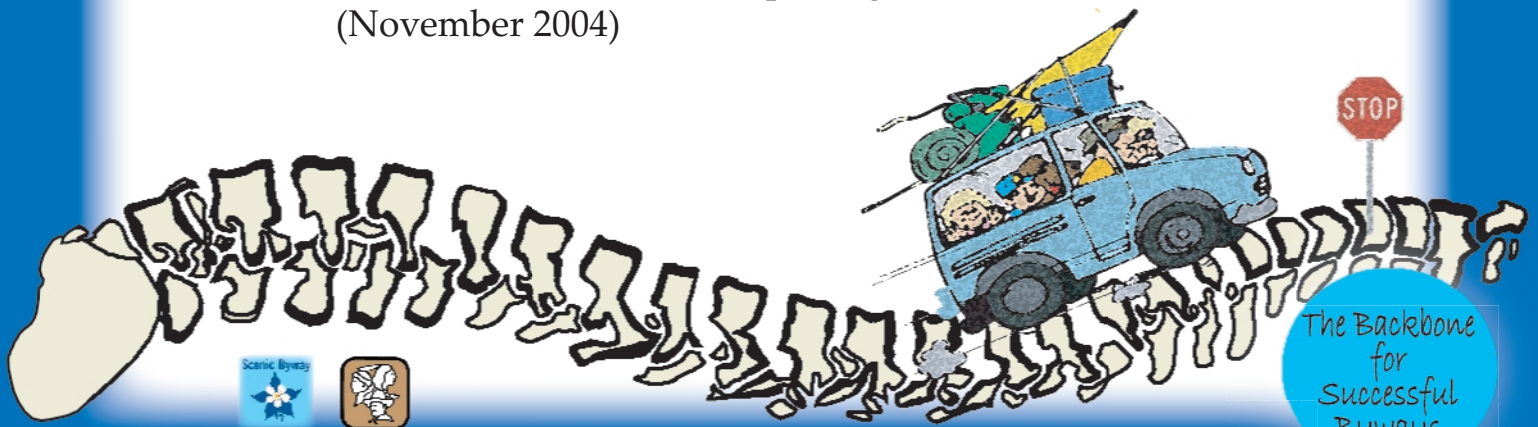


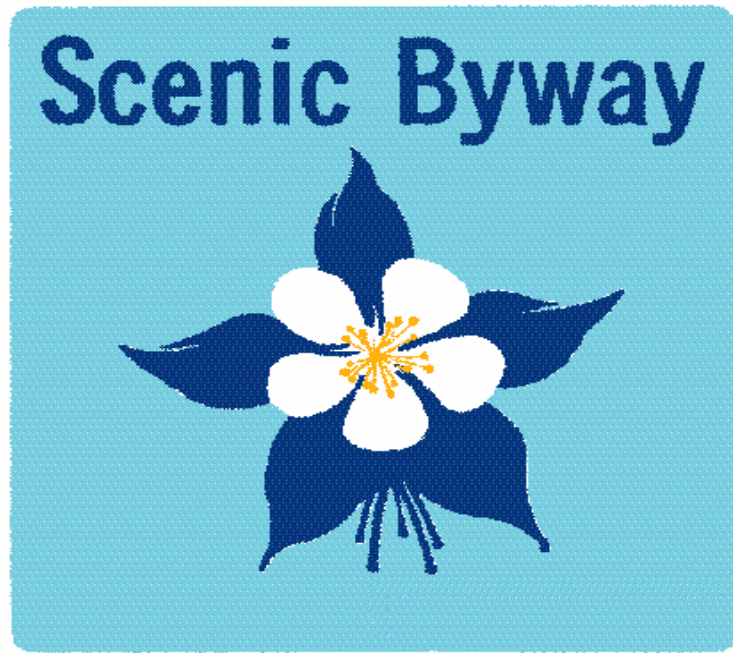
# COLORADO'S SCENIC BYWAYS

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# **BACKBONE OF BYWAY BUSINESS**

**Colorado Scenic and Historic Byways Program**

**February 2004**

# Introduction

The Colorado Scenic and Historic Byways Program is a statewide partnership intended to provide recreational, educational, and economic benefits to Coloradans and visitors through the designation, protection, infrastructure development, interpretation, and promotion of a system of outstanding touring routes in Colorado.

In 1995, with designations largely completed, the Colorado Scenic and Historic Byways Commission turned its attention to supporting the local Byway organizations in implementation of the remaining four program elements. These elements are (1) interpretation, (2) enhancement and protection of the resources, (3) development of infrastructure (support facilities), and (4) promotion and marketing.

In order to fulfill this commitment, the Commission initiated the Byways Planning Project using funds from the National Scenic Byways Grant Program and the Gates Foundation. Subsequent phases have been funded through grants from the National Scenic Byways Program, the State Historical Fund and the Colorado Department of Transportation. A primary goal of the Byways Planning Project has been to assist Byway organizations in developing new or strengthening existing byway management plans. It is the Commission's hope to build a long-term local commitment to the Byway program through this effort.

Overall, this planning program encourages each byway to:

- Create a balanced Byway organization with representation from diverse public and private sector entities that will affect or are affected by the management of your Byway.
- Create a clear vision of Byway purpose and goals.
- Evaluate resources and needs in order to both 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.
- Develop and implement both short-term and long-term action plans.

The intent of Phase I of the Byway Planning Project was to shape both the Colorado Statewide Planning Framework developed at the October 1992 Boulder Workshop, and the National Scenic Byways Program's 14-point Management Plan Guidelines to the local conditions and program goals of each byway. Technical assistance helped Byway organizations develop a vision, mission, goals and objectives. The Resource Manual was created to provide useful information on a variety of byway-related topics including planning, interpretation, resource protection, funding, and marketing.

Phase II continued the technical assistance program and began several research projects on economic impacts, visitor characteristics and traffic surveys. The third phase focused on ongoing technical assistance and the development of information manuals on design guidelines, resource protection and marketing. By the year 2000, most byway organizations had developed their management plans, so Phase IV focused on an evaluation of management plans, including the identification of best practices, and the development of several case studies on organization, interpretation, and resource protection. Finally, Phase V has centered on the development of training programs for byway organizations and communities.

Byway organizations are now faced with the difficult challenge of implementing their written plans and effectively operating their byway programs. They are seeking new funding sources and continually recruiting both board members and volunteers to interact with travelers. Colorado byway organizations now need the Resource Manual to function primarily as a training manual. Thus this revised version of the Resource Manual will integrate materials and manuals developed during previous phases of the Planning Project as well as include new materials developed specifically to assist byway organizations in implementing their local programs.

# Chapter 1 - BYWAY SELF ASSESSMENT

*Developed by the America's Byways Resource Center, June 2002*

## How does your byway measure up?

The following questions will help you start thinking about issues that are important to the success of your scenic byway.

Each byway is different and will answer these questions differently. For example, young byway organizations (first-year) will be focused on different projects than more senior byway organizations (twenty-year veterans).

There is a wide range of possibilities in each section. There is no one right way to develop and manage a scenic byway program. However, byway organizations should make sure the "basics" are in place before tackling more "advanced" initiatives. Each byway organization will find a unique approach!

*When developing proposed projects and setting priorities, it's helpful to ask some questions as a starting point:*

1. How will our byway travelers benefit from the proposed project?
2. What part of our byway's story will the proposed project help tell or enhance?
3. How will the proposed project help strengthen our byway organization?
4. To what extent does the proposed project reflect objectives from our corridor management plan?

## Do we have a plan for our byway?

### Basic

- ✓ Is our Corridor Management Plan current?
- ✓ Do we annually review our Corridor Management Plan?
- ✓ How do we involve stakeholders in our byway planning efforts?
- ✓ Have we communicated our plans with local agencies, government entities, citizen groups, legislative representatives, and partner organizations?
- ✓ Do we communicate regularly with our State scenic byway coordinator?

### Advanced

- ✓ Have we conducted strategic planning sessions?
- ✓ Do we have an interpretive plan?
- ✓ Do we have a marketing plan?
- ✓ Do we have a financial/investment plan?
- ✓ Have we conducted a byway resource inventory?
- ✓ Do we have a scenic conservation plan?

## Who visits our byway?

### Basic

- ✓ Where do our visitors come from? Have we tabulated license plates or asked them? How many visitors are from within the state, a 2-state region, foreign countries, etc.?
- ✓ Do local business owners informally query visitors?
- ✓ Have we collected and analyzed names, home addresses or zip codes from a visitor guest book?
- ✓ Do we distribute visitor surveys?
- ✓ Have we reviewed state tourism data?
- ✓ Do we track visitor information requests (received by phone, mail, e-mail)?
- ✓ What partner agencies and organizations also track information on our byway visitors (Army Corps of Engineers, U.S. Fish & Wildlife Service, State Office of Tourism, etc.)?

### Advanced

- ✓ Are we ready to conduct market research?
- ✓ Do we employ target-marketing strategies?
- ✓ Have we tried to assess markets, purchase byway advertising, or make decisions on who is attracted to our byway?
- ✓ Have we read the economic impact research from America's Byway Resource Center?

## Can visitors find their way?

### Basic

- ✓ What information do we provide to help visitors plan a trip along our byway?
- ✓ Have we traveled our byway in the role of a visitor looking for signs, following directions, and asking questions?
- ✓ Is our byway marked on the State highway map?
- ✓ Do we have a byway map [that travelers can follow]?
- ✓ Do we have a byway brochure?
- ✓ Is current byway information posted on available Web sites? [[www.byways.org](http://www.byways.org), [www.coloradobyways.org](http://www.coloradobyways.org), community web site]
- ✓ Is byway information distributed through local Chambers of Commerce, state welcome centers, federal agency visitor centers (National Wildlife Refuge, U.S. Forest Service, etc)?
- ✓ Do we have easy-to-follow byway signs along the corridor?
- ✓ Do we have an adequate number of byway signs without cluttering the viewshed?

### Advanced

- ✓ Do we coordinate efforts with state and regional tourism offices?
- ✓ Do we have press kits available?
- ✓ Do we have an identifiable logo for our byway?
- ✓ Do we have gateway entrances to the byway?
- ✓ Do we market our byway regionally, nationally, internationally?
- ✓ Do we have a byway Web site?

## Is our byway ready for visitors?

### Basic

- ✓ Are community members aware of the byway?
- ✓ Have we assessed if the byway has adequate infrastructure (hotels, restaurants, and visitor services) to handle an increased number of visitors?

- ✓ Are there adequate parking areas and turnouts along the byway?
- ✓ Are there adequate restroom facilities along the byway?
- ✓ Do visitor facilities and attractions meet accessibility standards?
- ✓ Are there any safety issues that need to be addressed along the byway?
- ✓ Have we identified the attractions along the byway?
- ✓ Experiencing the byway like a visitor, have we asked for information or directions at gas stations, restaurants, or local businesses to test the knowledgeable of the staff?

### **Advanced**

- ✓ Have we conducted hospitality training for local citizens and businesses?
- ✓ Have we offered byway familiarization (F AM) tours for local citizens?
- ✓ Are there safe biking and pedestrian trails along the byway?
- ✓ Do we plan community festivals and special events to attract people to the byway?
- ✓ Can the byway accommodate buses, recreational vehicles, and vehicles pulling trailers?
- ✓ Have we developed byway itineraries for visitors?
- ✓ Do we want to actively seek motor coach tours?

## **How do visitors learn about our byway's story?**

### **Basic**

- ✓ Have we identified our byway's stories and themes?
- ✓ Do we have a byway brochure (s)?
- ✓ Do we use simple media/interpretive features like restaurant placemats or counter displays in businesses to build byway name recognition?
- ✓ Do we provide information to local museums, attractions, and existing visitor centers so they can help tell our byway's story?
- ✓ Do we have an interpretive plan?
- ✓ Have we considered a wide variety of visitor demographics in planning interpretation (children, seniors, international travelers, visitors with disabilities, etc.)?
- ✓ Do we have an interpretive facility for our byway?
- ✓ Do we have interpretive signs or kiosks along the byway?

### **Advanced**

- ✓ Do we utilize a wide range of interpretive media to tell the byway's story (videotape, audiotape, CD, living history demonstrations, step-on programs, etc.)?
- ✓ Have we created educational materials for children, local schools and teachers?
- ✓ Have we developed byway interpretive publications?
- ✓ Do we publicize byway stories through local news media?

## **Who will manage our byway?**

### **Basic**

- ✓ Do we have a byway organization?
- ✓ Does our organization represent a broad cross-section of byway citizens and communities?
- ✓ Do we actively recruit new members for our byway organization?
- ✓ Do we communicate frequently with byway stakeholders?
- ✓ Do we take advantage of training opportunities from the National Scenic Byways Program (state conferences, regional training events, national conference)?
- ✓ Do we make effective use of meeting time?
- ✓ Do we recognize the contributions of byway volunteers and other stakeholders?

### Advanced

- ✓ Do we have a set of bylaws for our organization?
- ✓ Do we have a succession plan to identify and groom new byway leadership?
- ✓ Do government agencies along the byway need our organization to do their work properly or implement policy?
- ✓ Is our organization essential to others success?

## **How will we preserve and enhance our byway's intrinsic qualities?**

### Basic

- ✓ Are there adequate trashcans along our byway?
- ✓ Have we taken advantage of state and federal beautification programs (highway landscaping, wildflower programs, etc)?
- ✓ Have we conducted a resource assessment for our byway?
- ✓ Do we involve volunteers in an annual byway clean-up?
- ✓ Have we educated local citizens about the importance of preserving and enhancing visual quality along the byway?
- ✓ Have we built relationships with partner organizations interested in protecting and enhancing intrinsic qualities?
- ✓ Do we encourage voluntary measures to protect our byway's visual quality (i.e., donation of conservation easements, voluntary land protection programs)?
- ✓ Do we recognize and reward local efforts to improve appearance and visual quality (i.e. awards, news releases, etc)?
- ✓ Have we published visitor rules of etiquette or a tourist's code of ethics for our byway?

### Advanced

- ✓ Do we have a scenic conservation plan?
- ✓ Do we promote context sensitive design along our byway?
- ✓ Are eligible byway resources listed with the National Register for Historic Places?
- ✓ Do we employ regulatory measures to preserve and enhance the visual quality of our byway (overlay districts, sign control, design review, historic preservation ordinances)?
- ✓ Has our byway organization acquired property or development rights to permanently protect special landscapes from intrusive development?
- ✓ Have we developed design guidelines for the byway?

## **How will we fund our byway's needs?**

### Basic

- ✓ Do we have a strong relationship with our fiscal agent?
- ✓ Do we work with members of our byway organization and other stakeholders to identify possible funding sources, prioritize projects and grant applications?
- ✓ Do we tell people what we are working on and keep them informed of our needs?
- ✓ Do we involve members of our byway organization in preparing grant applications (i.e. recruit people to help with writing, preparing budgets, graphics, data entry, proofreading)?
- ✓ Do we conduct byway fundraisers (raffles, bake sales, auctions, etc)?
- ✓ Have we applied for grants under the National Scenic Byways Program?
- ✓ Do we seek in-kind donations to reduce the amount of grant funds that we need to secure?
- ✓ Do we seek funding from sources beyond the National Scenic Byways grants program?  
Byway organizations have successfully secured funds from many other public and private funding sources.

- ✓ Have we mapped out a byway "investment plan?" Have we established major goals, prioritized them, and sketched out a year-by-year project strategy? Do we plan ahead to determine which projects can best be accomplished in year one, year two, year three, etc.?
- ✓ Have we explored funding options under the Transportation Enhancements program (or other federal programs)?

### **Advanced**

- ✓ Do we have a merchandising program?
- ✓ Do we have a dues-based membership program?
- ✓ Do we have a regular process of accumulating revenue for match money, promotional purchases or "moments of opportunity"?
- ✓ Should we form a Foundation or "Friends Group"? Should we seek non-profit status to be able to accept charitable donations?
- ✓ Do we need to contract a professional grants writer?
- ✓ Have we brainstormed ways to fundraise locally, regionally, or within the state?

### **Do we use the America's Byways logo and National Scenic Byways brand?**

- ✓ Has our organization discussed the importance of "branding?"
- ✓ Have we reviewed information on the [www.byways.org](http://www.byways.org) Web site on branding and the National Scenic Byway Program logo?
- ✓ Does the National Scenic Byway Program logo appear on byway brochures, newsletters, and collateral materials?
- ✓ Have we incorporated the National Scenic Byways program logo on route signage?
- ✓ Do we use the valuable information contained in the National Scenic Byways Marketing Tool kit?
- ✓ Have we utilized the services and advice of the National Scenic Byways Marketing manager?

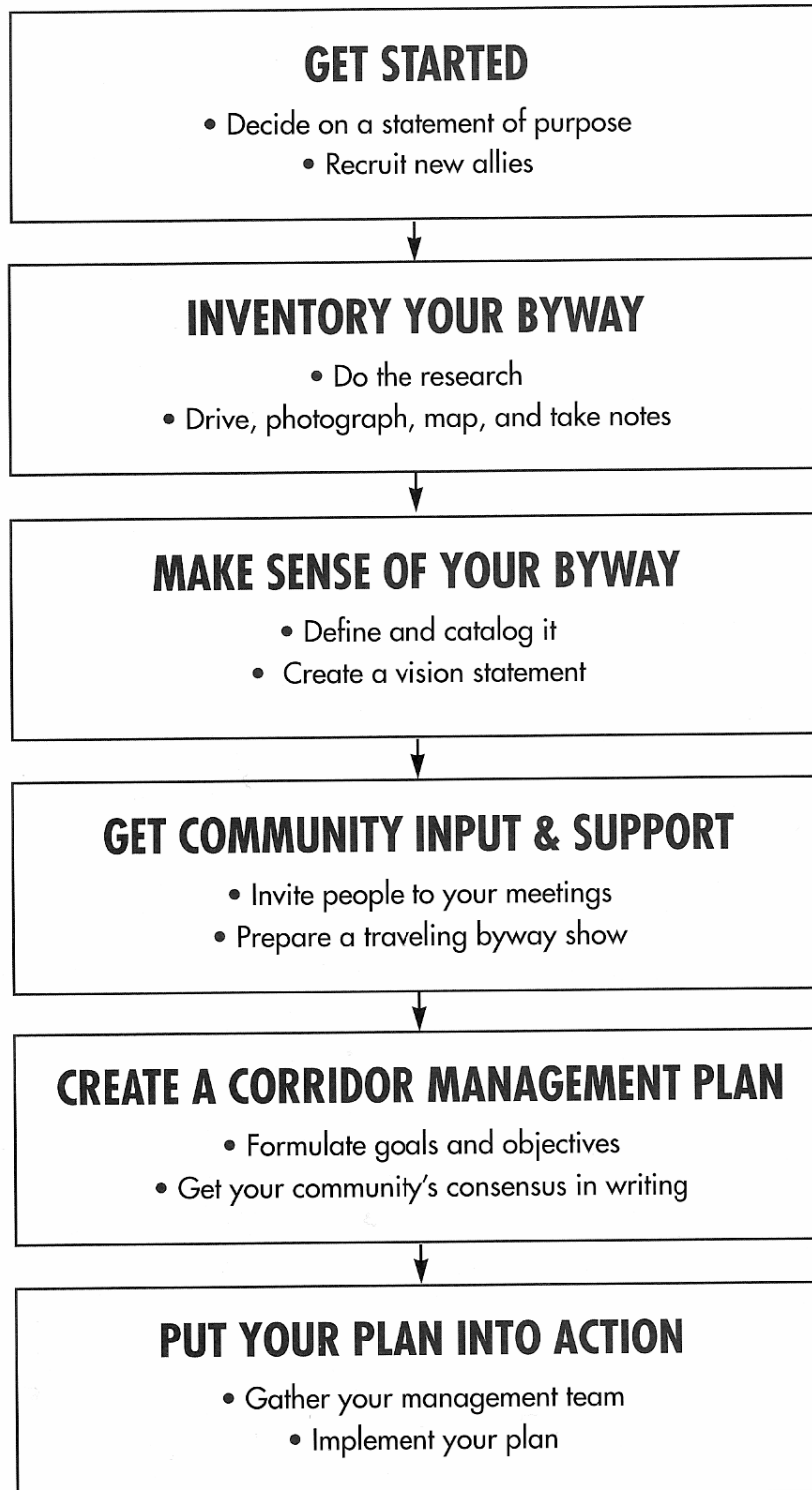


*The Gold Belt Tour uses the National Scenic Byways logo on their traveling display*



# MAP OF THE SCENIC BYWAY PROCESS

(Not necessarily drawn to scale)



## Chapter 2 - Scenic Byways Programs

### What is a Scenic Byway?

*Adapted from "Scenic Byways: Community Guide to Corridor Management Planning", U.S. Department of Transportation, Federal Highway Administration, 1994.*

Scenic byways are special routes offering travelers access to the beautiful scenery and the cultural and natural riches of our country. They provide an antidote to the monotony of linear, high-speed travel; open up vistas; and introduce us to places we might otherwise pass by. They may be spectacular destinations sought after by travelers, and they may be local routes long admired by a community for a Sunday drive. They may be rural, suburban, and urban. They are likely to be a road off the beaten path. They come with different names: rustic roads, scenic highways, historic roadways, or backways. As long as the community regards a roadway as a special resource to be promoted and protected, it is a scenic byway.

Whether you are winding along the California coast near Mendocino, exploring the geology of the Loess Hills in Iowa, viewing the New York City skyline, or simply taking the route "less traveled" to the grocery, you are experiencing a scenic byway.

### Scenic Byway Programs

Many programs exist to identify scenic byways at the local, state, and federal level. Such programs typically establish basic criteria for eligibility and have a system for nomination and designation. The commitment required of a community and the regulations administered by the governmental entity are varied throughout the United States. For some byways, officially adopted plans, land use regulations, and inventories are required. In other cases, requests approved by the state Department of Transportation will suffice for designation along with the erection of special signs to identify the route. And in some areas, a good faith commitment by the citizens and the thoughtful stewardship of landowners may be sufficient to recognize a scenic byway.

In general, scenic byways may be identified through one of the following programs:

***Private Sector Programs*** are maintained and administered as private entities, some scenic byways exist entirely within the private sector. These byways may be part of private corporate properties, or may be open (sometimes with a fee) to the public. Examples include: the Seventeen-Mile-Drive in California; the Colonial Road in Williamsburg, Virginia; or the scenic roads of Calloway Gardens in Georgia.

***State Programs*** are administered by state Departments of Transportation, Tourism offices, Economic Development or Natural Resources departments or specially appointed byway commissions. These programs identify routes of significance at the local and state level. Frequently, state programs seek to represent various categories of resources - scenic, historic, natural - or to recognize the different geographic regions of the state. In some states, byways are nominated by local organizations for designation; in others, an administrative body designates byways; still others, byways are designated by individual acts of the legislature. Some state scenic byway programs require or encourage some form of land-use planning within the byway corridor; in other states, scenic byway designation implies no particular level of management or enhancement. A vast majority of states have, or are developing, scenic byway programs, but they vary widely in their criteria and implementation. The Colorado Scenic and Historic Byways program is described more fully in the next chapter.

***Federal Programs*** to designate and manage scenic byways have been developed by a number of federal agencies. The U.S. Forest Service has designated over 7,000 miles of scenic byways through national forests throughout the country. The Bureau of Land Management created a program of Back Country Byways, which includes different types of roads - some accessible only by four-wheel drive vehicles. While not specifically designated as scenic byways, nine parkways and numerous park roads through scenic areas are managed by the National Park Service (NPS) along with routes designated by Congress as National Historic Trails. Most of these programs were created prior to the creation of the National Scenic Byways Program in 1991, but now fully cooperate with the program created by Congress.

### **National Forest Scenic Byways (US Forest Service)**

In the summer of 1988, the United States Forest Service initiated a National Forest Scenic Byways program. The intent of this program is to draw attention to the outstanding scenery of the national forest administered by the Forest Service and to provide opportunities for the public to view well-managed and changing forest landscapes.

National Forest Scenic Byways are determined through a process of nominations to the Chief's office submitted from field units through the regional offices. Nominations are required to meet specific detailed criteria with only those providing the highest quality of experience being selected and designated by the Chief as a National Forest Scenic Byway. In Colorado, the Byways Commission approves nominations before being sent to the Chief for final designation.

Each Byway is required to have an implementation plan that will address opportunities for cooperative and partnership agreements, interpretive programs, vegetative management plans, unique signing, maintenance, and monitoring.

### ***Definition***

The Forest Service definition of a Scenic Byway is similar to State and National Program definitions. That is, a scenic byway is a travel route, which traverses a scenic corridor of outstanding aesthetic, cultural, historic, and/or interpretive forest values. For many years national forests have already had a scenic emphasis for trails and waterways. The designated road byways provide the traveler with spectacular scenery in harmony with forest management activities.

A byway corridor gives the National Forest Scenic Byway its principal significance. It includes the elements, which make up the outstanding scenic vistas and the facilities for enjoying them. These may be within the immediate foreground view area or may be part of a far view panorama. The corridor's boundary lines may be based on topography or political limits and generally are within a specific viewsheds.

### ***Purpose***

The intent of the National Forest Scenic Byway program is:

- To become a logical extension of the national effort to develop scenic byways throughout the country. There are continued opportunities to cooperate with State and local agencies in this effort.
- To challenge others to participate with them in scenic Byways programs. Identifying National Forest Scenic Byways on State and AAA maps and brochures and exploring cost sharing enhancement projects along designated Forest routes are some of the opportunities available as cooperative ventures.
- To provide opportunities to view and showcase Forest Service manages a variety of resources.
- To seek opportunities to strengthen service to urban residents, ethnic minorities, the disabled, the elderly, and the young.

- To complement management decisions in existing Forest Plans.

***Basic Criteria***

1. The proposed corridor must exhibit an existing or potentially high degree of scenic, recreation, historical, educational, scientific, or cultural features.
2. It can reflect a high quality, yet intensely managed and changing forest landscape.
3. It should provide a wide and rich variety of experiences.
4. The area should provide visual and physical accessibility to scenic vistas and associated facilities.
5. The byway must have a high degree of safety for the traveling public. Designated routes must conform to Highway Safety Act requirements.
6. The proposed corridor must be compatible with the recreational, aesthetic and management needs of the area.
7. There must be a commitment of resources with which to sign, upgrade, develop, and otherwise make the scenic road or byway and its corridor available for its intended use.
8. It must have guaranteed public access.

**Back Country Byways (Bureau of Land Management)**

BLM participates in both the National and Colorado scenic byway systems in two ways. Its primary focus is on Back Country Byways, which are scenic corridors along backcountry roads. These are the out-of-the-way routes for which the public lands are known. The range of road types may vary from a single-track bike trail to a narrow, low speed, paved road that traverses backcountry areas of high scenic and public interest value.

BLM is also participating in local partnerships on other Scenic Byways that involve substantial public lands acreage. These are roadsides or corridors of special aesthetic, cultural, or historic value. The corridor may contain outstanding scenic vistas, unusual geologic or other elements - all providing enjoyment for the highway traveler.

In Colorado the BLM has both kinds of byways, both of which are components of the Colorado Scenic and Historic Byways system. The primary purposes of the program are to promote partnerships and to market significant scenic motorized routes on the public lands.

***Program Goals***

- Help meet the increasing demand for pleasure driving in back country environments
- Facilitate effective partnerships at the local, state and national levels
- Contribute to local and regional economies through increased tourism
- Increase public awareness of the availability of outstanding recreation attractions on public lands
- Enhance the visitor's recreation experience and communicate the multiple use management message through an effective wayside interpretive program
- Increase the visibility of BLM as a major supplier of outdoor recreation opportunities
- Manage the increased use created through the program to minimize impacts to the environment
- Contribute to the National Scenic Byway effort in a way that is uniquely suited to National public lands managed by BLM.

### ***Criteria for Designation***

The proposed BLM Backcountry Byway must:

1. Have a high scenic value and may include recreational, historical, wildlife, educational, scientific, or cultural features, which must be of more than local significance (i.e. be capable of attracting a state or national clientele.)
2. Be an existing route, located in areas where BLM is a principle landholder, and have legal public access.
3. Have written agreements or signed letters obtained from the involved state or county indicating that roads not under BLM jurisdiction can be designated.
4. Be safe for the prescribed type of vehicle use, bearing in mind that backcountry byway travel involves a certain amount of reasonable risk as part of the recreation experience.
5. Be consistent with BLM, state, local, and other affected agencies' land use plans.

### **The National Scenic Byways Program**

The National Scenic Byways Program was established under the Intermodal Surface Transportation Efficiency Act of 1991, (ISTEA). The act directs establishment of the National Scenic Byways Program, directing the Federal Highway Administration (FHWA) to develop a national system of scenic byways. The advisory committee recommended that the program include roads for travel by vehicles with at least four wheels, although bike and pedestrian pathways may be associated with the byway. (In other words, trails exclusively for hiking or snowmobiling, for example, would not be included in the National Scenic Byways Program.) Nominations for National Scenic Byway designation will come from the states, and most nominations will be state scenic byways. Federal agencies may also nominate byways with the concurrence of the state. This program is described more fully in Chapter 4.

In Colorado there is only one "Scenic Byway" program administered by the State Department of Transportation, but there are other types of designations, each with its own set of designation criteria and guidelines. However unlike other states, in Colorado, a byway must be recognized by the state program before it can be submitted and approved for designation in the BLM or USFS national programs.

### **Colorado Byways with other designations**

#### **BLM BACK COUNTRY BYWAYS**

*Alpine Loop (1989)*

*Gold Belt Tour (1989)*

*Los Caminos Antiguos (1992)*

*Unaweep-Tabeguache (1990)*

#### **USFS NATIONAL SCENIC BYWAYS**

*Cache la Poudre-North Park (7/1/93)*

*Flat Tops Trail (2/12/92)*

*Grand Mesa (6/26/92)*

*Guanella Pass (2/13/91)*

*Highway of Legends (2/8/90)*

*Mount Evans (7/1/93)*  
*Peak to Peak Highway (12/14/89)*  
*San Juan Skyway (9/88)*  
*Silver Thread (12/14/89)*

### **NPS - NATIONAL HISTORIC TRAIL**

*Santa Fe Trail (10/29/88)*

### **USDOT - ALL AMERICAN ROADS**

*San Juan Skyway (9/19/96)*  
*Trail Ridge Road (9/19/96)*

### **USDOT - NATIONAL SCENIC BYWAYS**

*Frontier Pathways (6/9/98)*  
*Grand Mesa (9/19/96)*  
*Santa Fe Trail (6/9/98)*  
*Top of the Rockies (6/9/98)*  
*Gold Belt Tour (6/9/00)*  
*Dinosaur Diamond (6/13/02)*

## **The Benefit of Scenic Byway Designation**

Scenic byway designation at any level (local, state, or federal) provides recognition of the special qualities and resources of a particular byway and corridor. This official acknowledgement carries with it a heightened awareness of the route and recognition of the community that sought the designation.

For many communities, scenic byway designation will provide new tourism opportunities, increased visitation, and economic development. It should always be a source of pride. Scenic byway designation can, in some jurisdictions, provide:

- additional funding
- identification on state highway maps
- increased maintenance
- technical assistance for management, and
- assistance from tourism and economic development offices.

More direct benefits of designation include identification on state, federal and auto club highway maps, in brochures and websites, which can lead to more tourism opportunities, increased business, tax revenue, jobs from tourism dollars. Figures from the 2001 Longwood Study revealed the following about Colorado's travel market: last year 24 million visitors from domestic US markets came to Colorado – 20.2 million were leisure travelers – that's a lot of vacationers. Total spending by overnight visitors rose to \$7 billion last year; 80% or \$5.6 billion came from vacationers and 67% or \$4.7 billion was spent outside the Denver Metro area. It's important to note that two thirds of all US adult travelers include historic or cultural activities in their travels. Cultural heritage tourism travelers are high-quality visitors; they stay longer, do more activities and spend more than the average US travelers.

Our studies have shown that Scenic Byway designation does have some positive economic impacts on the tourism related businesses and communities along byways. We've done a lot of interviews with byway business owners, and they estimate about 8.8% of the increases in their business and 10% of

their total retail sales could be attributed to byway visitors. And business owners perceive that there are potential economic benefits of being along a designated scenic byway.

Not only do scenic byways help meet the needs of the traveling public while improving the local economy, but they also provide citizens with an opportunity to come together and develop plans to educate visitors, and designation also brings access to federal grants and technical assistance in managing the byway corridor. Thanks to the National Scenic Byways grant program, funding is available to implement the plan; in the past eleven years Colorado has received over \$13 million in federal, state, local and private foundation funds to work on 128 scenic byways projects.

Scenic byways can help develop partnerships between state and federal agencies, local communities, and landowners; getting these groups to work together, share common goals, to look beyond their boundaries and identify or become more aware of how their decisions can affect others. Most of the byways in Colorado have local organizations that meet on a regular basis and work to generate community support for various projects and issues; They have prepared a corridor management plan that addresses issues such as interpretation, development of infrastructure, resource protection and marketing.



*Agency Partners develop portal signage*



*Local byway organization meeting*

# Chapter 3 - The Colorado Scenic and Historic Byways Program

## Introduction

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

During 1988, a national scenic byways movement was beginning to gain momentum across the country. The first National Scenic Byways Conference was held 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 eighteen roads in Colorado for scenic byways designation.

At the same time, Boulder County and the Town of Nederland received a technical assistance grant from a jointly funded community economic development program to fund a landscape architecture student to work with Boulder County Tourism and Recreation Partnership (TARP). The student was asked to study and determine both the feasibility and the process of designating the Peak to Peak Highway as a scenic highway by the State of Colorado or as a "scenic byway" by the U.S. Forest Service. In Southern Colorado, a similar effort was underway by a group of local citizens who had created the Scenic Highway of Legends and were also looking for state and/or Forest Service designation.

Historically, designation of scenic highways had been a function of the State Legislature, requiring introduction of a bill. TARP contacted State Representative Dorothy Rupert to seek her support in carrying a bill calling for scenic highway designation for the Peak to Peak Highway. The group in Southern Colorado was also looking for legislative support to designate the Scenic Highway of Legends, and had contacted their representative.

With all of this interest in scenic byway designation suddenly taking place in Colorado, it was generally felt that a statewide program was necessary in order to facilitate uniformity in criteria and promotion as well as to create the opportunity to designate roads that were not entirely or partially within Forest Service boundaries. For example, only 26 miles of the Scenic Highway of Legends is located within Forest Service lands. Thus without a state program, only a small portion of the 83-mile route would be officially designated. In addition, the Eastern Plains of Colorado, not governed by federal agencies, would be entirely overlooked without a state program. Therefore, in the late fall of 1988, a task force organized by Representative Rupert with help from the Governor's office, met to discuss the creation of a scenic byways program for the State of Colorado.

Calling themselves the Scenic Byways Task Force, this group consisted of representatives from the State Legislature, Department of Transportation, Department of Local Affairs, Colorado Tourism Board, Department of Natural Resources, Colorado Historical Society, and the U.S. Forest Service. The task force defined its goals as finding a way in which the State could reap significant benefits from an increased effort to identify, interpret, and promote its exceptional scenic, natural, ecological, historical, and cultural resources. Beyond the economic benefits of attracting visitors to scenic byways and historic sites, the increased focus on these resources could heighten peoples' understanding and appreciation of Colorado's heritage.



Their final recommendation was the creation of a statewide scenic byways program to showcase outstanding examples of Colorado's rich natural and historic heritage. The mission was 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 order was signed March 16, 1989 and the first Scenic and Historic Byways Commission was appointed March 29, 1989. Today, the Colorado Scenic and Historic Byways Commission oversee an active and long-term scenic byway program that is nationally recognized.

## **Scenic and Historic Byways Commission**

Under the provisions of the original Executive Order, the Scenic and Historic Byways Commission was composed of 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 holds a seat on the Byways Commission. The Bureau of Land Management (BLM) did not have a representative on the original commission because their 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 holds 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 president of the Colorado Historical Society was added to the list of ex-officio members.

Under the terms of the original Executive Order (B 045 89), 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, 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 (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 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 (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 on the Commission include the National Park Service, Colorado Open Lands, Colorado Council on the Arts, 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 with one change, the Colorado Rural Development Council representative was replaced by one from the Colorado Tourism Office Board. Commission members are now appointed with staggered term expiration dates, so some members are reappointed or replaced on an annual basis.

## **Mission Statement**

The Colorado Scenic and Historic Byways Commission, in partnership with other appropriate parties, will guide the development of a statewide network of byways designated for their exceptional scenic, historical, cultural, wildlife, recreational, educational, geological, and natural features.

## **Strategies**

1. The Colorado Scenic and Historic Byways Commission and state agencies will work in partnership with the U.S. Forest Service, Bureau of Land Management, local byways organizations and public and private resources to serve as a resource in the development of both infrastructure and byway management plans, including interpretation, promotion, and protection of distinctive byway characteristics.
2. The Colorado Scenic and Historic Byways Commission will help coordinate the budgeting process and allocation of federal, state, and private funds for the purpose of byway improvements.
3. The Colorado Scenic and Historic Byways Commission will continue to evaluate and recommend for designation Scenic and Historic Byways that depict Colorado's diversity, both regionally and physiographically. The Commission will endeavor to ensure that all regions of the state are fairly represented within the system of designated Scenic and Historic Byways.
4. The Colorado Scenic and Historic Byways Commission will consider extensions to previously designated routes. The original proponent of the route must co-sponsor the extension. Proponents of route extensions are expected to prepare a nomination package as specified in the nomination procedures.
5. Designated byways are subject to periodic review with emphasis on the implementation of measures to ensure maintenance and enhancement of their scenic, historical, cultural, wildlife, recreational, educational, geological and natural features. Failure to maintain and enhance a byway may result in termination of designation.

## **Program Staff and Funding**

Originally, as prescribed in the Executive Order, the Colorado Departments of Local Affairs, Natural Resources and Transportation provided staff to the Byways Commission. Two years into the program, new executive directors for Local Affairs and Natural Resources changed department priorities and the staff from those two departments withdrew from the byways program. For a number of years, the Department of Transportation, Office of Environmental Services provided 3/4 time of a staff member to manage the program. In 1999, the state scenic byways program coordinator position was transferred to the Division of Transportation Development as a full time position.

Funding assistance for the Commission staff was originally provided by each of the three departments who allocated staff time. After the other two departments withdrew from the program, the Department of Transportation picked up support for the program by funding the staff position through the Transportation Enhancements program. The Colorado Department of Transportation, Colorado Tourism Board and Colorado Historical Society provided matching funds. After the 1993 election abolished funding for the Tourism Board, the Departments of Natural Resources and Local Affairs stepped back in and picked up the Tourism Board's share of the match. Since 1995, the Department of Transportation has provided the matching funds.

## Criteria

The Scenic and Historic Byways Commission's first order of business was to establish criteria for designation. The staff polled other state programs and the Forest Service for sample criteria and presented a draft based on samples received. Because the Forest Service had already designated the San Juan Skyway, it was important that Colorado's criteria not preclude the Skyway from receiving state designation. It was equally important to develop criteria that would allow the BLM Back Country Byway nominations to receive state designation.

Local support was a key element identified by the Task Force early on, and it remained key throughout the Byways Commission's discussion of the criteria. Proponents of scenic byways were encouraged to create an organization to oversee the development and promotion of the route. It was also felt that a conceptual plan describing future development plans for interpretation, promotion and marketing was necessary to ensure that local commitment and efforts to bring tourism to the area would continue beyond designation.

Using the San Juan Skyway, Peak to Peak and Highway of Legends as models, and considering the two BLM Back Country Byways also on the table, the Byways Commission recommended the following criteria to the Colorado Transportation Commission for final approval:

- 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.*

## The Logo Sign

With the criteria finalized, the next order of business was to develop a sign to be placed on the designated byways. A subcommittee of the Scenic and Historic Byways Commission was appointed and included non-commission members from the Colorado Historical Society, Division of Wildlife, and the BLM. A competition was held, with design staff from both the Department of Transportation and Colorado Historical Society submitting designs for the sign. The columbine flower was selected because it is the official state flower and best represents all of Colorado. The name of the byway is located directly underneath the logo sign, and signs appear at every intersection or point where a turning decision is made, with reassurance signs every 10 miles on long, straight segments.

Both the BLM and Forest Service agreed to use only the columbine sign as route markers to avoid confusing the tourist with an array of different logos mounted on single or multiple posts. Both federal agencies use their own national logos on interpretive signing, written materials, and at entrances to federal lands. The National Park Service agreed to place their route markers for the Santa Fe Trail, a designated National Historic Trail, on the same signpost as the scenic byway logo to

avoid a proliferation of signs. Only byways with multi-state designation are allowed a separate logo on the same signpost. For the most part, travelers follow only one sign designating a scenic byway in Colorado – the columbine.

Once a route is designated, a directional signage plan is drafted by the Department of Transportation, and approved by the appropriate Regional Transportation Director (RTD). Local byway organizations are encouraged to work with the RTD throughout the nomination process and development of the signing plan. Payment and installation of signs are mutually agreed upon between the RTD and the local byway organization. Organizations that support designated byways not on state highways are responsible for signing plans and installation, but may purchase the signs from the Department of Transportation.

## **The First Designations**

The 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 three routes had already been designated as U.S. Forest Service National Scenic Byways. Because the BLM was proceeding rapidly with their 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. Governor Roy Romer announced the first five byways and also unveiled the columbine sign. The new byways were identified on the Colorado Department of Transportation's 1990 Travel Map.

## **The Nomination Process**

### **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 with a minimal amount of additional work. For that reason, a process was developed based on the format used by the Forest Service, which had the highest number of proposals pending.

During the development of the nomination process, the Scenic and Historic Byways Commission agreed that 15-20 designated scenic byways would be the target, recognizing that so much of Colorado is scenic and that only the best should be formally designated to avoid "cheapening" the significance of designation. The Byways Commission also developed a list of policy statements, again based on policy statements from other state and federal scenic byways programs.

### **Policy Statements**

1. *The Colorado Scenic and Historic Byways Commission will evaluate and recommend for designation Scenic and Historic Byways that depict Colorado's diversity, both regionally and*

*physiographically. The Commission will endeavor to ensure that all regions of the state are fairly represented by designated Scenic and Historic Byways.*

2. *To ensure the significance of Colorado Scenic and Historic Byways designation, the Colorado Scenic and Historic Byways Commission will recommend designation for a limited number of routes. The Commission anticipates that between 15 and 20 routes will be designated statewide.*
3. *The Colorado Scenic and Historic Byways Commission will consider extensions to previously designated routes. The original proponent of the route must co-sponsor the extension. Proponents of route extensions are expected to prepare a nomination package as specified in the nomination procedures, and must adhere to the nomination schedule.*
4. *Designated routes are subject to review and may be removed from the Scenic Byways system for safety reasons or if the scenery or distinctive features are allowed to deteriorate. The proliferation of billboards and urban congestion or a reduction in the safety of the road for whatever reason, are considered sufficient reasons to withdraw designation from a route.*
5. *Designated scenic byways will be eligible for distinctive signs to identify and commemorate the special status of the route.*
6. *The Colorado Scenic and Historic Byways Commission will recommend to the Colorado Transportation Commission that designated routes are shown on the official highway map as published by the Colorado Department of Transportation. Other promotion will be the responsibility of the local sponsoring organization, the Colorado Tourism Board, or other interested agencies.*
7. *The Colorado Historical Society will approve the content and text of all historical markers placed along designated scenic byways. Placement of these markers must be coordinated with the Colorado Department of Transportation.*
8. *State highways designated as scenic byways will not necessarily be entitled to any additional funds above their normal maintenance and construction needs.*
9. *No actual or inferred restriction on commerce or future highway rehabilitation or development shall be assumed by such designation.*

### **Nomination Cycle**

Initially, the nomination process ran on a year long cycle beginning in November, with six months for preparing nominations, two months for the initial review followed by presentations by semifinalists, another two months for final review and recommendations, a month of review by the Transportation Commission, and final designation which occurred in September. Formal announcements were made by the beginning of October. In an effort to conclude designations by the end of 1991, a shortened cycle was held to handle tabled nominations.

Since the Byways Commission was appointed for a term of three years, it was decided that there would be three nomination cycles (through 1991). The first cycle occurred during the development of the nomination process and resulted in the first five designations (the pilot projects). A nomination package was developed that included specific instructions on how to apply for designation.

A notice announcing the program and availability of the nomination package was mailed to approximately 500 local governments, counties, tourism departments, historical societies, state and

federal agencies, and anyone else who might be interested in the program in the late fall of 1989. From that mailing, approximately 120 requests for nomination packages were received.

### **Evaluation Process**

Commissioners were given copies of all nominations for review. Each commissioner rated the nominations based not only on the criteria (local commitment and conceptual plans are weighed heavily) but also on the quality and content of the proposal. A point system was used during the first round to help in the evaluation of proposals, but this turned out to be ineffective, as commissioners often ignored the point total and argued for proposals they felt were strong. Dissenting commissioners were usually convinced, but in some cases, the vote to allow a proposal to continue through the evaluation process was very close.

Proposals that merited consideration were given a more in-depth review. Proponents of these byways were then asked to prepare a brief oral presentation for the Byways Commission. Commission members were given the opportunity to ask specific questions about the proposal. After all presentations, the Byways Commission would go into executive session and vote on each proposal. Some routes required additional information and were tabled for either a later meeting or a future round. Again, some votes were close, but the majority always ruled.

Since most of the commissioners were relatively familiar with the state, they could offer personal descriptions of the proposed routes they have traveled. In one instance, a video log was prepared for several routes that were unfamiliar to commissioners. Realizing that designation of certain routes could be subjective and possibly political in nature, the Byways Commission tried to evaluate proposals based on strong local support and commitment to develop and promote tourism, regional representation, and a variety of features and experiences (such as historical sites, wildlife, educational opportunities, recreation, etc.) for the traveler who might be unfamiliar with Colorado.

Once the routes were selected, a summary package describing the recommended byways was prepared and submitted to the State Transportation Commission for their review. At a meeting of the Transportation Commission, a brief slide presentation of the recommended routes was made, followed by discussion and a formal vote on the resolution to designate. A press release announcing the new designations was made available to members of the media present at the Transportation Commission meeting and a copy sent to major newspapers, local newspapers in the area of the new byways, and to other interested parties.

### **Designations**

In 1990, 19 nominations were received. Of that number, five were rejected, five were tabled for the 1991 cycle, and seven were invited to make presentations (four routes were combined into two routes). Out of the seven presentations, three were designated, two were rejected, and two were tabled for 1991. The State Transportation Commission approved all three designations without comment. The three new byways were added to the Department of Transportation's 1991 Travel Map, and for the first time, a list of the byways was included on the map along with a warning statement for those routes requiring four-wheel drive.

For the 1991 cycle, the Byways Commission re-evaluated the seven tabled nominations, rejected one and asked the other six to prepare an addendum to their nominations for 1991. Each of the tabled nominations were given specific information about what the Byways Commission wanted to see in the addendum. Five of the six tabled nominations submitted an addendum and eight new proposals were received for evaluation. Of the 13 total nominations in the initial 1991 round, six were asked to prepare presentations, three were tabled and four were rejected. The Byways Commission voted to designate five of the proposals, and tabled the sixth. Again, the State Transportation Commission approved the five new byways, bringing the total number of designations to thirteen.

In an effort to wrap up the designation process as quickly as possible and because there were so many tabled nominations, the Byways Commission elected to hear a second round of presentations in 1991. This round included five presentations (of the four tabled nominations, two overlapping proposals were combined into one; the Byways Commission solicited for a proposal from an area of Colorado considered significant to the state's history, and proponents of one rejected proposal asked for a presentation). From this group, two more routes were recommended for designation, two were tabled with a request for additional information, and the rejected proposal was again turned down.

At the end of 1991, the two tabled nominations were recommended for designation, and, along with one extension to an existing byway, the final four routes were approved by the Colorado Transportation Commission, bringing to 17 the total number of Scenic and Historic Byways. The Department of Transportation and the Colorado Tourism Board worked together to produce the 1992 Travel Map featuring the designated scenic and historic byways, with photographs and descriptions of each byway on the back of the map. The 1993 Travel Map also featured the scenic and historic byways.

The Byways Commission passed a resolution in November 1991 calling for a one year moratorium on receiving new nominations so they could turn their attention to developing funding sources for the scenic byways, publishing a guide to Colorado's Scenic and Historic Byways, and continuing to support and facilitate efforts by local byways organizations to promote their scenic byways. At the conclusion of the moratorium in 1992, another shortened round was held to evaluate nominations from three proposals that had been previously tabled indefinitely, and one extension to an existing byway. Two of the route and the extension were approved during the summer of 1993, bringing the total number of designated byways to nineteen. These new byways were to join the existing seventeen byways on the 1994 Travel Map. However the demise of the Colorado Tourism Board, which funded a large portion of the map, resulted in a lengthy delay in the publication of the 1994 map. A vastly reduced number of copies of the State Travel map were printed in early 1995, but the 19 byways were once again shown on the map and listed on the back.

In late 1993 the Commission made the decision to no longer actively seek new designations. However in 1994, two local organizations that were familiar with the program approached the Commission with requests to prepare nominations. The Commission chose to receive a proposal from the Trail of the Ancients group because of the unusual nature of this four state byway. Multi-state byways are unique at the National level and this would be a first for this region. The other local organization was highly motivated and very well organized which made it difficult for the Commission to turn down their request to present a proposal.

Both organizations were asked to prepare a written nomination and make short oral presentations to the Commission. Recommended for designation by the Byways Commission, the Transportation Commission formally designated the two routes in December 1994, bringing to 21 the total number of designated byways in Colorado. The 22<sup>nd</sup> byway, another multi-state byway, was added to the system in 1998. The 23<sup>rd</sup> byway came about in a more unusual manner. Technically, a byway should be a state byway before it can receive national designation. Trail Ridge Road in Rocky Mountain National Park had been designated an All-American Road in 1996 without being a state byway, so in an effort to correct that issue, the National Park Service submitted a proposal and received state designation in 1999. The 24<sup>th</sup> byway, an unusual urban area byway, was designated in 2002. While the door will always remain open for new nominations, the Byways Commission would prefer not to designate any additional routes, so any new proposals are looked at very carefully and must demonstrate how they are different from those already designated.

## **Byway Management Plans**

### **Planning**

As outlined in the Scenic and Historic Byways Commission's mission statement, designation of a Scenic and Historic Byway is one of five elements of the overall program. In order to develop the Scenic and Historic Byway Program to its full potential, the next task facing the Byways Commission was to guide and support the local byway organizations in implementing the other four program elements: (1) enhancement and protection, (2) interpretation, (3) infrastructure (support facilities), and (4) promotion and marketing. One of the immediate goals of the Byways Commission was to strengthen the byway management plans that existed and ensure that long-term commitment to the program among the local byway organizations continued. This has been accomplished through a multi-phased planning project.

The first step was to create a model statewide planning framework for use by each designated byway in the development of individual management plans. The Scenic and Historic Byways Program depends on partnerships between and among the Byways Commission, byways organizations, federal, state and local resources. In October 1992, this partnership met for two days and developed the statewide plan to assist in the preparation of more comprehensive byway management plans for each byway that fully address the program components of enhancement and protection, the development of infrastructure, interpretation, and marketing and promotion. This planning workshop was funded through a grant from the Gates Foundation.

The Statewide Planning Framework ensures that each individual byway supports the purpose of the program. It provides 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. This planning framework was enhanced by the development of the National Scenic Byways Program's 14-point guideline for corridor management plans.

### ***Byway Planning Project - Phase I***

Once formally designated as a scenic and historic byway, the local byway organizations were faced with the difficult task of determining the efforts to be undertaken in the development of their byway programs that would be achievable and successful and would support their local purpose, goals and objectives while incorporating the program elements and objectives of the statewide program. Most local byway organizations began working on individual plans that would create a long-term framework for the implementation of the local program, and also provide short-term projects that could build momentum and participation for long-term projects. But many needed technical assistance and support.

The Byways Commission decided to help the local partnerships develop their byway through a planning project aimed at helping local groups create a more comprehensive byway management plan for each designated byway. The Commission received Interim Scenic Byway Grant Program funds in 1993 for Phase I of the planning project. This first phase involved a series of regional workshops 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 primary goal of Phase I of the planning project was twofold:

- 1. To identify and pull together key representatives from the community, county, state and federal governments, from key recreation and tourism organizations, to local residents and*



*landowners who have a common interest in the byways; all of whom affect or are affected by the management and development of a byway.*

2. *To provide each byway organization with the professional recreation-tourism partnership planning assistance needed to identify and evaluate its resources and needs; with the objective to both 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 goal was to assist those byway organizations that 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 workshops on special subjects such as interpretation and marketing. The University of Colorado evaluated the results of the questionnaire and a lengthy report was prepared and distributed to all byways. The survey revealed that many of the original byway organizations had either disappeared after the nomination phase was over or only one or two people were working on the byways.

Using grant funds, the Commission hired a consultant firm to direct the planning project and work began in April of 1994. The first step of the planning project involved assessing 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.

From the questionnaires and interviews, the consultant 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 workshops 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 workshops were put off until January 1995.

The Commission recommends membership of each organization include, but not necessarily be limited to, representatives from local governments, the tourism industry including service providers, land managers, 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 simple tasks like preparing maps to help the local groups visualize and discuss their resources, organizing and facilitating meetings, and recording and distributing minutes, to preparing vision statements to help them express their goals and objectives and preparing intergovernmental agreements.

The consultant team developed the original version of this 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 workshops.

Once again the local byway organizations were given an opportunity to define the topics to be covered in the workshops. 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 byway groups in attendance at each location (it was decided to call them work session because it was a more user-friendly term). 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 groups 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, and topics included ISTEAs 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 between 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 on the Arts, Watchable Wildlife, foundations, and 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 the areas of 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. Due to lengthy contract preparations, a gap of approximately six months occurred between Phase I and Phase II. However, this did not prove to be a problem. Past experience with the byway groups has shown that they prefer to work independently during the busy summer and fall tourist seasons and then ask for technical assistance during the quieter winter months. Periodic phone calls and letters from the Byways Commission throughout the summer and fall kept the planning project in the mind of the byway organizations and no significant time was lost.

The Phase II project consisted of two major components: Implementation and Research. The Implementation component included the continuation of technical assistance to each of the local byway organizations and conducting regional workshops. The Research components of Phase II included Highway Use Trends on Byways, Byway Visitor Characteristics, and Economic Impacts to Byway Communities.

Because of the late start, the first order of business was the workshops, held in February and March 1996. Virtually all of the local byway organizations had made significant progress in organizational development, visioning, corridor management planning and ISTEA project implementation, so the workshops were totally geared as one-on-one assistance to each individual group.

A brief survey of potential topic areas was mailed in early January and the results became the basis for the structure and content of each workshop. In many instances, byways 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 in a number of areas. In many cases, the consultant team provided assistance in the form of review and editing of corridor management plans 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 plans as well as conceptual plans for interpretive centers, kiosks and historical markers. Several byways requested assistance in preparing business plans for new interpretive centers.

The research components of Phase II were more challenging. 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 as well as 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 will 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 history 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.

### ***Byway Planning Project - Phase III***

Due largely to the efforts over the first three years of the planning project and the initiatives of the Byway organizations, all of the 21 organizations were now actively involved in Byway management planning and were in the process of implementing Byway projects. Phase III of the planning project got underway in June of 1997 using FY 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.

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

- Byway Corridor Management Planning
- Interpretive Planning
- Marketing Plans
- Interagency Coordination
- Follow-up Assistance to the 1996 Winter Workshops
- Ongoing Outreach

The project also included several new and ongoing research projects:

- Research the idea of creating an association of Colorado byways, that can, among other things, pool resources and money to produce products and services to further the economic and marketing benefits of the entire program.
- Complete a study of byway land protection mechanisms.
- Compile design guidelines information and create a manual for use by byway organizations
- Completion of the economic impact analysis

Workshops were again held in four locations statewide in early 1998 with members of the Consultant Team and Commission staff present to assist each of the byway groups. For the most part, byway organizations used the workshop as an opportunity to hold a regular byway meeting with consultants and Commission staff present to facilitate or answer questions. The Commission staff also used the workshops as an opportunity to discuss current and future grant projects with each byway group.

The program suffered a significant loss when a key member of the Consultant Team passed away very suddenly in November 1998. Fortunately, many of the research components were in final draft form with minor editing needed to complete the products. The remaining team members continued working on the project throughout 1999 and completed all of the project components in June 2000.

### ***Byway Planning Project - Phase IV***

The Byways Commission once again received funds for Byway Planning in FY 1999. The new project provided technical assistance to byway organizations through the evaluation of completed corridor management plans. A new Consultant Team was assembled to review all completed plans and conduct a survey of all byway organizations to gain insight into what works and doesn't work for local byway groups. The end product was a series of case studies on the topics of 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 held in February 2002.

A new phase of the research project, funded under an FY 1998 grant, focused on the economic and social impacts of designation at the national level. Colorado now has eight nationally designated byways (two All-American Roads, six National Scenic Byways). This study was expanded to include funding from the America's Byways Resource Center and will investigate impacts to these byways resulting from national attention. A survey instrument developed by the Resource Center will be tested on Colorado byways.

### **Tourism Management and Ethics Training**

By the end of 2000 it became apparent that most byway organizations no longer needed extensive technical assistance, but were instead requesting training programs. Funded in the FY 2001 and 2002 grant rounds, the Tourism Management and Ethics Training Program was originally conceived as a hospitality training program but has evolved into a training program for byway communities centered around interpretation, resource protection, ethics and heritage tourism. The program was field tested on byways in Southwestern Colorado and made available to all byway communities in 2004. The program combines creative activities and role-playing games with more traditional educational tools to help a byway organization train trainers in their communities to work with the front line tourism industry staff to better serve the traveling public.

## **Funding**

### **The National Scenic Byways Program**

Numerous benefits have resulted from passage of the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991. At a time when the Byways Commission was preparing to seek funding to help local byway organizations further develop management plans and begin to provide amenities for byway visitors, ISTEA was signed, creating the National Scenic Byways Program. Suddenly the Byways Commission had at its disposal several grant programs for scenic byways with the National Scenic Byways Grant Program and the Transportation Enhancements Program. Both programs were continued with increased funding under the Transportation Efficiency Act for the 21<sup>st</sup> Century (TEA-21) passed in 1998.

In addition, the state's State Historical Fund (from proceeds generated by limited gambling) made provisions for scenic byway organizations to apply for funds to prepare educational and interpretive materials and to preserve historic structures along the byways. And the Great Outdoors Colorado Trust Fund, (created from Colorado Lottery revenue), offers grants for projects involving state parks, wildlife, outdoor recreation, environmental education, open space and natural areas.

For Fiscal Years 1992 through 2002, a total of 128 projects on 23 byways have been funded from the National Scenic Byways Program in the amount of \$9,050,736. Matching funds for the federal grants totaled \$4,134,221 and come primarily from the local byway organizations and the State Historical Fund. Projects include 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, pullouts and restroom facilities. Almost all of the matching funds have been raised locally, with only minimal financial support from the Colorado Department of Transportation. The Byways Commission has also been successful in receiving grants from several private foundations to support efforts of individual byways organizations.

The Byways Commission has worked closely with numerous state agencies including the Colorado Historical Society, the Colorado Division of Wildlife and the Colorado Council on the Arts in their efforts to develop interpretation programs for the state. The Historical Society is working with the local byway organizations to help them identify key interpretive themes. Interpretive markers will

provide travelers with historical, natural, and geological background information, supplemented with graphic material that will put the sites, features, natural phenomena and events into context. Criteria for placement of markers include turn-out engineering restrictions, proximity to existing interpretive features, balance of interpretive subjects (history, geology, wildlife) aesthetic concerns, and appropriateness of markers relative to other interpretive techniques (low watt radio, cassette tape, museum exhibit, kiosk).

The Division of Wildlife is working with byway groups to develop interpretive materials and signs related to wildlife. The Division's Watchable Wildlife program works with each byway on individual projects but their current focus is on developing wayside exhibits on each byway. Under a project funded in FY 2001, each byway will work with the Watchable Wildlife Coordinator and an interpretive contractor to develop themes and concepts that will be presented at their wayside. Using state of the art interpretive techniques and technology, these waysides will be attractive and educational, while being low maintenance and damage resistant.

Using funds from the FY 2002 grant round, the Council on the Arts (CCA) will explore and interpret the relationship between regional and cultural traditions and other intrinsic qualities of Colorado's designated scenic byways. The CCA will conduct an inventory of contemporary cultural characteristics; produce a brochure and an Interpreter's Training Manual to help byway organizations include cultural qualities in their ongoing interpretive programs.

Finally, with the return of a state funded tourism office, efforts are underway to work more closely with the tourism office. A member of the Tourism Office's Board of Directors has been appointed to the Byways Commission and the Scenic Byways program is now featured in the Official State Vacation Guide and on the state's official travel and tourism website at [www.colorado.com](http://www.colorado.com).

## **Promotion and Marketing**

For the first six years of the program, the Byways Commission did not do much promotion for the statewide program. Early on, they felt that it would be premature to promote a system of byways that was not yet completed and later, they were concerned that promoting a byway before the local byway organization had prepared a plan and developed some infrastructure could create unwanted problems for the communities. They wanted to be sure that a byway was ready to provide for an increase in visitors. However, by 1994, the Commission felt the time was right to begin a promotional program for the state byway system.

The Byways Commission received funds in FY 94 to develop a four-color brochure to compliment the state highway map and individual byways brochures. The brochure, which came out in the summer of 1995, included an overall map of the state, individual maps, photographs and brief text on each byway, and a features and services guide. The brochure was also available with German, French, Spanish and Japanese translations. The brochure was updated and reprinted in 1999. The Commission thought about seeking funds to publish a comprehensive guidebook to all byways, include detailed information about scenery, history, geology, wildlife, travel time, road conditions, visitor services, museums, cultural events and other important information. However, several private interests have since published books on the byways so efforts have instead concentrated on developing and improving a web site on the Internet.

Also in 1994, a local television station developed a video detailing the designated byways, which is available in area stores and produced an hour-long program based on the video. Throughout the summer months, the station aired two-minute stories on the byways during their nightly newscasts. In 1995, the *Denver Post*, in conjunction with Total Petroleum and the local television station, published a guide to summer activities in Colorado based on the byway program. Information on all 21 byways

was included in the booklet distributed in the Sunday edition and at area Total gas stations along with the video. In addition, the paper ran a 16-week promotional series of giveaway weekend packages on the byways throughout the summer. Packages included free lodging and food, free activities such as rafting or horseback riding, and free gasoline.

The Scenic and Historic Byways program developed an exhibit for the Colorado State Fair in 1995. The Department of Transportation sponsored a large exhibit and provided space for the various Department programs. Volunteers from all of the byways took turns staffing the Scenic and Historic Byways booth throughout the two-week run of the fair in Pueblo. Brochures and maps were handed out along with local information from each of the byways that provided materials.

The first effort at a scenic byway web site began in 1995 in partnership with the University of Colorado's Center for Sustainable Tourism and the National Rural Tourism Foundation. A local web site company developed a prototype web page based on the new statewide brochure for the Scenic Byways program. Due to a lack of funding, the web page did not have wide distribution but could be found in the Traveler Information section of the Department of Transportation's web site ([www.dot.state.co.us](http://www.dot.state.co.us)) and the Recreation/Tourism section of the State of Colorado's web site [www.colorado.gov](http://www.colorado.gov). Efforts to improve the web site and make it more interactive, user friendly and visible began in 2000 with the availability of state funds. The program's web site can now be found at [www.coloradobyways.org](http://www.coloradobyways.org) and features links to local chambers of commerce, activities and special events, weather and traffic information, and a photo album of images for each byway.

In 1998 Rocky Mountain Public Broadcasting System (KRMA-TV) produced a special on the San Juan Skyway together with Great Divide Pictures. Funding for the program came from the State Historical Fund and the Bonfils Stanton Foundation. The project developed a half hour special, broadcast in the spring of 1998, which won a regional Emmy Award. A teacher's guide and web site ([www.krma.org/byways](http://www.krma.org/byways)), featuring information about the program were also developed. Grant funds were obtained to create a second feature, focusing on the Los Caminos Antiguos Scenic and Historic Byway. The new program followed the same format and also won a regional Emmy Award in 2000.

The video series won a Stephen Hart Award from the Colorado Historical Society for preserving Colorado's cultural heritage and an American Association of State Highway and Transportation Officials (AASHTO) Best Practices Award in 2001. Building on the success of the first two programs, the Rocky Mountain PBS and Great Divide Pictures received funds from the State Historical Fund to develop three new programs in partnership with the local byway organizations on the Santa Fe Trail, Frontier Pathways and Peak to Peak Scenic and Historic Byways. These programs were completed and broadcast in the fall of 2003. The web site was upgraded to include information on all five programs.

Finally, a traveling exhibit was developed in 2001 for use at trade shows, conferences and special events. The University of Colorado at Denver's Center for Community Development developed the exhibit with funds from the Colorado Department of Transportation. The display is assembled on average about four times a year.



# **Chapter 4 - The National Scenic Byways Program**

## **Introduction**

In December 1991, Congress created a new program for designating national Scenic Byways within the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). This program was continued in the Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21) in 1998 and in the Safe, Accountable, Flexible, and Efficient Transportation Equity Act of 2004 (SAFETEA).

National Scenic Byways may be described as roads or highways that local residents and local and state officials consider so outstanding as to merit recognition at the national level - highways passing through corridors of such great interest that they reflect the intrinsic values of the area and result in increased tourism and economic development. Designation as a national Scenic Byway by the US Secretary of Transportation will acknowledge the significance of a byway corridor. National designation will make the route eligible for scenic byway grants, technical assistance from the FHWA, and inclusion in a national identification and promotion plan.

The designation and active promotion of outstanding roads and highways as national Scenic Byways will bring rewards to everyone: to tourists who are searching for America's most beautiful and most interesting roads, to historic and environmental preservationists who are working to protect and enhance many of the Nation's more treasured sites and landscapes, and to the tourist industry and recreational interests who want to help travelers to have interesting and enjoyable experiences while traveling through rural and urban America.

## **Program Goals**

The goals of the National Scenic Byways Program are:

1. Expand public awareness and understanding of scope and impact of the National Scenic Byways Program.
2. Continuously improve the quality of byways in the National Scenic Byways Program.
3. Provide high quality visitor experience.
4. Strengthen, diversify and expand partnerships.
5. Foster and strengthen local economies and other local community goals.
6. Foster State and local leadership in implementing the National Scenic Byway Program.
7. Expand the pool of high quality projects.
8. Develop and use best tools for managing intrinsic qualities

## **Intrinsic Qualities**

For a route to qualify as a national Scenic Byway a road or highway must possess one or more of the six "intrinsic values" identified as crucial to such designation. In this sense, an intrinsic value refers to a feature considered representative, unique, or irreplaceable - perhaps a river canyon, a mountain range, a pioneer trail, or similar features of major local or regional significance. A route must also have a community committed to its designation and management, and have developed a corridor management plan.



### ***The Six Intrinsic Qualities***

- *Scenic*: Beauty, whether natural or human made. The quality of the features are measured by how memorable, distinctive, uninterrupted, and unified they are.
- *Natural*: Minimal human disturbance of the natural ecological features that are associated with the region.
- *Historic*: Landscapes, buildings, structures, or other visual evidence of the past. It has to be something that can still be seen - not just the site of something that *used* to be there.
- *Cultural*: Visual evidence of the unique customs, traditions, folklore, or rituals of a currently existing human group.
- *Archeological*: Visual evidence of the unique customs, traditions, folklore, or rituals of a no longer existing human group.
- *Recreational*: The road corridor itself is used for recreation like jogging, biking, roadside picnics, or direct access to recreational sites like campgrounds, lakes, ski lodges, etc.

*Adapted from Community Guide to Planning and Managing a Scenic Byway, 1994*

## **Designation**

There are two levels of designation: All American Roads and National Scenic Byways. *All-American Roads* represent the finest examples of the intrinsic resources of the country. To receive an All-American Road designation, a road must possess multiple intrinsic qualities that are nationally significant and contain one-of-a-kind features that do not exist elsewhere. The road or highway must also be considered a “destination unto itself.” That is, the road must provide an exceptional traveling experience so recognized by travelers that they would make a drive along the highway a primary reason for their trip. Designation of these routes requires a special commitment to management to ensure their continued quality. Designation as an All-American Road is rare.

*National Scenic Byways* are considered regionally significant. To be designated as a National Scenic Byway, a road must possess at least one of the six intrinsic qualities. The significance of the features contributing to the distinctive characteristics of the corridor’s intrinsic qualities must be recognized throughout the multi-state region.

## **Nomination Process**

*Adapted from a series of articles in VISTAS, available at [www.byways.org](http://www.byways.org)*

The Federal Highway Administration has created a nomination process with an online grant application (See [www.bywaysonline.org](http://www.bywaysonline.org)). But, the nomination process is not about filling out an application. It’s all about telling the byway’s story. The finished product will not be an application form that looks like previous nomination or grant applications. Think of the byway’s nomination as a combination of the community’s guide and a visitor’s guide for the byway.

## **A Community's Guide**

The National Scenic Byway Program is a voluntary, grassroots program. The program is founded upon the strength of local leadership for byways. Community involvement and community support is essential for a byway's nomination for national designation. Nominations convey the support and passion that the community has for the byway, the resources along the byway, and the byway's nomination for national designation. Passion is not found in hype; rather it is based upon well-grounded support in the overall nomination including the corridor management plan. Through a byway's corridor management plan, one can understand your community's vision for the byway and the strategies that will be used for conserving and enhancing the byway's intrinsic qualities as well as the promotion of tourism and economic development. The plan should provide an effective strategy to balance these concerns while providing for the user's enjoyment of the byway.

## **A Visitor's Guide**

An important criterion for both National Scenic Byways and All-American Roads is continuity. Neither should have too many gaps but rather should be as continuous as possible and should minimize intrusions on the visitor's experience. Special care should be given to creating the byway's route, name, theme, and story to link the byway's most significant resources and help create a continuous experience for the traveler. Managing the intrinsic qualities that shape the byway's story and interpreting the story for visitors are equally important in creating a continuous experience for the traveler.

## **A Byway's Story**

How would you tell your byway story? Review the definitions of the intrinsic qualities. Was an inventory of the resources along the byway completed as part of the development of the byway's corridor management plan? Which resources and intrinsic qualities are significant from a multi-state regional or national standpoint? Which are special to your community in shaping and interpreting your byway's story for the visitor? How has the byway helped you form new partnerships and heightened community pride in resources along the byway? How will national designation help take your byway where you want to go?

Anyone may nominate a road for national designation but the nomination must be submitted through the State Department of Transportation. The state scenic byway coordinator will determine if the byway possesses intrinsic qualities sufficient to merit nomination as a National Scenic Byway or All-American Road. To assist FHWA in its review, several experts from outside the Department of Transportation will provide an independent assessment using the nomination and designation criteria in FHWA's Interim Policy. The Federal Highway Administrator and the Secretary of Transportation will decide which roads are designated. After the announcement, a special event is generally held in Washington, DC.

## **Benefits of National Designation**

America's Byways are a distinctive collection of American roads, the stories and treasured places. They are roads to the heart and soul of America. Byways are exclusive because of their outstanding qualities, not because byways are confined to a select group of people. Managing the intrinsic qualities that shape the byway's story and interpreting the story are equally important in improving the quality of the visitors' experience. Travelers and visitors are intrigued by a byway's story. People leave with an appreciation for the byway's resources and intrinsic qualities. The experience beckons them to travel other roads in the collection of byways.

The National Scenic Byways Program is founded upon the strength of the leaders of individual byways. It is voluntary, grassroots program. It recognizes and supports outstanding roads. It provides resources to help manage the intrinsic qualities within the broader byway corridor to be treasured and

shared. Perhaps one of the underlying principles for the program has been articulated best by the byway leader who said, “the program is about recognition, not regulation.”

### **Funding Opportunities**

Like life imitating the movies, people want to see the money. Yes, a \$25-million annual discretionary grant program supports state and nationally designated byways. In any given year, the competition is stiff among hundreds of worthwhile projects. Requests typically total about three times the available funds. The Federal Highway Administration encourages states and byways to give priority to applications for 1) seed grants that strengthen a byway organization’s capacity to help implement the corridor management plan for a National Scenic Byway or an All-American Road, and 2) projects that fill a critical void or need on a National Scenic Byway or an All-American Road.

Those who focus primarily on the money may be fortunate to get funds for a project. They also may miss the opportunity to reap the equally tangible and potentially more fruitful benefits of byways. The relationships formed through a byway often lead to leveraging more significant resources.

### **Promotion**

America’s Byways serves as the brand and umbrella for recognizing and promoting National Scenic Byways and All-American Roads. Byways are recognized collectively at the national level by FHWA through their inclusion on the America’s Byways map. Additional information is available to travelers on FHWA’s website for the National Scenic Byway Program at [www.byways.org](http://www.byways.org). In collaboration with representatives of states and byways, FHWA has created a special logo for the America’s Byways brand. The logo can be used only in association with National Scenic Byways and All-American Roads. Thus, if a byway that is successful in seeking national designation is able to use the America’s Byways brand and logo to demonstrate that the byway is part of a distinctive collection of American roads.

### **Preservation**

Byways create legacies. They offer opportunities to preserve special places. It might be a building or structure directly associated with an historic event or unique to a particular group of people and their way of life. It might be an old building of no particular historical significance that can be reused as an interpretive center for the byway. Or, it may be a natural resource or scenic vista integral to the byway’s intrinsic qualities. Previous generations have entrusted us with what they preserved. We have the opportunity to create a legacy of commitment that drives future generations to achieve higher standards.

### **Partnerships**

Countless partnerships are formed and needed to sustain a byway. No doubt, citizens and other key stakeholders have already been engaged to create and foster the byway vision. Many partners bring new resources to the table through their knowledge of the area, expertise, personal commitment, and access to funding sources – public and private. National designation offers the opportunity to expand partnerships well beyond the state or local boundaries. The America’s Byways Resource Center provides technical assistance and service primarily to National Scenic Byways and All-American Roads. The Center and FHWA sponsor the biennial national conference for the National Scenic Byways Program. The Center sponsors monthly conference calls with byway leaders, workshops, and research of interest to byways nationwide. There are opportunities to participate in multi-byway and multi-state working groups. Become part of a large network of byway partners!

## **Pride**

Byways instill a greater sense of awareness and pride among citizens. Neighbors learn and share from one another. Work with one another to identify the resources that the community believes form the story of the byway. Byways attract volunteers who may help clear a trail, repair or restore a building, or advance the overall interest of the byway and the community. Seeking and receiving national designation often heightens local pride. The byway becomes part of the national collection. It is one of America's Byways.

These six byways have been designated as National Scenic Byways in Colorado. There are also two All-American Roads – the San Juan Skyway and Trail Ridge Road.



***Dinosaur Diamond***



***Gold Belt Tour***



***Frontier Pathways***



***Grand Mesa***



***Santa Fe Trail***



***Top of the Rockies***

## Chapter 5 - Vision and Organization

*Adapted from a VISTAS article entitled "Making the Grassroots Grow: Building and Sustaining Byway Organizations, America's Byways Resource Center, January 2002.*

A successful byway organization needs the Four "P"s – purpose, people, partners and plan. The **purpose** or vision is often what leads organizations to seek designation for their byway. The vision encompasses a community's hopes and dreams for economic development, preservation and conservation, tourism, promotion and more. Many a byway can trace its origins to a small group of **people** who shared a grander vision for their region. They knew they had something special – whether it is the road itself, natural features along the road or the history and culture of the area. They knew other people would recognize that it is special. This is the beginning of many byway organizations.

Byway **partnerships** are essential. A successful byway organization realizes that building and maintaining relationships with organizations, businesses, and agencies that share common interests and concerns is an important priority. Partnerships need to be nurtured by sharing goals, information, skills, and time. Partners may be more involved or less involved at different times depending upon the byway's current initiatives and projects. The measure of any group's success is its ability to accomplish its goals. Effective groups, like effective individuals get things done.

Byway organizations are using a variety of written **plans** – corridor management plans, strategic plans, interpretive plans, and marketing plans – as tools to move them towards the realization of their byway's vision. Plans are living documents. A successful organization is flexible enough to respond to changing needs and opportunities. Plans and goals may need to be adjusted to take advantage of new funding options, new partnerships, and new community and state initiatives. Plans will be covered in Chapter 6.

### Revisiting Your Byway Vision

*Adapted from: "Community Guide to Planning and Managing a Scenic Byway" produced by the U. S. Department of Transportation, Federal Highway Administration, 1994.*

When was the last time you looked at your statement of purpose, mission statement and vision? Maybe it's time to look at them again and evaluate where you were back then and where you are now. One of the first steps taken back when you were considering scenic byway designation or corridor management planning was to articulate your reasons for beginning this process in the first place.

You probably asked yourself these three questions:

**What makes your route special?** What unique resources do you have? Why does your community value the route? What makes the route different from other roadways in the region?

**How do you envision your scenic byway ten years from now?** Is the road exactly the same as it is now? Have there been improvements-quality additions or the rehabilitation or removal of negative elements? Has the roadway been able to respond to influences from outside your community in a manner respecting the resources you originally identified?

**What are you hoping to achieve through designation and/or a corridor management plan?** Does your community view a scenic byway as an opportunity for tourism promotion or economic development? Does your community view a scenic byway as an opportunity to protect resources or limit development? Is your community simply interested in investigating the options for coordinated management of a resource?

So, how have the answers to these questions changed? For better or for worse?

## Statement of Purpose

Be sure to write your answers down to the above questions and keep them for future reference. This is your *statement of purpose* – it acknowledges the special resources you have on your byway and the desire to investigate the potential for a scenic byway. These answers hold the essence of your commitment and inspiration. Remember, with any such project there are likely to be minor setbacks and frustrations and, at times, need for compromise. Address these problems with your resources and patience, and when in doubt, find that slip of paper with your statement of purpose and remind yourself of the valuable task you have undertaken. The success of your byway will be in the ability of your community to understand your resource, develop a consensus and coalition, and implement the appropriate actions to maintain and enhance the qualities that first interested you.

## Mission Statement

Closely related to the Statement of Purpose is the Mission Statement. Each word in the Mission Statement should be carefully considered and selected. Developing a Mission Statement provides an up-front opportunity to consider the issues of what the county is like today, what local residents want, and what are acceptable sacrifices to achieve economic and community development goals. As the strategic planning process continues, the mission statement will serve as a beacon to prevent the process from wandering into issues not closely related to community and economic development.

A Mission Statement helps you concentrate time and money on a limited and doable range of goals. While optimism is a prerequisite for any community development effort, too much optimism sets up inevitable failure. Outside factors - including the world, national and regional economy, the fortunes of local industries, and the availability of assistance from the state and federal governments affect your ability to achieve your goals.

Mission statements appear to be simple, but they are not easily developed. Here are a few examples of byway Mission Statements:

*“Working together as the Dinosaur Diamond Prehistoric Highway Partnership, we desire to enhance, promote and protect the dinosaur fossil and archeological resources of the Dinosaur Diamond Prehistoric Highway.”*

*“Our mission as a regional partnership is to interpret, facilitate, community development, and market the products of the cultural and historic traditions, natural resources, and diverse communities of the Los Caminos Antiguos Byway.”*

*“To provide for the further use and enjoyment of the Mount Evans Scenic and Historic Byway through the enhancement, protection, interpretation, and preservation of the corridor by providing the visitor with a safe and enjoyable experience and through the promotion of related scenic and cultural attractions throughout Clear Creek County.”*

## **Vision**

A vision defines where you are ultimately trying to go. You should have a vision so when you sit down to evaluate what you've accomplished in the past ten years; you'll have a better sense of whether or not you've made any progress. You've aspired to reach certain goals with your byway...are you there yet? Use the information in this section to develop a new vision or revisit your existing vision.

### **Developing a Vision for Your Byway**

Assuming you have a basic understanding of the six intrinsic qualities, existing conditions, and tourism and economic development issues associated with your route, you should be able to articulate the byway vision. If you're not familiar with these things, skip to the end of this chapter and read the section under Tools.

Vision outlines the broad and sweeping aspirations a community has for its scenic route. Vision should be predicated on the possible, the ideal circumstance. Your statement of purpose provided the initial acknowledgement of the special resources of the route and the desire, hopefully a consensus, that the group should pursue the scenic byway designation or management. You must now revisit your original statement of purpose and, with the updated information and research conducted on existing conditions, intrinsic qualities, and tourism and economic development, revisit your vision statement, incorporating this information in the broadest of terms.

Resources, plans, influences, and economics constantly change and evolve. When dealing with a resource such as a scenic byway, it is impossible to know exactly how your byway group's thoughts and aspirations will be realized in ten years. For this reason, the vision statement must be broad and general.

Further, as an acknowledgement of community consensus the vision must be sufficiently broad in order to be free of the future discussions, compromises, and occasional conflicts involved with the implementation of the specific projects and policies of the scenic byway. Every project will involve such discussions. With a strong vision to return to in such situations, your community will always be able to evaluate future plans against the vision statement.

Your scenic byway should have a single vision. Address all the factors influencing your route and review your maps identifying intrinsic qualities and existing conditions. Having completed the inventory process, you should be inspired by the resources and potential your scenic route offers.

Your research to this point of the factors inherent in your community will provide you with the guidance to articulate your vision. For example: if your byway is at the edge of a metropolitan area, you cannot articulate a vision without considering the potential impact of population growth and economic development. Similarly, if your region's economic base is founded in manufacturing, you cannot articulate a vision denying the presence of the industry. What you can do, however, is articulate a vision desiring an end to suburban sprawl associated with metropolitan growth, and articulate a vision desiring the careful analysis or prohibition on new manufacturing facilities, and an improvement in the visual and environmental quality of the existing facility. The visioning process seeks to inspire and asks the question "what if?"

Establishing a vision for your route will result in the integration of many of the qualities discussed in this manual. Once established, a successful vision will be based on your ability to articulate the intrinsic qualities of your route, your ability to build an effective coalition responsive to community needs and political realities, and your ability to take this community consensus and implement the planning, community, and organizational processes necessary in the development of a scenic byway.

## The Vision Statement

So you have a statement of purpose and a mission statement. You may choose to combine the function of each in a more general vision statement. One of the most important byway management activities is the preparation of a vision statement. The vision statement describes the value, purpose, and future of the scenic byway. Capturing the sense of excitement and enthusiasm for the byway, the vision statement should be clear, concise, and inspirational. The vision statement will be used frequently in public relations to describe the scenic byway. The vision's content guides the more detailed corridor management planning efforts that follow.

The simplest and most effective method of articulating a vision statement is to write it in the present tense. What will your scenic byway be in ten years? Simply state what you will see. Such a style of writing frees your community of the future decisions of HOW and focuses simply on the shared view of the final product. How you achieve this final product has yet to be determined.

A vision describing a scenic byway ten years in the future may take many forms. For example:

- *State Route X is a beautiful highway noted for its striking landscape and distant vistas. The history of the route is interpreted to the many visitors who travel the route in a responsible and sustainable manner. This balanced visitation, combined with responsible economic development maintains a stable economic base and quality of life for the people of the region.*
- *County Road Y provides a pleasurable escape from the metropolitan pressures of our community. Quietly maintained as a resource for the residents of the community, County Road Y is managed in a manner respecting the existing character of the landscape. Economic development occurs in the community outside of the scenic byway corridor. All in our community enjoy the occasional drive through the trees and along the stream.*

Neither of these two sample statements contains any language as to how such results are to come about. Vision statements should never contain language referring to the protection of resources, the removal of elements or planned management strategies. Such statements suggest an approach as to how such results may be achieved. As soon as you begin to make such statements you begin articulating goals. Remember: simply state what you see in the future.

Here are a few more examples:

- *A region that becomes even more strongly defined by the remarkable remnants of our history, and that becomes even greener, with towns centered on clean rivers.*
- *Pride and an ethic of stewardship growing in the heart of every resident - we will understand the meaning of what we have and act to uphold it.*
- *Motorists will enjoy preserved views of emerald green waters and rugged serpentine bluffs opening to vistas of forested ridges and peaks of the mountains.*

When developing the vision for the scenic byway, the byway group may find it useful to review those ideas that initially generated strongest interest in the scenic byway concept. The group should consider the intrinsic qualities, their unique characteristics, their contributions to the scenic byway and their anticipated future use and potential. The visioning exercise can provide a means to find a common foundation for the corridor management plan that goes beyond current special interests and existing problems. It is important to discover which values and goals different interest groups hold in common, and the common benefits certain goals can bring to the community.



Developing the vision is a process that articulates the desired future for the scenic byway with a realistic eye on the interests and capabilities of the community.

Here are some examples of vision statements from Colorado byways:

- *Working together as the Scenic Highway of Legends, we desire to enhance, promote, and protect the intrinsic scenic, recreational, cultural, and natural resources along the byway. We desire to accomplish this in a manner that is appropriate and sensitive to each of our members' specific or local needs. We understand that the SHOL's resources are of great significance and must be preserved and protected for all time for generations to come.*
- *That by the year 2006, it can be said that the Top of the Rockies Scenic and Historic Byway provides a memorable journey for travelers to fully experience the unique scenic, historic, and recreational aspects of the spectacular Colorado high country. That the Byway, its roadways and surrounding areas are well maintained, preserved, and enhanced for the enjoyment of all those who utilize them.*
- *To share with or interpret for visitors the scenic, historical, and recreational assets along the byway route, while balancing the preservation of these assets with the economic development of the region.”*  
- Frontier Pathways, January 1995

## **Developing Goals and Objectives**

Goals translate your vision into a more specific end result. They focus the vision in a manner that can be easily organized and articulated in the planning process. Unlike the broad and sweeping ideas contained in the vision, goals address point-by-point responses that can be implemented through policy, management, or consensus. Goals begin to suggest ways in which the vision will become reality.

Following the articulation of goals, objectives can be established to further refine the goals, select strategies, tools, and techniques for the implementation of the goals and objectives, develop an action plan for implementation, and lastly develop a managing entity to oversee the scenic byway and corridor over time.

### **Three Steps in Developing Goals**

To assist you in developing goals, the following three steps are recommended for your group to ensure that all options and potentials have been considered:

#### ***1. Creative Thinking***

You must free yourself from constraints. Imagine the possibilities. Think as though your byway has unlimited funds; imagine everyone agrees with whatever you suggest. This exercise will enable you to consider possibilities you may never have considered. You now have the potential to take some of those pie-in-the-sky ideas and look for a practical way of incorporating them in your project. Example: "I'd really like to build a museum explaining the history of the people of the region and the important role the scenic byway has played in shaping and uniting the community."

The reality, however, is that your community does not have the funds to build a museum; further, an economic analysis indicates that there would be too few visitors to support such an institution. What can you do? The idea of explaining the history of the people of the region is still valid. Consider designing a highway pull-off at each end of your scenic byway with interpretative panels explaining the history of the route and its continued importance to the community. You may consider an annual heritage event in which a community festival is focused around the history of the route-and from

which the proceeds could be used to pay for and maintain the interpretative panels along the byway. Perhaps you could develop a brochure that points out interesting facts and features along the way. So, from the pie-in-the-sky thought of a museum, you have added a new and attainable goal in the development of the byway.

## ***2. Viewing the Future***

You must be able to imagine how you would like to see your route in the future. This must include both the physical and the non-physical elements of a plan.

Ask yourself and your corridor advocacy partners these questions:

- Do you desire to maintain and enhance significant views?
- Can historic structures be restored and made more available to the public?
- Can the byway act as a catalyst in joining the different peoples and cultures along the corridor?
- Do you desire to enhance the landscape, reintroduce native plant materials, or manage or reintroduce a wetland area?
- Can your scenic byway work closely with a recreation trail or provide better access to a favorite boating lake?
- Will the interpretation of a local burial site be possible?
- Can the byway improve the economics of the area?

For the purposes of a vision statement the answer to each one of these questions is YES! It will be the purpose of the corridor management planning process to determine the feasibility of each potential goal and the tools, techniques, and strategies best suited to fulfill the vision.

## ***3. Community Strategy***

Solicit input from your group and the community in a series of meetings to determine what goals will enable the scenic byway to look like the vision articulated. Ask different organizations to elaborate on perceived benefits and use associated with a particular approach to the development of the scenic byway. Ask participants to share favorite drives from their travels. What made them memorable? Look at slides and photographs of other scenic byways. Are there attributes of these routes desired by your community? Do any of these routes have geographic, political, or management structures similar to your proposed scenic byway? Does the community view the scenic byway as an opportunity for tourism and economic development? What would the ideal tourist bring to the community? Encourage a free exchange of thoughts and ideas.

The difference between vision and goals can be shown through the following example:

### Vision:

- *"State Route X is a beautiful highway noted for its striking landscape and distant vistas. The history of the route is interpreted to the many visitors who travel the route in a responsible and sustainable manner. This balanced visitation, combined with responsible economic development, maintains a stable economic base and quality of life for the people of the region."*

### Goals Responding to the Vision:

- *"Cultural and natural resources along the route will be presented and enhanced. "*
- *"Interpretative programs will provide information on the settlement of peoples in the region and an explanation of the unique natural resources. "*
- *"Adequate services shall be provided to ensure visitors to the region have an opportunity to appreciate the community and resources in comfort, ease of movement, and safety. "*
- *"Tourism will be managed in a manner such as not to interfere with the daily routines and the traditional cultures of the region. "*
- *"Economic development shall not detract from the integrity of an identified intrinsic value. "*

### **Understanding Goals, Objectives, and Strategies**

Review your vision statement to extract the goals that are included within. *Write these down and indicate their relationship to resources identified on your maps and the vision statement.* Remember, due to the broad and sweeping nature of a vision statement you will likely establish many goals to accomplish the desired result.

A goal is an expression of a desired future. Selecting specific goals provides the framework for making decisions about future activities. Your goals should reflect the work done in the planning process up to this point. Goals should be:

- Within the scope of your mission statement.
- Consistent with internal and external trends.
- Based on your Byway's strengths, weaknesses, opportunities and threats.
- Within the limits of your organizational, money and human resources.
- Consistent with your development priorities.

### **Select a Few Important Goals**

The purpose of a strategic plan is to focus resources and attention on a few important goals. Strategic planning is about making choices, setting priorities and directing resources. For these reasons, setting goals is a critical stage in the strategic planning process.

Too many goals are no goals! No organization can focus on 20 major goals at one time. Four or five are probably enough. Yet, the excitement of envisioning the future and writing goals, combined with a lack of experience, often leads to creating too many goals. Many strategic plans underestimate the time, money, human resources, and organizational commitment needed to accomplish each goal and the overall plan.

"Success" and "failure" are relative terms. Excessive optimism and overly ambitious goals can define an impossible standard of success, and as a result no matter how much is achieved the results fail when compared to the optimistic plan.

Aside from the sheer amount of money and human effort required, organizational realities require the number of goals to be limited. A single goal will often encompass several objectives. Each of these objectives will, in turn require three, five, or more strategies. Finally, each strategy can typically be completed only by accomplishing 12 to 20 steps. Even a few goals can quickly tax the managerial and coordinating abilities of the Strategic Planning Committee and other groups involved.

The Strategic Planning Committee should initially consider as wide a range of goals, objectives and strategies as possible, thus ensuring that the needs of all groups have been considered. Considering options is easy. The difficult part is to rank the goals, objectives, and strategies and select those to be included in the strategic plan.

### **Creating Goal Statements**

A goal describes a desired future state or condition. Your goals should be designed to capitalize on a strength of the byway or a favorable future trend, or overcome or mitigate a weakness or an unfavorable future trend. Thus, goal statements should flow from the strengths, weaknesses, opportunities, and threats.

Goal statements are general and qualitative. They describe the nature of the solution but do not provide quantitative measures of it.

By being general, a goal statement allows the broadest possible consensus to be developed. With agreement on the issues, the Strategic Planning Committee can move on to the specifics of implementing a solution, which are often much more divisive.

Here are some examples of goals from Colorado byways:

- **South Platte River Trail**



Fundamental Goal: Educate and entertain visitors by interpreting the historic significance of early routes for movement across Colorado as people sought their way to and from the country's western frontier.

Develop byway infrastructure such as signage/markers and turn-outs.

Preserve the Byway's intrinsic qualities, such as rural and scenic character, historic and natural resources, (including the diversity of area wildlife) for current and future generations; including managing protecting, and guiding visitor usage to protect area resources.

Provide economic opportunities for local residents through additional jobs and new or expanded businesses.

Expand promotional and marketing efforts to attract more visitors to the Byway and the Byway communities.

Develop a marketing program consistent with community goals and management plans.

Identify linkages with other byways, modes of transportation and attractions.

Inform visitors of important local special events that contribute to the community and regional economy.

Educate local business owners and employees about the Byway and its economic contributions to the area.

Identify funding sources and other needed resources, e.g., personnel, expertise, services.

- **San Juan Skyway**



Preserve the corridor's resources, while developing the Skyway as a sustainable tourist and recreation attraction.

Enhance public education, enjoyment and appreciation of Southwest Colorado's natural and cultural heritage.

Enhance and reclaim those resources that have been degraded.

Seek designation of the San Juan Skyway as an All-American Road.

- **Guanella Pass**

Manage the natural resources and human use in a sustainable manner that restores, conserves, and protects the diverse plants, animals, and ecosystems along the corridor.

Maintain and improve water quality to satisfy federal, state, and local requirements and to satisfy Forest Service standards on federal lands.

Protect, conserve, and enhance the scenic, cultural, archeological, historical and paleontological resources of the corridor

Maintain and improve air quality to satisfy federal, state, and local requirements and to satisfy Forest Service standards on federal lands.

Provide environmental education opportunities to develop a user ethic regarding resource protection where users understand, support, and follow the rules, regulations and guidelines along the corridor.

Manage recreation opportunities in locations to enhance visitor experience, provide for user safety, and protect the ecosystem.

Improve water quality.

Develop multi-jurisdictional, cooperative management of resources and recreation along the Byway.

Maintain appropriate access to support the various uses along the corridor.

Provide interpretive and educational opportunities related to the natural and historic features so visitors may develop an appreciation for the unique qualities of the corridor.

Consider the reciprocal relationship between the CMS and its impact on local communities, citizens, businesses, and private property owners.

Develop monitoring and evaluation strategies to ensure the long-term protection of the Byway's intrinsic qualities.

Manage the corridor in a way that considers existing uses and respects designations of adjacent lands, including the Georgetown-Silver Plume National Historic Landmark District.



### **Creating Objectives**

Objectives quantify what will be accomplished and when. The objectives provide milestones of success as you begin implementing the strategic plan. An objective should include the following information:

- What will be done?
- How much will be done?
- When will it be accomplished?

Objectives must be related to the goal. They must be specific, quantitative, and measurable. Meaningful objectives include numbers.

Here is an example of goals and objectives from the Grand Mesa Scenic Byway:

**Goal One: PUBLIC PARTICIPATION**

*Ensure opportunities for ongoing public participation in Byway planning and activities.*

**Objectives:**

- Notify public of Byway meetings, plans, and projects.
- Hold public meetings annually to determine public perception of impacts on Byway, desired and otherwise.

**Goal Two: MONITOR VISITOR IMPACT**

*Evaluate existing visitor services and determine impacts of increase in local state, national and international visitors resulting from national byway designation.*

**Objectives:**

- Consider needs of multi-lingual and multi-cultural populations. Evaluate visitor services.
- Monitor visitor impact to Byway resources, environment, and economy.

**Goal Three: ADMINISTRATION**

*Ensure long life for the Byway Association.*

**Objectives:**

- Create new membership category to raise funds for half-time staff position to develop and maintain Byway membership and manage projects.
- Develop and/or strengthen partnerships with individuals and organizations that provide public and private services on Byway.
- Develop mutually beneficial partnerships with concessionaires, lodge owners, and recreation groups.

**Goal Four: PRESERVATION AND PROTECTION**

*Preserve and protect the intrinsic resources of the Byway.*

**Objectives:**

- Develop recommendations for a comprehensive trail plan.
- Provide information on financial incentives and easements to Byway landowners.
- Work with existing laws and regulations to preserve, enhance, and improve Byway.
- Use interpretive media to instill in visitors a desire to protect and preserve Byway resources.

**Goal Five: MARKETING AND PROMOTION**

*Market and promote Byways unique attributes and year-round opportunities.*

**Objectives:**

- Promote use during spring and fall.
- Develop marketing materials in partnership with other agencies and businesses.

## **Goal Six: OPERATIONS AND MAINTENANCE**

*Ensure quality operation and maintenance of all Byway information centers for the benefit of visitors and operating agencies.*

### **Objectives:**

- Raise funds for operation and maintenance of the Welcome Center and administrative overhead costs of the organization.
- Develop short and long term maintenance program for visitor information centers. Provide training to volunteers (annually).
- Hire a professional architect to prepare historic structure assessment and preservation plan for Lands End Observatory Visitor Center.
- Provide quality visitor services at all visitor centers.
- Work with all agencies to acquire funding to bring roads and facilities up to modern standards while maintaining the scenic and historic status of the Byway.
- Update and implement business plans for visitor centers.

## **Goal Seven: VISITOR ORIENTATION**

*Provide orientation signage and materials to inform corridor users, enhance scenic and recreational experiences, and encourage a safe experience for all visitors.*

### **Objectives:**

- Provide adequate and accurate information signs to enhance the experience of corridor users and encourage safety.
- Meet ADA requirements for accessibility, restrooms, and other areas.
- Train volunteers to direct visitors to areas and activities best suited to their needs and interests.
- Design marketing materials to inform visitors of the levels and varieties of Byway experiences prior to arrival.

## **Goal Eight: INTERPRETATION**

*Interpret the significance of Grand Mesas intrinsic resources and instill a sense of history and perspective in visitors.*

### **Objectives:**

- Prioritize development and installation of interpretive signage as defined in the Exhibit and Interpretive Plan.
- Schedule implementation of the Exhibit and Interpretive Plan.
- Create personal interpretive services such as wildflower walks or touring the mesa by moonlight.
- Prepare detailed interpretive plan for Lands End Observatory with personal and non-personal interpretation.
- Prepare plan to restore Raber Cow Camp buildings and Lands End Observatory to their original condition.

## **GOAL NINE: IMPROVEMENT**

*Provide plan for improvements along the Byway.*

### **Objectives:**

- Improve Lands End Road from Highway 65 to the Observatory.
- Provide rest rooms that meet ADA and Health Department standards.
- Provide a group picnic shelter.
- Provide conference room on Grand Mesa for 25 to 40 people.
- Improve trailheads.
- Improve and develop overlooks.
- Study Forest Service CIP (Capital Improvement Plan) to determine if the Byway could assist in obtaining funding for these projects.



## **Developing Strategies**

Once the group has made decision regarding the most desired solution for accomplishing a goal, the next step (generally one which frustrates groups the most) is to develop a sequence of actions, which will lead to the accomplishment of that goal. Goals and objectives are implemented through carefully selected strategies and action steps. A strategy describes a set of actions that when completed, will help to bring about the results described in an objective. A strategy should be expressed as a single, positive, declarative sentence.

Action steps are the equivalent of the "to do" list for a strategy. Generally, action steps can be assigned to an individual or group and are of short duration. Action steps require much work and indicate some of what must be done to implement the strategy. A similar project in your county would involve different agencies and individuals and would thus require different steps.

Some issues will predictably take substantial time to resolve. Most frequently these are questions of money and power - who will pay?

Even more intractable are the issues of alternatives. One "solution" is NOT always best!

## **Putting Thought Into Action**

The action plan should specify *who does what* and *at what time*. In developing a plan, the group might consider some of the following questions:

- Does the plan specify a series of sequenced tasks, which need to be completed if the goal is to be reached? Are any linking tasks overlooked?
- Does the 'action plan clearly identify who does what and when?
- Are all the needed resources for completing each of the tasks clearly identified?
- Does the action plan, when relevant, include getting the required authorization from those in authority and/or from constituents?
- Does the plan clearly assign responsibilities for carrying out each of the tasks and coordinating the process?
- Does the plan clearly define the roles of all persons involved?
- Does the plan provide for evaluation and revision if they are needed at some future date?

## **Preparing the Action Plan**

Step 1: Brainstorm a list of all tasks, which need to be completed if the goal or major tasks are to be achieved, no matter how obvious they might initially seem.

Step 2: Sequence the tasks starting with those that need to be completed first until the final tasks.

Step 3: Assign responsibilities for completing each task on the list. This is a good time to identify any additional resources or support which are needed to complete each assigned task.

Step 4: Estimate how much time each task will take to complete and set a realistic target date for completion. As a rule of thumb, avoid going with an optimistic time limit, which assumes that everything will go right. Use a time estimate, which falls between the most likely and the most pessimistic estimate. Applying such rule will avoid pressure and frustration later.

Step 5: Finally, make sure that everyone is clear about what he/she is to do and who is responsible for coordinating the overall plan.

Example: Below are two examples of action plans developed by Colorado Byways.

## West Elk Loop Action Plan

The following are the short and long-term action items that will be needed to implement the Marketing element of the management plan.

### 1. Short Term Action Plan

Action Item	Time Frame	Responsibility
Establish formal contact with outside marketing entities and identify the goals and objectives of the Byway Organization with respect to internal and external marketing.	November 2000	Individuals on each of the three Byway Chapters who have established relationships or interest in serving as a liaison.
Develop grant application for the development of a Byway brochure.	November 2000	Steering Committee designees.
Determine the format and draft content of the Byway brochure.	November 2000	Steering Committee working group.
Finalize camera-ready brochure and print.	As grants/funds are available	Steering Committee working group.
Provide brochures to local visitor contact points.	Upon printing	Individuals on each of the three Byway Chapters within their geographic area.

### 2. Long-Term Action Plan

Action Item	Time Frame	Responsibility
Maintain coordination with the outside marketing entities and provide guidance and input as appropriate.	Ongoing	Individuals on each of the three Byway Chapters who have established relationships or interest in serving as a liaison.
Continue to supply local outlets with brochures as needed.	Periodically	Individuals on each of the three Byway Chapters.
Review internet sites, especially the CDOT State Scenic Byway web site, for marketing content and opportunities.	Annually	Individuals on each of the three Byway Chapters.

### 3. Monitoring Plan

Action Item	Responsibility
Review marketing/informational materials of outside entities with respect to the Byway as occasion permits.	All members of the Byway Chapters as they become aware of them.
Monitor success of the brochure and the effectiveness of its messages as judged by comment, and evidence of behavior with respect to the Byway and its resources.	All members of the Byway Chapters as they have information to share with the group as a whole.

## Gold Belt Tour Action Plan

Below is a page from the Gold Belt Tour Scenic Byway Partnership Plan. The chapter on goals, objectives and actions is divided into three sections: overall byway goals, specific road segment goals, and specific community goals. The section addresses specific community goals for the town of Florissant.

### Florissant

1. **Quality of Life Goal** - Preserve the historical integrity of the community.

**Objectives:**

Preserve the significant historic features of the downtown.

Implement the Cultural Resources goal as identified in the Partnership Plan

**Actions:**

The community of Florissant will work to preserve: the Florissant Heritage Museum, historic 1887 schoolhouse complex, Fortification Hill and the Ute battlefield, and the historic downtown district.

**2. Economic Health Goal** - Develop economic structure to capture the tourism business generated as a result of the Gold Belt Byway.

**Objectives:**

Encourage tourism related business developments that are consistent with the small rural mountain town with its roots connected to ranching, pioneers, railroads, and stagecoach routes.

Maintain the existing roads, but allow for changes in parking and traffic controls.

Develop a marketing strategy to encourage visitors from the Colorado Springs area to enter the byway via Florissant.

**Actions:**

Encourage entrepreneurs to develop educational auto tours, horseback riding, and a stagecoach service that would take visitors to the Florissant Fossil Beds National Monument and the museum.

Review location of possible changes in parking and traffic controls to determine whether the Colorado Department of Transportation will be involved.

Review current zoning to determine 1) if zoning exists in the community and 2) if zoning needs to be changed to accomplish adequate parking and traffic controls.

Encourage the Colorado Springs and Woodland Park tourism agencies to market Teller County 1 to people wanting to learn about fossils or history.

## **Periodic re-evaluation of your vision, goals and objectives**

When was the last time you drove your byway to look at its assets? Maybe it's time to take another look. One of the first steps in revisiting your vision is to drive the byway with the intent of assessing and studying the corridor. It is best to drive in small groups, so that you can discuss your perceptions with each other. Although you have undoubtedly driven the route numerous times, you are now looking for particular things that you will want to locate on maps and describe.

### **Tools for Re-evaluation**

Before you begin to study your route, assemble some basic items to assist in your task:

- **Maps of the route and the region.** Your local planning office, government, local transportation agency, or state department of transportation should be able to assist you. Property maps from your county tax office will enable you to understand the nature of ownership of property in the area adjacent to the roadway. Zoning maps, if available, will provide information on current and potential uses of land within the byway corridor.

- **A camera with slide film.** Remember, when photographing a valued resource try to photograph on a sunny day with the resource brightly illuminated. If you wish to use a slide to convince others of the value of a resource, a dismal wintry shot does not express the popularity of the spot for summer weekend relaxation.
- **A video camera** can provide an additional opportunity to record your route. In general such videos are best used for documentation purposes for your group. Unless your group has the financial resources or professional assistance for video production and editing, you will likely find the use of slides better suited to public presentations and promotion.
- **Local experts.** Invite local historic preservationists, botanists, landscape architects, or a local representative of a federal agency, such as the BLM or USFS, who have specialized knowledge about some aspect of the corridor. You might also invite long-time residents of the area to drive the corridor with you. Such residents will be familiar with how the route has changed over time and may know who owns the land.
- **Library research.** Before you drive, researching aspects of the geography, history, and culture of the route or information about particular resources may enhance your findings.
- **An open mind.** As a community member familiar with the route, it is possible you may have overlooked resources not associated with your personal use or enjoyment of the route. Drive slowly and keep asking yourself and your companions: "Why do we like this route? Why is it special?"

## What are Critical Resources?

Drive your route and become familiar with all the structures, views, landscapes, and communities that exist throughout its length. This is best done in groups, at different times of the day, and if possible during the different seasons (views change dramatically between summer and winter in many areas). Take slides of both general character and significant resources for your reference and to present during meetings. Overall, what do you value the most? Is there consensus regarding the value of a particular resource? What gives the road corridor its special character? What about the intangible resources represented in community traditions and culture? Note all these resources on a map for future reference.

One by one imagine a resource gone. How would you feel if the old schoolhouse by the ancient oak were gone? Upset? If you are, this may be a good indication that the old schoolhouse is an important asset. But wait. Did you consider the ancient oak as well? Is this not also important to the schoolhouse? Would the schoolhouse be the same if the ancient oak were to be cut down in a road-widening project? Remember, the context of a resource, such as the landscape surrounding the schoolhouse, is often as important as the resource itself.

In a similar manner, if the disappearance of the old schoolhouse would seem of little concern to your community, it is probably not an essential element determining the character of your scenic byway.

Using this technique, your organization should be able to decide quickly on the key assets and liabilities along your route. It is unlikely everyone will agree on every detail, but if most everyone does agree on the value of old schoolhouse, you will have a good point of beginning.

Local residents often take for granted structures and landscapes that they view every day. Sometimes it takes an outsider to point out the uniqueness of your corridor or remind you of the value of a particular resource. Soliciting the opinion of visitors about what they like along the route will enrich your assessment.

You should also consider important resources that are not visible from the road as you drive. Are there special tourist destinations, such as a national forest or park, just beyond the view shed of the road, which should be considered resources of the corridor? Any outstanding resource, which is easily accessible from your byway and relates to its special qualities, should be included in your resource inventory.

Lastly, consider the intangible resources associated with your route. What cultural and community attributes distinguish your route from others? Make note of special festivals, traditional living patterns, ethnic and religious influences, and regional qualities.

Remember that driving a scenic byway is a kinesthetic experience, that is, part of the pleasure of the roadway is the sensation of driving through it - being in touch with the landscape through motion. You may experience the exhilaration of ever-changing vistas as you wind through the mountains, each turn unfolding a dramatic change in landscape and view. Consider the effect of sunlight passing through a tree canopy on a country lane. As you travel down the roadway dappled sunlight and shadows pass over the car accentuating the movement and integration with the landscape. In a similar fashion, grain fields or orchards accentuate travel as row by row the crops pass by, converging in a distant perspective. In urban areas, the kinesthetic experience may be revealed through the interactions with an approaching skyline.

Let's look at the old schoolhouse and ancient oak again. The old schoolhouse, due to its architectural style and date of construction is clearly an historic value. It is also possible, if a particular immigrant group constructed the schoolhouse, that the schoolhouse represents a cultural value-clearly documenting the social history of the area. And remembering the ancient oak, if the species, age, size, or configuration of the tree is significant, the tree is considered a natural value. The potential combinations and impacts can be limitless.

As you travel your corridor to evaluate the intrinsic qualities, note each resource that represents a reasonable example of a particular category (scenic, historic, etc.). The determination of the importance of one resource over another will be made later in the byway process. At this point you should be looking to assemble a list for your future reference. And as you travel your route note the resources on an Intrinsic Qualities Map. You may want to develop a notebook for comments. Take slides of the resources for a permanent record and to use at presentations to explain the special resources your route possesses.

Numerous sources may be consulted for more detailed information about your corridor's resources. Ask your state historic preservation office about the sites and buildings listed in the National Register of Historic Places. Consult National Register Bulletin 30 for a list of landscape characteristics that may be considered important resources in your corridor. Your state historic preservation office or other agencies may have already conducted surveys on part of the corridor. In addition, local preservation organizations or historical societies, libraries, garden clubs, recreation clubs, federal agencies (such as the USFS or BLM), university archives and departments should be contacted for any surveys or inventories they might have. Contact state or regional offices of environmental organizations such as the Trust for Public Land, the Nature Conservancy, the Environmental Defense Fund, and the National Audubon Society. Your state department of transportation may have conducted an inventory of highway resources. Additionally, many state departments of transportation have planners, environmental engineers, and historians on staff that may be able to provide you with additional information or resources.

## Existing Conditions

Beyond the six intrinsic qualities that help to identify a scenic byway are the other existing conditions that must be inventoried to understand fully all aspects of the route.

The identification of existing conditions will provide a valuable document for your group to refer to as you implement your corridor management plan. In order to develop an effective vision and goals and to implement the appropriate tools and techniques for managing the route, you need to understand what you have before you can determine what you would like to see.

Existing conditions identify the following factors:

- **Regional patterns.** Is the area experiencing growth? Is there a decline in population? Are there proposed regional facilities (highways, airports, prisons) that could impact on your community?
- **Topography.** What is the contour of the land? Is the land in the corridor flat, gently rolling, hilly, or steep? Is there great variation in the contour?
- **Physical conditions.** What is the relationship of the roadway to the landscape? Is it elevated or depressed? Is it straight or winding? How many lanes wide?
- **Environmental conditions.** Are any areas particularly important as either environmentally sensitive or hazardous? Are there important wetlands, for example, or hazardous waste sites?
- **Land use.** What types of activities and land use occur along the corridor? Residential? Commercial? Industrial? Institutional? Agricultural?
- **Traffic.** What is the volume of traffic on the road? Is there traffic congestion at times on the road? Are there different volumes at different times of the year? Is the traffic auto, bus, commercial, agricultural, or recreational? Is the byway corridor ever used for sheep or cattle drives or as a migration path for wildlife?
- **Safety considerations.** Are any areas particularly dangerous or high in accidents? Does the road manager provide guardrail, lighting, or warning signs?
- **Americans with Disabilities Act (ADA).** Are there facilities, resources, and services accessible by the disabled? Consider the physically, visually, and hearing impaired.
- **Utilities.** What is the nature of the utilities? Overhead wires? Regional electric transmission or gas lines? Irrigation canals? Do such facilities run parallel to the route, or cross the corridor? Where? Do the utility companies top trees or work around them?
- **Signs.** Are there business signs along the route? Are they regulated in any way? Are directional signs consistent and adequate for visitor orientation?
- **Highway Directional Signs.** Are highway directional signs adequate for visitor orientation? Is any additional visitor signage and orientation system provided?
- **Billboards.** Are there billboards along the corridor? Is there any local or state regulation of billboards? Do they advertise local or national products and services?

Any physical or use characteristic (traffic congestion, for example) associated with the roadway at the time of your inventory and survey is an existing condition. Be thorough in your survey. A complete inventory of existing conditions will, in particular, help isolate intrusions or problems with the corridor and will be especially important when your group begins developing a corridor management plan.

Locate the existing conditions on an Existing Conditions Map. You need only include the major conditions influencing the route. Slides of negative existing conditions can be an effective tool in convincing the community of the need for action.

## **What is a Corridor?**

This question plagues most every byway advocacy group. The definition of a corridor may be difficult, because there are no rules. The final definition of your corridor is likely to evolve as your group begins to study, learn about, and evaluate the roadway and its environment.

For the purposes of a scenic byway, a corridor is the area adjacent to or influencing your route. A corridor has a determined length and width. The corridor, as your group defines it, will be the area for which a management plan will be developed. In some instances, effective management of a scenic byway may involve a corridor management plan for a central or primary corridor, and a secondary plan addressing more distant resources less easily managed or less critical to the maintenance of the primary resource.

Simply, your corridor should be of a length necessary to incorporate the special resources and qualities outlined in your vision. Ideally, this will occur at a point of distinct change in land use or environment-visually signaling a change in the traveler's experience-such as the edge of town, the peak of a hill, or a river crossing. Frequently, however, no such distinct change occurs, and you must make your determination based on the concentration of resources, planned development, political boundaries, or highway policy.

What determines the corridor's width? In simplest terms, the corridor includes all the areas that visually impact the experience from the roadway. If your roadway is bordered on both sides by dense trees and shrubbery only a few feet from the edge of the pavement, your corridor will be very narrow. Should the trees break, however, and a view is provided to distant mountains, you have a very broad corridor to consider.

Drive your roadway and simply look to see how far and to what distant sites your eye can travel. Everything that is within your sight from the roadway is called the view shed. In terms of analysis, this will give you the basic width of the corridor.

Once you understand the basic corridor, you must determine to what extent and to what degree you can effectively manage the view shed. Obviously, the more extensive the view shed, the more complex a management plan will be. You do not have to include the whole view shed as your corridor for management purposes!

Please note there are non-visual influences that may impact your corridor as well. Be sure to consider the impacts a new corporate headquarters over the next ridge may have. Could this development lead to increased traffic demanding widening of your scenic byway? Could it lead to new residential development of the area, as newcomers discover the attributes of your byway corridor?

Once you have identified your corridor in its broadest terms visually, and have made an assessment of influences and impacts that may influence the byway at a more regional level, you can begin to determine the extent of the corridor appropriate and reasonable for you to manage through a corridor

management plan. At this point, with the basic land area defined, you can begin to review the corridor for the presence of resources that reflect the six intrinsic qualities.

## **Reassess Tourism Resources**

Scenic byway designation and corridor management are usually accomplished first for the sake of the local residents of the corridor and region. A scenic byway is a framework for building local pride and community spirit, undertaking planning, and implementing actions that benefit community character for local byway users.

Some communities have also been interested in scenic byway designation as a way to promote tourism as a source of economic development. As with the existing conditions survey of the corridor, an analysis must be made of the resources currently used or available for tourism.

You must reassess your tourism resources. Tourism resources include all the attractions that would draw outsiders to your region and will include many of the intrinsic qualities you have already identified. What are your competitive advantages? Will the special scenery of your corridor, the historic villages, local museums and festivals, rock climbing opportunities, Native American sites, or the waterfalls attract tourists? Or will they come to shop for antiques, visit regional wineries, or eat the local cuisine? Given the tourism resources you identify, are your expectations for visitation realistic?

Your group should also consider the availability of tourist support services. Do you have adequate hotel and restaurant space to accommodate the tourism you want to attract? If not, where should it be developed, and what should it look like? Do you want visitation by buses and recreational vehicles? If so, can the byway accommodate them, and is there adequate parking for such vehicles? Does your community have adequate public restrooms? Do you have medical facilities or emergency medical technicians in the case of emergencies? Do you have brochures, maps, interpretive kiosks and displays, and directional signs so that tourists can find their way to, and can appreciate, the resources of the corridor?

## **Products of the Reevaluation**

Having reevaluated the six intrinsic qualities, existing conditions, special attractions and facilities for tourism, and understanding what the resources are, you should possess the following items:

- Map of the corridor
- Map of the six intrinsic qualities indicating the location special qualities and relationship to the byway of each.
- Map of the existing conditions along the route.
- Map of tourism facilities: special attractions destinations services infrastructure. You may want to reference elements of the six intrinsic qualities pertinent to tourism.
- Slides of the intrinsic qualities and existing conditions.

Possessing this thorough reevaluation of the byway you are now equipped to accurately reassess the byway and corridor and refine or develop a new vision for the byway.



# ORGANIZATION

The Colorado Scenic and Historic Byways Program is founded on the grassroots efforts of local byway organizations. Every designated byway has a local organization charged with the responsibility to manage and direct the efforts of the scenic byway. The program's success depends on local leadership and community-based organizations. As is the case across the country, the individual byway organizations are as varied as the byways themselves.

*Adapted from the America's Byways Resource Center Tele-workshop fact sheet, October 2, 2002*

## **What organizational model works best?**

Most byway organizations began as a small group of active citizens. These were the individuals who identified the byway and developed the nomination for designation. Often they included representatives from the local chamber of commerce, a historical society, government agency, or local residents. Once they achieved designation, they continued to meet. As activities increased and grant funds became available, they recognized the need to create a more formal organization.

### **Nonprofit Status Helps with Funding**

Newly designated byways eventually head toward a change in organizational status, moving from citizen group to nonprofit organization. The reasons are simple. These informal citizen groups usually need outside fiscal agents and methods to accept money and handle financial transactions. They may also struggle with liability issues, since there may be a lack of legal protection for individuals within an informal structure. When they reach this point, many groups move to a more formal structure, such as a 501(C)(3) nonprofit organization, to alleviate these concerns. Today, nonprofit organizations are very common among byways.

Nonprofit organizations include more than the well-known tax-exempt 501(C)(3) status. The 501(C)(3) designation relates to the Internal Revenue code for a common type of Tax-exempt Corporation. Your byway may qualify for different codes and tax status based on the purpose of your organization. Seek advice from someone who is familiar with the legal aspects of nonprofit corporations before committing to a structure with legal and financial implications for your membership.

### **Government Agencies Sometimes Take the Lead**

One common and easy organizational structure places leadership responsibilities for byway planning and oversight with a single government agency. Frequently, the governmental entity where all or most of the byway is located oversees managing the corridor, typically as part of a broader management plan. The agency may assign a staff person to commit a certain amount of time to the byway. A partnership with a government agency provides the ability to access agency skills and expertise on a variety of topics. Common byway leaders are the USDA Forest Service, Bureau of Land Management, or National Park Service.

### **Memoranda of Understanding and Joint Powers Entities**

When the partners in a byway organization are agencies rather than individual citizens, other types of byway organizations may evolve. Two formal organizational types are the cooperative agreement and the joint powers entity. Cooperative agreements, generally termed an interagency agreement or memorandum of understanding (MOU), can be a useful tool for unifying the efforts of multiple agencies (public, private or both). The actual agreement, a written document, can range in complexity from a general statement of cooperation to a more comprehensive document that outlines specific procedures for accomplishing shared goals.

An MOU can be established between a government agency or nonprofit group and a marketing group to monitor commercialization of byway boundaries. A nonprofit organization and a government agency can also establish an MOU.

What if your byway is comprised of several government entities? A joint powers entity is another formal way for government agencies to work together. The foundation of a joint powers entity is a formal written agreement that legally defines the roles and responsibilities of the member agencies. This can streamline decision-making processes when you have many government organizations involved. A joint powers board or joint powers entity must be authorized by your state. This structure is regulated and defined a bit differently within each state, and not all states have enabling legislation. There are no joint powers entities among byway organizations in Colorado.

Examples of these agreements are found in the appendix of the “Assessing Best Practices” report. The Dinosaur Diamond developed a MOU for its partners; the Gold Belt Tour has a cooperative agreement between the managing agencies.

### **Friends of the Byway**

Within the various types of nonprofit structures, organizations such as "friends groups" and foundations may increase opportunities and efficiencies for byways, too. It's possible that the type of organizational structure may restrict a byway's ability to seek and accept certain types of donations. For example, some private foundations will only donate to nonprofit corporations. In this case, a properly registered nonprofit friends group may serve as a bridge. Famous for helping public libraries, friends groups have hosted book sales and other fundraisers to expand library resources. Their organizations serve as a terrific model for byways.

### **Organizational Status May Change**

As your group grows and changes, so should your thinking about the group's structure. When your size and needs change, it may be time to try something new. Groups do not need to be attached to one structure forever. A group may start as an informal citizen group and eventually form a nonprofit corporation. A byway that is led by a government agency may add a nonprofit friends group. A nonprofit organization may become a partner in an interagency agreement. Endless options and arrangements exist for byways.

## **What Makes a Byway Group Successful?**

Here are the top ten reasons why an organization is successful (*from The Successful Volunteer Organization, by Joan Flanigan*)

1. Clear goals
2. The will to succeed
3. Focus on a limited number of goals
4. A plan and timetable to reach goals
5. Tangible results
6. Exciting programs
7. Fun
8. Strong board of directors
9. Dependable income
10. Up-to-date bookkeeping

## Recruiting Byway Leaders and Volunteers

*Adapted from the Heartland Center for Leadership Development and the America's Byways Resource Center, "Making The Grassroots Grow: Building and Sustaining Byway Organizations." July 2003.*

### Byway Leadership

Certainly, one person can ignite the passion of many others. Over time, however, one person may not be enough to carry the torch. What if a credible and influential volunteer started the byway organization, but now he or she's moving or retiring? How do you keep your coalition and partnerships going? Recruiting new byway members and leaders requires ongoing efforts. Byway groups may want to use *succession planning* to identify and groom future leadership for the organization. By planning ahead, there will be smooth transitions as the people within an organization change.

Understanding the make-up of your community allows you to analyze the leadership pool and know when a section of the community isn't represented. Your answer to "Who's not here?" helps you develop a plan to increase involvement and target the areas that aren't represented.

Current leaders are in the best position to draw new leaders into community activities. Visibility, position/authority and example are powerful tools to use in persuading others to become involved and take on some responsibility. Rather than depending on the same people again and again for help with certain tasks, analyze the skills needed for the job and seek out a new helper. By looking at skills rather than names, you can discover leadership potential and involve new people in a byway project.

Try involvement in degrees. Ask for help with small, simple tasks that allow people to grow into larger commitments. Gradual involvement helps leaders emerge and builds a cohesive group at the same time. Keep in mind that even the smallest, most limited volunteer effort can be part of the leadership activities of a community. What's important is seeing how each contribution fits into the whole picture. The simple technique of recruiting new leaders by asking for help becomes very effective when the task is defined by time commitment needed, the skills to be used and the contribution that the completed task will make.

Finally, practice good time management by keeping meetings focused and organized. A reputation for efficiency always helps recruiting efforts. Build on the reputation of your group as effective and important to the community. Reports, newsletters and public awareness can do this formally, and word of mouth works informally.

### Characteristics of Effective Groups

Effective groups are characterized by:

- Discussions that involve all members.
- Active listening.
- Free expression of feelings and ideas.
- A cooperative friendly and supportive climate.
- Free expressions of disagreement.
- Commitment to goals.
- Members who enjoy their group affiliation.

It might be helpful to post this list as a reminder at each meeting.

## **Attracting Volunteers**

Looking around the community and familiarizing yourself with other organizations can help build your volunteer base, no matter what the population or location of your byway. Use events, such as dedication ceremonies, as an opportunity for volunteer recruitment. Identifying byway stakeholders and related organizations allows you to effectively reach prospective volunteers in the community. More volunteers and partners help break up the load of responsibility and build positive momentum for your byway.

Match your recruiting style to the personal motivation of the byway leader. Self-interest may be intellectual or social, but it is the foundation of volunteer efforts. Understand why prospective volunteers might be motivated to help. What are the advantages and rewards of assuming a leadership or volunteer role? A "premium" can be anything from a trip to a convention or a workshop to a certificate of appreciation.

For more information about sustaining byway organizations, check out "Assessing Best Practices." In this document you'll find information about how Colorado byway organizations manage their activities. The following set of principles related to the sustainability of local byway organizations are discussed:

## **Byway Organization and Management**

1. Understand who has a stake in your byway and involve them from the start.
2. Establish a collective mission or vision for your byway.
3. Clarify and document commitments from your byway partners.
4. Agree - if there is not agreement on the problem, there cannot be agreement on the solution.
5. Build local capacity.
6. Network with other byway organizations and agencies.
7. Identify and solidify a management team and a home for the byway organization.
8. Develop an organization that sustains itself over the long haul.
9. Honor and respect different values and decision-making processes.
10. Remember that actions speak louder than words

## **PARTNERSHIPS**

Partnerships are one of the keys to maintaining a strong byway organization. Think about the following principles when developing your byway partnerships:

### **Collaborative relationships and partnering**

1. Understand people and politics.
2. Identify who benefits.
3. Learn to appreciate the legal parameters of each partner organization.
4. Identify mutual interests.
5. Define appropriate roles and responsibilities. (Develop written MOU's between partners.)



Here are some tips for helping to develop sustainable partnerships:

**1. Get to Know Each Other**

Partnerships grow best on a firm ground of mutual knowledge and understanding. Learn about the values, priorities and limitations of potential partners, and show them how they will benefit from collaboration. *For example: The San Juan Skyway does a driving tour around the byway every so often with as many partners who can attend – the purpose is to talk about goals, objectives, and actions planned that the byway could be a partner with.*

**2. Maintain Open Communication**

Establish and maintain open lines of communication between key contacts at each partner organization. This is essential, particularly for partnerships consisting of organizations with no history of cooperation. *For example: The Gold Belt does a newsletter and numerous byways send out minutes of their meetings; West Elk Loop used a website to communicate with its partners during the development of the corridor management plan.*

**3. Break New Ground and Old Habits**

Reach out to new and unlikely collaborators. Effective partnerships will acknowledge and overcome stereotypes, develop new habits of cooperation, and curb unrealistic expectations. *For example: Mount Evans includes as its partners such diverse organizations as the Denver Garden Club, Denver Botanic Garden, University of Denver, Denver Mountain Parks, USFS, Clear Creek County Tourism Board and Atlas Snowshoe.*

**4. Share Decision Making**

Share the decision making authority and responsibility equitably with the participating partners. All partners must feel welcome and believe that their contributions are valued. *For example: Gold Belt Tour had an incident where a member of their steering committee wanted to de-designate a portion of the byway. Rather than work through the organization, she wrote letters to everyone from the State Director of BLM, the Governor, Senator and State Legislative members. Fortunately, all directed her back to the organization. They brought in a facilitator, held a special meeting to hear all sides of the argument and then voted. The motion to de-designate was turned down, but in response to her concerns, one of the first action items implemented from the CMP addressed a problem that resolved the issue.*

**5. Share Responsibility & Costs**

Partners need to be clear about what they can contribute to any project, whether it is time, money, or influence. Define the roles and responsibilities of partners up front. *For example: West Elk Loop developed their partnership agreement back when they were going for the byway designation about 10 years ago. All their partners signed agreements to show their commitment to the organization - they still hold those agreements and occasionally pull them out to reinforce the commitment. Most provide time and resources rather than money.*

**6. Work Toward Shared Goals**

Partnerships should be based around shared goals that reflect the mutual self-interests of the participating organizations. Be aware that the missions of other partner organizations differ from your own, and understand the potential consequences of the partnership's actions for each of the partners. *For example: The Gold Belt has a good relationship with the Cripple Creek /Victor Mining Company. The mining company has provided matching funds for grants to develop interpretive sites about mining in the Victor area. The company also worked with the byway group and its partners to help get approval and support for the realignment of SH 67 and construction of a new bridge over Arequa Gulch. The bridge and realignment allows the company to expand its operations, while also providing a scenic pullout to enable travelers to view the Sangre de Cristo mountain range and the valley far below.*

**7. Be Realistic**

Know what your partners can afford to contribute to partnership projects, both in terms of time, money and other resources—and know what additional resources are available from outside sources. ***For example:** The San Juan Skyway’s Red Mountain Task partners have limited funding, but had time to help strategize and gain support for their ambitious project. They then worked with the US Forest Service, one of their partners, and the Colorado delegation to Congress to get support for a Land and Water Conservation Fund grant to purchase the land, and enlisted the Trust for Public Lands to oversee the project and handle the land transfer to the USFS.*

**8. Identify Leadership**

One organization or individual needs to take on a leadership role to sustain the partnership. The leader must not abuse the leadership position to forward an individual agenda. ***For example:** Grand Mesa, Frontier Pathways, West Elk Loop, Pawnee Pioneer Trails all have a board of directors with an appointed president; Other byways like San Juan Skyway, South Platte River Trail, Peak to Peak have less formal organizations and self-appointed leaders who have the respect of all partners.*

**9. Secure Commitment for the Long Term**

Most partnerships begin with a rush of enthusiasm. Long-term partnerships, like any strong relationship, require patience, flexibility, inclusiveness, respect for differences and a willingness to accept leadership roles—and a clear understanding from the very beginning about roles and responsibilities. ***For example:** Gold Belt has a signed MOU by all the partners about what they will contribute and when a person who represents a particular partner is leaving, that person makes the effort to appoint a replacement to ensure the partnership is still intact.*

**10. Plan for the Future**

Strong partnerships plan for the future by identifying mutual goals and targeting the human and financial resources required to achieve these goals. ***For example:** The Gold Belt has an action plan that they are almost finished with, which indicates that they have been able to achieve their goals rather quickly. At a recent meeting, they indicated it was about time to revisit their plan since they had accomplished most of their action items.*

**11. Celebrate Successes Along the Way**

Take the time to celebrate the successful completion of smaller projects along the way in order to maintain the enthusiasm for the long-term goals of the partnership. ***For example:** Gold Belt Tour held a daylong celebration of their national byway designation; involved partners all along the byway hosting open houses for invited guests; BLM provided vans and carried the 30-40 person group along for a tour of the entire byway.*



# Chapter 6 - Byway Corridor Management Planning

## Introduction

*Adapted from "Scenic Byways Preparing Corridor Management Plans: A Scenic Byways Guidebook", U. S. Department of Transportation, Federal Highway Administration, 1994.*

The Colorado program emphasizes the conservation of scenic byway's intrinsic qualities in balance with tourism and other economic development activities. The emphasis on conservation is an important and powerful strategy. More than other transportation programs, scenic byways can provide economic opportunities and can conserve essential scenic, historic, cultural, natural, recreational, and archaeological resources.

The Colorado State Byways program has stayed on the "leading edge" of the byways movement and continues to support and conform to the federal directives on the national level. The National program requires the completion of a corridor management plan in order to be designated at the national level. The Colorado Scenic Byways program encourages the development of a corridor management plan as part of state scenic byway designation.

Corridor management plans can benefit all scenic byways programs, no matter what size or scale. The corridor management planning process establishes community-based goals and implementation strategies for the scenic byway to utilize community resources efficiently, to conserve intrinsic qualities of the scenic byway and to enhance its value to the community. But they need to be re-evaluated every few years to ensure the ever-changing community goals are being addressed.

The best scenic byway corridor management plans are the product of a close working and planning relationship between the community, establishing the vision and setting the goals for the scenic byway, and the professionals, contributing technical expertise and prescribing practical standards and effective practices to implement the plan's objectives and strategies. The creation of a management plan with realistic priorities, schedules, budgets, and work plans makes efficient use of community resources, public and private, professional and volunteer.

## What is a Corridor Management Plan?

A corridor management plan is a community-based strategy to balance conservation of byway corridors' intrinsic qualities with the use and enjoyment of those same resources. Simply put, corridor management planning allows communities to consider all the ways that they want to use and benefit from the scenic byway and its intrinsic qualities and still maintain the integrity and value of those qualities.

The corridor management plan can maximize the value of scenic byway activities and increase the efficiency of management by identifying which programs and activities are complementary, redundant, or conflicting, and which activities are most effective in supporting the conservation of the scenic byway qualities.

## Benefits of Corridor Management Plans

There is growing recognition of the value of developing and implementing a corridor management plan, especially in a process that works closely at the local level and incorporates the diverse interests of the corridor communities. As changes develop along the scenic byway corridor, the corridor management plan directs responses that will be in harmony with the vision created by the community. In addition, the corridor management plan can increase the efficiency of resources expended to

manage the corridor. The many agencies, community group, and partners supporting the byway can use the corridor management planning process to coordinate their roles, responsibilities, and programs as well as to identify any missing resources or program gaps. The community's involvement in the corridor management planning process increases community pride and appreciation of local resources. This also encourages ownership and participation.

### **Characteristics of Corridor Management Planning**

The following items depict characteristics of corridor management planning:

- The process is dynamic, continuous, and adaptive.
- It creates a planning and management framework based on a vision statement for the byway.
- The corridor management plan provides a strategic direction for long-term management; it generates action plans for short-term implementation.
- The efficiency of efforts to maximize benefits and conservation will be increased by focusing and coordinating efforts on behalf of the scenic byway.
- Community participation in planning, managing, and receiving the benefits of the scenic byway is increased.
- Scenic byway corridor management planning coordinates with other planning efforts for the area through which the scenic byway passes.
- The corridor management planning process involves a broad cross section of stakeholders in the scenic byway and its corridor.
- The corridor management plan is based on technical information developed by agency and organization staff, consultants, or local experts.

### **Corridor Management Plan Activities**

When you first developed your corridor management plan, you probably completed several key activities that helped set the direction and parameters of the plan:

1. Established the byway planning group
2. Developed a Vision Statement
3. Prepared an Intrinsic Quality Inventory

A number of years may have passed since you completed this process, so it would be advisable for your byway organization to take another look at the results of these activities to see if things have changed.

### **The Byway Planning Group**

To develop the corridor management plan, the byway planning group created a planning process that was logical and comprehensive. Does that still hold true? As scenic byways are always subject to change, the planning process needs to be flexible, providing a forum for public involvement and a framework for decision-making. The corridor management plan should not be a tidy study resting on the shelf, but a living process that responds to changes as the skills of management increase, the community evolves, trends change in tourism, travel and recreation, or other events influence the scenic byway and its corridor.



The byway planning group needs to incorporate the interests of all scenic byway users and stakeholders. Typically a scenic byway has a number of different users including tourists, commuters, and commercial traffic. Many different groups in the community have and expectations for using the scenic byway, such as homeowners along the road, businesses which cater to tourists, and the agencies and organizations that have responsibility or interest in managing the road and associated resources in the corridor. An effective corridor management plan summarizes the interests of all the users, prioritizes their needs, balances complementary and conflicting uses, and builds support for scenic byway management. The corridor management plan should incorporate the diverse forces of the community to cooperatively manage the road and the corridor.

The general public should be kept informed and involved throughout the planning and implementation process. The byway group should have regular meetings open to public participation and should plan special meetings or other activities to gather public input. Opinion surveys, newsletters, field trips, and press stories are some techniques for creating public awareness and receiving public comment.

## **Key Elements of Corridor Management Planning**

Following are the components that are strongly recommended for Corridor Management Plans by the Federal Highway Administration.

### ***LOCATION***

- *Corridor Map (USGS or comparable quality)*  
Show on the map the corridor boundaries (length and width), the location of intrinsic qualities (recognizing that the scale of the map may prevent you showing all details -- just get in as many a possible), and the different land uses (what land within the corridor has been zoned by your county or town). USGS maps are recommended because they are available for the entire U.S. and provide excellent details of landforms and building locations.

### ***PHYSICAL DESCRIPTION***

- *General Review of Road (Safety) Narrative*  
Discuss design standards concerning any proposed modifications (e.g., shoulder improvements, road widening, curve straightening) to the roadway. This discussion should include an evaluation of how the proposed changes may effect the intrinsic qualities of the byway corridor. Discuss how the shape (length & width) of the corridor was determined (as is shown on the map described above) by identifying why the endpoints were chosen and why the width is the same or variable along the length.
- *Highway Design & Maintenance Standards*  
Provide a general review of the roadway's safety and accident record to identify any correctable faults in highway design, maintenance, or operation. The idea is to locate hazards and poor design that may be a problem for drivers who are not familiar with the route and identify the possible corrections. This information is typically available at the State DOT or from the State Police.

### ***INTRINSIC QUALITIES***

- *Intrinsic Quality Assessment*  
Evaluate the intrinsic qualities as to which are of local, regional, or national importance, and identify their context within the areas surrounding them. There should be at least one substantive paragraph for each intrinsic quality identified.
- *Intrinsic Quality Management Strategy*  
This narrative shows how the intrinsic qualities will be managed and identifies the tools that are used to do this (e.g., zoning, overlay districts, easements). Recognize that the level of protection

for different areas along a National Scenic Byway or All-American Road can vary, with the highest levels of protection given to those sections with the most important intrinsic qualities. All nationally recognized scenic byways should, however, be maintained with particularly high standards, not only for travelers' safety and comfort, but also for preserving the highest levels of visual integrity and attractiveness.

- For All-American Roads, the Corridor Management Plan must show that the protection tools are being implemented by the communities along the byway prior to designation
- *Interpretation Plan*  
Describe plans that are in place, or are planned, within the communities along the byway (such as museums, seasonal festivals that interpret the culture, existing State historical markers) to interpret the significant resources of the scenic byway to visitors.

### ***VISITOR NEEDS & EXPECTATIONS***

- *Visitor Experience Plan*  
List and discuss the efforts to minimize any intrusions on the visitor experience and identify the plans for making improvements to enhance that experience.
- *Development Plan*  
Describe how existing development might be enhanced and new development might be accommodated while still preserving the intrinsic qualities of the corridor. For instance, this might be done through design review, land management techniques, and economic incentives, etc.
- *Commerce Plan*  
Evaluate how to accommodate commercial traffic (logging trucks and farm vehicles) and access to businesses along the route, particularly services for the traveler, while ensuring the safety of sightseers in smaller vehicles, as well as bicyclists and pedestrians. Explain in paragraph format.
- *Sign Plan*  
In paragraph format, demonstrate how the State will ensure and make the number and placement of highway signs (regulatory, directional, warning, and guide) more supportive of the visitor experience and will not get in the way of the scenery, but still be sufficient to help tourists find their way. This includes, where appropriate, signs for international tourists who may not speak English fluently. The State DOT Traffic Engineering office should have this information.
- *Outdoor Advertising Control Compliance*  
In paragraph format, demonstrate that all existing local, State, and Federal laws on the control of outdoor advertising are being met. The State DOT Outdoor Advertising Compliance section should have this information.

### ***MARKETING & PROMOTION***

- *Marketing Narrative*  
Describe how the National Scenic Byway will be marketed and publicized, what actions are in place and what is planned.
- *Promotion Plan (AAR requirement)*  
Write a narrative on how the All-American Road will be promoted, interpreted, and marketed in order to attract travelers, especially those from other countries. Also, the agencies responsible for these activities should be identified.

- *Multi-Lingual Information Plan (AAR requirement)*  
Write a paragraph addressing multi-lingual information needs, what is planned, and what is available for the international visitor.
- *Tourism Plan (AAR requirement)*  
Write a narrative that describes how increased tourism will be accommodated, if this is projected. Describe how lodging and dining facilities, roadside rest areas, and other tourist necessities are in place or planned for the number of visitors persuaded to visit by the byway's designation as an All-American Road.

### **PEOPLE'S INVOLVEMENT & RESPONSIBILITY**

While this section is the last, it is a "last but not least" reminder that some group of people has to be involved and take care of the byway over time.

- *Public Participation Plan*  
Discuss how on-going public participation will be achieved in the implementation of corridor management objectives.
- *Responsibility Schedule*  
List all agency, group, and individual responsibilities (specific and general) who are part of the team that will carry out the plan. Describe the enforcement and review mechanisms and include a schedule of when and how you'll review the degree that those responsibilities are being met.

## **The Corridor Management Planning Process**

### **Analyze Change in Existing Conditions**

When re-evaluating or updating your management plan, the byway planning group should conduct an existing conditions analysis to collect and review information about the physical, economic, and social conditions that may impact the achievement of the vision for the scenic byway. The group must also gain an understanding of the physical limits, economic setting, and political climate of the byway and identify the roles and abilities of the agencies and organizations that influence the feasibility of achieving the vision for the byway.

Completing the existing condition analysis provides a good understanding of the byway, the corridor, current activities, and management. The byway planning group's review of this information should trigger detailed discussion about the future of the byway.

### **Re-establish Goals**

Take another look at your goals and how they relate to your vision. Do they need to be updated? Have you met some? Do you have some new ones? Creating goals is the first step in the process of describing how the vision will be fulfilled. The byway planning group should work closely with the public to develop and approve the goals for the scenic byway. Public involvement is a key ingredient in this process and helps assure that goals are representative of the community's interests. Consensus established in the goal setting process will require some investment of time but offers the return of more efficiency and increased support and appreciation as fulfillment of the goals proceeds.

### **Modify Objectives**

Unlike goals, which rarely change, the objectives for the scenic byway should be reviewed and updated every few years. Completed objectives are dropped and new ones added, reflecting new needs, opportunities, technology, and funding. Your goals are idealistic, ambitious, and fairly broad in scope; your objectives should be realistic and specific about how the goals are achieved. For example,

the goal to "strengthen regional linkages" is followed by a series of objectives such as, "to create tour routes to connect regions a, b, and c." The objectives should describe an outcome, which is measurable. There can be multiple objectives for each goal and the objectives might not all have the same priority or timeframe for completion.

### **Develop Strategies, Techniques, and Tools**

The development of strategies to implement the goals and objectives for the management plan is a continuing process. The strategies and actions may need refinement or replacement in order to increase their effectiveness. As always, flexibility and creativity are important when responding to the dynamic nature of scenic byways and communities. Your byway organization should review implementation of strategies regularly to gauge how well they are working and determine if changes are needed.

### **Revisit the Action Plan**

As the final step of the corridor management plan process, the action plan is the key to effective implementation. It incorporates all the information and effort of the preceding steps and sets a clear course of action. The inclusion of the action plan is required as part of the corridor management plan submittal. It should summarize the strategies to be employed, who is responsible for implementation, sources of funding, time lines and schedules, and products to be delivered. The action plan describes the actual details of how the year's work will be organized, managed, and completed. This plan should be updated regularly.

### **Evaluate Views and Context**

Important areas to re-evaluate are the views and the context of the scenic byway corridor, that is, all the areas beyond the limits of the Right-of-Way (ROW). While the ROW is clearly and legally defined, the corridor is not. Ideally the corridor limits should be congruent with the viewshed, which includes all areas visible from the byway. The viewshed of the scenic byway provides the background or setting for all that users see as they travel along the byway. Although the limits of the corridor should include the complete viewshed, not every element within the viewshed is equally important. There is a diminishing scale of importance proportional to the distance away from the scenic byway and the contrast between an element and its context.

Vistas and scenery comprise some of the elements of one type of intrinsic quality: scenic resources. However, the views and context component of your plan includes far more than the evaluation of scenic resources alone. It looks at the visual character of the entire corridor. The visual quality of the context of setting for all types of resources is important. The quality of the resources will be higher if their contextual integrity is preserved and lower if the context is degraded. Visual quality is important whether the intrinsic qualities are scenic or of another type.

For evaluation of visual character along the byway, consider that the traveler's experience is usually based on moving along the byway. The pattern and sequence of views should be considered as well as individual views. For example, compare describing the experience along the byway by using either postcards or a video. The video can easily show the changing pattern of views and images, in addition to the individual frames that postcards display. The quality, variety, and pattern of views along the byway are a significant part of the character and setting for the intrinsic qualities. The continuity of character along a byway responds to the rhythm of community and countryside, neighborhood and district that convey the richness of resources along the byway. Absolute consistency of context along the byway is not required but a continuous high quality experience is desired.

### **Implement Your Corridor Management Plan**

Successful scenic byways programs are the product of sustained effort and attention to achieving the vision, goals, and objectives of the corridor management plan. The preparation of a corridor

management plan involves considerable time, commitment, effort, and resources by the byway planning group and the communities throughout the corridor. All this energy and strategy can be wasted if the process halts at the completion of the plan. Implementation is the key to benefiting from the plan and making the byway program a success.

The local byway organization carries the effort forward. Responsible for implementation, the byway organization continues to promote and refine the corridor management plan. The most important activity of the byway organization is to act as a clearinghouse and coordinator for all activities in the byway corridor, especially those identified in the corridor management plan. For example, if the byway group is aware that a local tourism association is planning to conduct a survey of recreational campers within the corridor, they may suggest that a few questions be added to address scenic byway issues as well. Likewise, response to the Department of Transportation's planning and construction proposals for the scenic byway can be coordinated to respond to the management plan and its interests.

The byway group's familiarity with corridor-wide activities and identification of opportunities for collaboration can enrich the value of many organizations' and individuals' efforts.

Typical activities of the byway group include:

- Regularly scheduling meetings to review the status of implementation projects.
- Planning the coordination of new projects that the annual action plan prescribes.
- Performing an annual corridor management plan update that reviews goals, adds new objectives, and retires completed objectives.
- Preparing a new annual action plan.

The byway organization works closely with its citizen and technical members throughout. There is a process for regularly scheduled public participation as well as other less formal opportunities for public input. Newsletters and articles in the local press and other communications activities give the public frequent information about the activities of the management entity and the implementation of the corridor management plan.

Implementation involves many considerations, including:

1. Marketing efforts to promote interest in the Byway area consistent with resource protection and maintenance of the desired character
2. Developing funding support, partnership and cooperative ventures with other agencies, business interests, communities, service organizations, public interest groups, and private citizens as well as through private grants and donations
3. Developing scheduling and implementation priorities that are responsive to the public needs and remain consistent with strategy objectives, this includes the initial development of interpretative plans and design guidelines
4. Coordination with ongoing and overlapping management programs such as Wild and Scenic Rivers, Heritage Areas, Preservation Commissions, etc.
5. Monitoring byway use and implementation activities to assure accommodation of public needs and the interest and protection and maintenance of Byway values.

The byway organization needs optimism, enthusiasm, and stamina in their work. Many of the activities to be performed are familiar management and implementation tasks. Performing these tasks in pursuit of scenic byway excellence is likely to be a new venture and a very worthwhile one. It is hoped that the members of the byway organization will keep the scenic byway's vision, goals, and benefits clearly in mind when the details and frustrations appear that accompany every implementation project.

## **The Participation Process**

### **Building a Coalition of Stakeholders**

*Adapted from the Scenic Byways Community Guide to Corridor Management Planning, distributed by the U. S. Department of Transportation, Federal Highway Administration, 1994.*

In order for your group to pursue management issues for your scenic byway most efficiently and productively, you will need to develop a coalition of individuals and organizations affiliated with the route. A coalition of such "stakeholders" is essential to the establishment of a successful scenic byway program. The process of coalition building begins soon after the byway organization first comes together and articulates a *statement of purpose* and proceeds concurrently with the visioning process. Building a coalition involves considerable time, effort, and dedication, but the result, strong, broad-based support for the byway, will make corridor management successful.

The purpose of a coalition is to provide your byway group with a working *network* of individuals and organizations interested in the development of the scenic byway. All the stakeholders in the corridor should be included, such as:

- Landowners
- Business leaders
- Local and state government officials
- Representatives of local institutions and organizations
- State highway officials
- Civic group leaders
- Utility representatives
- Recreationists
- Environmentalists
- Geographical interest groups
- Political leaders
- Tourism officials
- Planners
- Developers

Try to identify individuals who are key to the management process - persons with political power, important business interests, and major landowners in the corridor. These are people who can assist your group in reaching out to the broader community and establishing a consensus of support for the scenic byway. Contact them early in the process, and bring them to the discussion table.

Coalitions provide the opportunity to assemble participants with varying degrees of support for the scenic byway. They also provide an opportunity to work through discussion, education, and compromise to a resolution of concerns, fears, and objectives. A coalition develops partnerships with individuals and organizations with specialized skills or expertise that can assist your byway-planning

group. Coalitions can also work to gather the support of non-supportive groups and organizations by offering them a voice in the process.

Identify the individuals and organizations expressing objections or who are likely to envision the development of a scenic byway as a potential liability. Early in your coalition building process have a member of your byway-planning group visit them to discuss their position regarding the byway. In many instances you will be able to impress them with the group's vision and solicit their support.

If individuals or an organization remain opposed to the development of the scenic byway, your group, if it has received broad based support from the community as a whole, can work to ensure that the concerns voiced by these individuals and groups are acknowledged in the planning process. All members of the coalition do not have to agree on every issue. It is a good idea to define the limits of the coalition's focus; perhaps some issue should not be addressed at all within the scenic byway context.

A coalition must ultimately include individuals and organizations willing to support the vision for the byway and work through compromise to advance the goals and objectives for the corridor. In essence, a coalition should include individuals and organizations broadly supportive of the scenic byway, as well as those concerned about the impact of the byway on their activities and use, but willing to discuss solutions and options (recreation, businesses, advertisers, developers, land owners, etc.)

### **Community Participation**

For any scenic byway to be successful, the management process must involve community participation. Successful community participation solicits the opinions from all groups and individuals that will be influenced or affected by the management of a scenic byway regardless of their support for such a project. Community participation enables all members of the community to feel involved in the development of a major feature within their community. It is an early and simple tool to build support through education and good will. Frequently individuals oppose projects not for their content, but because they feel the projects were imposed on them or their community without consultation. Be prepared to clearly articulate your ideas, optimism, and commitment to the scenic byway. Invite everyone's suggestions and encourage their continued support and input throughout the process. Listen carefully.

Community participation meetings should invite:

- People living along the route and within the corridor
- Members of the business community
- Homeowners' associations
- Garden clubs
- Social and fraternal organizations
- Recreation clubs
- Special interest groups

It is as important to understand opposition, as it is to gather the endorsements of supporters. Community participation provides the byway group the opportunity to acknowledge alternate views in a public forum. Invite those community members expressing concern for the project to a meeting. Inform them of the many benefits of scenic byways (consider emphasizing those benefits which are supportive of their goals or those which they may be unaware of). Clearly acknowledge any possible negative impacts the byway may bring and then explain the many positive benefits the byway planning group has identified.

Invite them to share their concerns. Listen to the opposition. Often those opposed to the scenic byway have legitimate reasons. Frequently these can be resolved. If this is the case, you reduce opposition

and may actually enlarge your coalition. A few representatives of a "threatened community" can take the positive word back to their constituents and help further to mitigate negative views of the scenic byway.

Remember, too, in some instances individuals and organizations with alternate views may never agree with the vision and goals agreed upon for the byway. Be sure to keep them informed of all public meetings and opportunities for continued comment. As you move forward with plans for the scenic byway be vigilant and work to see that overall the community supports your goals.

When planning meetings, select different sites along the byway (if it is lengthy) so that all the participants feel represented and involved and every opportunity is provided for first-hand understanding through visiting the different areas.

### Case Study

#### ***"NOW THE FARMERS PULL TO THE SIDE OF THE ROAD AND WAVE AT THE TOUR BUSES"***

The Loess Hills Scenic Byway in western Iowa didn't begin with a harmonious relationship between local farmers and tourism marketing. No one was sure how successful a seven county initiative could be implemented in an area long noted for its independence. But under the leadership of the Golden Hills Resource Conservation and Development (RC&D) and Soil Conservation Service, a community consensus regarding the fragile resources of the region and the positive opportunities for tourism development was reached.

The scenic byway has helped create a harmonious relationship between tourism marketing and local residents and farmers. The Loess Hills Hospitality Association, a local volunteer organization, manages bus tours of the region. Coordinating carefully with local farmers the tours work with farm schedules to avoid conflicts during critical hours or seasons. The local communities and farmers in turn are reaping the benefits associated with a 237 percent increase in fall visitors-purchasing cider, apples, and crafts. Local churches provide home cooked meals for the visitors-bringing money into the community and avoiding fast food stops often associated with tourism but not desired by the residents of the Loess Hills.

### **Professional Assistance**

Bring in professionals to assist your byway-planning group. Consider local community leaders who may have experience in planning and organizing projects. Although not directly familiar with scenic byways, they may be able to offer assistance in grants writing, political savvy, or management.

Contact state and local chapters of professional organizations, such as the American Planning Association, the American Society of Landscape Architects, the Nature Conservancy, Trust for Public Land, or Sierra Club and the historic preservation community, Colorado Preservation Inc. the Colorado Historical Society, the regional office of the National Trust for Historic Preservation, and local historic societies. Local, state, and federal government staff in the regional offices could also be of considerable help, particularly those in transportation planning, natural resource conservation, and economic development, and tourism. Your local college or state university should have individuals in academic fields well suited to assisting your community in evaluation and technical expertise (landscape architecture, architecture, planning, and preservation programs; the departments of geography, history, natural resources, and government).



Remember, too, to trust the instincts and goals of your byway group. As local community members most familiar with the route in question, you possess a level of expertise yourselves. Look for outside assistance that will complement your efforts and provide valuable technical assistance—individuals with a different or hidden agenda, regardless of qualifications, will not enhance your efforts.

### **The Political Nature of Projects**

Regardless of your intent and clearly defined vision, there is the possibility that individuals, organizations, local governments, and state agencies may be unclear of your goals. Misconceptions can slow or stop projects on their own.

Articulate your goals and objectives clearly. Many a project has been stopped because an over-zealous group member expressed an idea as a fact. Example: "The byway planning group is considering a study of the old schoolhouse to determine if any of the historic qualities could be replicated in new development along the corridor." Over-zealous byway group member: "We are going to require the inclusion of old schoolhouse details in every new commercial project within the corridor." This can be misinterpreted to mean that a law will be passed requiring local businesses to operate from historic schoolhouse-type structures inappropriate to their business. Local businessman: "How can I operate my car wash out of a schoolhouse! "

Speaking clearly and straightforwardly and being conscientious can save your organization much frustration.

## **Citizen Participation Strategies for Community Tourism Development**

*By: John Sem, University of Colorado at Denver and Priscilla Bloomquist, New Mexico State University*

### **Why Involve Citizens?**

Involving community residents is an important part of any community tourism development or programming process. Visitors to a community affect everyone in the community. Resident attitudes will have a big impact on the image visitors have of your community. Community support will be needed to provide the volunteer help needed to manage parts of the tourism program and fund the marketing programs and investments in attractions and community infrastructure. Community tourism efforts need to start with citizen participation. Citizen concerns should become integrated into the ongoing management of a community tourism program. The creation of a broad base of support will create a solid base to develop and expand the tourism program and create jobs and income for local residents.

- The more you involve the community in planning and programming; the more your efforts will accurately reflect the community needs and concerns.
- Community involvement results in a greater sense of ownership and tourism plans and programs are more likely to be implemented.
- Community involvement results in improved political support for your efforts.
- Community involvement helps identify important community values that shape your tourism program and marketing efforts.
- Community involvement creates interest and enthusiasm for the tourism program.
- Community involvement can identify and clarify problems and issues early in the process before plans and programs are implemented.

- Community involvement can identify new tourism ideas and opportunities as well as finding new volunteers to assist with programming.

Citizen participation is not an exact science. It takes time, effort and skill to get community members involved in the activities and issues of your organization. However, the rewards of having involvement are great and will help design programs to fit with community values and increase the likelihood of wide base support.

The following are some general principles of citizen participation.

- Citizen participation is an important part of any plan or program.
- Citizens expect public decisions to be made in an appropriate and legitimate way, failure to follow public processes will often end in failure.
- Large and complex projects have adverse effects on at least some community residents; therefore, it is almost impossible to get unanimous support from all affected interests.
- Most citizens will not participate in planning activities if there are no tangible issues. Unless the issues are significant, they feel that they cannot make a contribution.
- Citizens want to be involved in decisions that affect them and the community.
- Public relations as a substitution for citizen participation tend to be counter-productive and can create more problems than it solves.
- Citizens will find an outlet for their concerns and issues if you do not listen to the opposition. Citizens will use techniques such as appeals to politicians, running candidates, court suits, demonstrations, or other actions in order that their concerns are addressed.
- It is easy to collect facts but difficult to collect information on community or citizen values. However, value issues are the most likely to lead to internal community conflict and opposition to projects.
- Perceptions about facts among are more important than the facts.
- Not all citizens have the same skills or resources to participate effectively. You may need special efforts to include those who have more difficulty in participating.
- Professionals tend to discount citizen views and feel they are in a better position to know the issues. This attitude will eventually create serious problems in developing plans and programs.
- You need to determine how you will use citizen input and feedback before you go and set up citizen participation techniques.

There are many ways to involve community residents in the tourism planning and programming process. It does not matter if the community is small or large; a systematic approach is needed if citizens are to have a meaningful involvement. All too often, most people ignore citizen issues and concerns until it is too late in the development and programming process. Failure to include citizens in the process often means lost time and expense as managers go back to an earlier development stage to adjust programs and plans to meet resident needs.

## **Citizen Participation Techniques**

This is only a summary of useable citizen participation methods. You may need to go to other sources for more details on the more difficult and complicated techniques. The following are practical citizen involvement techniques:

### **Open House**

Open houses can be a simple and effective way to make presentations of the tourism plans and programs. It offers citizens a chance to learn about your operation and discuss their issues and concerns. An afternoon and early evening open house will offer hours to meet the needs of people who work as well as the general citizenry. Conduct open houses in public places such as libraries, shopping centers lobbies, banks or places that are easily accessible and have convenient parking.

#### *Advantages:*

- Open houses are easy to organize and manage.
- It provides an opportunity for one-on-one discussion of tourism plans and programs.
- It provides an informal setting so people feel more comfortable in asking questions. Make sure you greet people personally to reduce any discomfort for people coming into an unfamiliar place.

#### *Disadvantages:*

- It takes time to develop a minimal program so you have something to show at an open house.
- A one-time event takes good marketing in order to get people to attend.

#### *Helpful Hints:*

- Open houses are effective if you have something to show such as plans, displays, drawings, or specific people to discuss activities or plans. Open house activities can also be effective to meet with leaders of tourism programs.
- Open houses are limited due to the short time frame. Alternatives are to show plans and displays in public places such as malls, museums, county court houses, city halls, library, or other public places. Physical pieces that can be explained through simple interpretation are needed. Use this technique in coordination with other more inclusive citizen participation methods.

### **Meetings**

Meetings are the most typical format used in this culture for public participation. Some simple rules can help a meeting run smooth. First, have an agenda with specific activities and the time each agenda item will take. Second, make it easy for people to express their ideas or opinions. Comment cards, small group discussion during the meeting to allow for more citizen interaction, surveys or other techniques are important to make people feel they have an opportunity to have their ideas heard. Third, tell the people how their input will be used in the planning or programming process. Fourth, if you have visual examples, hang them on the wall so people have an opportunity to view the material. Fifth, set up the meeting so people do not feel intimidated by the people presenting the information.

#### *Advantages:*

- People are familiar with this form of public participation.
- Meetings can be quickly organized and most communities have an on-going way to inform the public that the meeting is scheduled.
- Meetings can provide quick and flexible responses to emerging problems and issues and can be organized at many locations.

*Disadvantages:*

- Many meetings are poorly run so people may believe their participation will make no difference.
- Because meetings are a familiar citizen participation technique, most people do a minimal amount of planning for the meeting. The meeting can then be an ineffective method for participation.
- Good meetings will take time to organize and design if they are to be an effective citizen participation method.

*Helpful Hints:*

- Develop detailed agendas and keep meetings short and to the main topic.
- Develop guidelines for input by the public. This may include time limits for each citizen wishing to talk, limits on how many times an individual will be recognized, time limits for topics, division of time among proponents and opponents to the issue, and courtesy guidelines.
- Determine how citizen input will be used. People will become upset if meetings are designed only to meet requirements and input is not used. Be clear at the beginning of the meeting how information that is gathered will be used.
- Where practical, use simple questionnaires or comment cards so all people interested in the meeting have an opportunity to express their ideas or opinions. People who are outgoing and more assertive can dominate a meeting; you may miss the real attitudes of others who are also interested in the topic.
- Document the results of the meeting and use the information in the activities and plans of your organization.

**Surveys**

Surveys can be an effective participation tool because people can give their comments anonymously and can take their time to think about their responses. It can also involve the total community without a great deal of trouble. Surveys can deal with complex issues by offering a series of questions and options. Surveys should be used when (1) the survey is part of a bigger public involvement process; (2) quantification of citizen issues and concerns is needed; (3) when large numbers of citizens need to be involved; and (4) the community has the time and skill to develop a quality survey and complete it in a timely manner.

*Advantages:*

- It is easy to involve the whole community in the participation effort.
- People can respond to questions anonymously and in the privacy of their homes.
- It allows people to take their time to think about the issues before responding to the questions.
- It is easy to quantify value judgments and is easy to interpret results.

*Disadvantages:*

- It takes skill and time to design an effective and useable survey.
- It takes time to tabulate and write up the results of the survey in a timely manner.
- It is expensive to send out surveys to all the community residents.
- Open-ended questions are difficult to tabulate and interpret. You may get such a wide range of comments it will not be valuable to your participation efforts.

### *Helpful Hints:*

- A systematic sample of residents should be included in any survey. Citizens will disregard surveys if they think only certain groups received the survey.
- Summarize the data and share it with all the community and the media.
- Surveys should be used as a method to quantify information, use other public participation methods along with surveys.

### **Public Hearings**

Public hearings are a formal and legalistic meeting format. This method is often required to meet legal requirements for spending public monies. The formality or the and rigidity of the public hearing process discourages much public involvement. If the tourism development process requires public hearings, more informal public involvement techniques should be used in order to let all people express their issues and views.

### *Advantages:*

- The formal process assures that adequate notice is given to the public and that a systematic process is used to give citizens an opportunity to participate in the activities.
- Public hearings are widely accepted as a citizen participation technique and meet technical requirements for citizen involvement.

### *Disadvantages:*

- Because public hearings are very formal, they discourage the average citizen from participation. They may be reluctant to comment because the format is intimidating, comments are often recorded and the setting is intimidating.
- Public hearings can be expensive due to legal and formal "public notice requirements and the expense of documenting the results of the hearing.
- Public hearings are difficult to plan because they require such formal processes and procedures. They can be very inflexible.

### *Helpful Hints:*

- Public hearings are a very formal process to involve citizens. Design user-friendly methods to obtain data in public hearings. Use comment cards, surveys and other tools to get information from people who may be intimidated by the formal public hearing proceedings.
- Soften the formal proceedings by holding them outside public buildings and downplay the formality that is typical of this method.
- Use more informal citizen participation methods preceding the public hearings and submit information from these sessions as part of the hearing process.

### **Small Group Involvement Techniques**

Small group involvement techniques involve a systematic approach to public participation. First, you need to determine how to use citizen input before you ask them for information; second, you design a format that allows all individuals to comment and participate; third, information is gathered in such a way that it can be used in the planning and programming process; and fourth, the information is compiled, organized and distributed back to the citizens. While this type of involvement takes a great deal of work and organization, it is an effective tool to engage citizens in your activities.

### *Advantages:*

- All individuals are given an opportunity to participate and given time to develop their thoughts and ideas.
- Data is generated in an organized fashion so it is very useful to your planning or programming efforts.

- Participants feel their views have been heard and that the information is shared, important and useful.

*Disadvantages:*

- It takes a trained facilitator to do a good job of managing the small group processes.
- It takes time to organize the process and document the results. Planning and reporting take much longer than the actual meeting time.

*Helpful Hints:*

- Formal techniques such as the "nominal group process" are effective methods for generating useful and organized information from groups. Important details include:
- Organize a meeting into smaller groups of six to ten people.
- Develop a key question you want the group to answer.
- Give each group member a 3' by 5" card to write down his or her response to the question. Ask them to use one card for each response. This technique is used for introverts who are more reluctant to speak up in a group. A five to ten minute period gives people time to think and develop a good response to the question. Don't feel uncomfortable with the quiet time in the group setting.
- In round-robin fashion, ask each individual to describe his or her idea. Write down the ideas on a flip chart. After all ideas are on the flip chart, ask for additional comments or ideas.
- Group like ideas together. Ask the individuals who came up with the ideas you plan to combine if they are comfortable with the grouping. Some people feel strongly about their ideas and don't want them combined with others.
- Ask each individual to prioritize the top three to five ideas and write down on a 3" by 5" card. Collect these cards and/ use a point system to develop a weighted score for the top ideas. If you have two or more small groups involved in the process, you may need to group the top ideas and go through the voting process one more time to obtain a final priority list.

**Public Information**

Public information is distributed in a variety of means. It often involves press releases to radio, W, and newspapers. It can also involve local talk shows, presentations at civic and social groups, flyers, newsletters, and informational displays. While public information is an important tool to get information out to the public, it does a poor job of providing direct feedback from citizens. Public information should not be used as a citizen participation tool unless it includes a format for organized responses from citizens.

*Advantages:*

- Public information helps organize information and data that helps the public understand the community issues.
- Public information usually gets information distributed to a large number of people.
- Public information organizations are usually helpful in organizing information and are skilled in its distribution.

*Disadvantages:*

- Organizers need writing and organizing skills in order to develop the information and need time to make contact with various organizations that will distribute the information.
- You have little control over the final editing and timing of the information distribution.
- It is difficult to get organized feedback from citizens.

*Helpful Hints:*

- Organize the information into a one-page informational sheet. The general public usually does not want to read long complicated position statements. Longer documentation should be available from the organization on request.
- News releases should only be a page or two with contact people and telephone numbers so the press can contact people to develop a story.
- Newsletters can be effective but take considerable time to develop and are expensive to maintain. Mailing lists can become quickly outdated and add to the expense. Use only if the project is expected to last a long period of time.
- Keep in personal contact with key media people. A personal relationship with media is a very effective way to keep them informed on the progress of your project.

**Requests for Responses and Information from Groups**

Some communities ask for a formal response from various local community organizations and groups. This information is usually presented in the form of letters or short reports at a public meeting. The public meeting is held so there can be discussion and clarification of the responses.

*Advantages:*

- Costs of participation are reduced because the organization usually bears the cost of finding out how their members feel about issues.
- Groups are more likely to respond to requests for comments and will take the time for more formal responses.

*Disadvantages:*

- You will receive organizational responses rather than citizen responses.
- You lose control of the participation process because you will not know how the information was gathered from organizational membership.

*Helpful Hints:*

- Include all interested groups. If you only ask responses from supporters, other groups will believe that the participation process is not open.
- Request the information in written formats. Written materials take more effort but clearly and accurately document group and organizational positions and attitudes.
- Written materials often require a more formal review and approval from the organization. The group often takes formal action so the information is a more accurately describes the organizational position.

**Call-in Phone Numbers**

Call-in telephone numbers can be used in a variety of ways. In large communities, they can be used with 1-900 numbers to actually vote on issues. Citizens using these numbers will have to pay a charge to call these numbers. More groups are starting to use 1-800 toll free numbers to allow citizen input into governmental issues. Regular telephone numbers can be used to encourage citizens to call in their comments and concerns. The ease and convenience of telephones and voice mail can make it easy and convenient for citizens to respond to community issues,

*Advantages:*

- It is easy for people to participate in public involvement efforts.
- People can respond to issues and concerns one-on-one.

*Disadvantages:*

- Someone will need to be available to take calls, explain tourism plans and programs, and document citizen comments.
- Phone calls can displace normal business calls.
- It can be expensive to market the availability of call-in telephone numbers and people may continue calling after the end of the telephone call in period.
- Organizations who use telephones as a participation tool will need to budget resources to use this tool effectively. Telephone costs could be substantial and it will take people time and effort to manage it successfully.

*Helpful Hints:*

- Set up dedicated lines so telephone calls do not interfere with normal business.
- Be accurate in describing how the system works. If you use recording systems to document the calls, explain it in the marketing program. Also explain how the input will be used in the decision-making and how the information will be reported to the public. .
- 1-800 numbers will be more effective because the callers will not incur any costs.
- Recording citizen messages will reduce costs because staff can check messages once a day and record the comments. If you use recorded messages, check with the telephone company to make sure the system has the capacity to take a large number of recorded messages.
- If telephone messages will be answered personally, make sure that you have the staff to handle the calls. People will be disappointed if they cannot get through due to heavy usage of the program.

**Interviews**

Public meetings are not always an effective method for many groups and organizations. Public meetings can be intimidating, held at times that are not convenient, set up formal structures where most people are comfortable in informal settings, or may not fit into the community culture. Interviews can obtain a great deal of information that is difficult to obtain through other methods.

*Advantages:*

- People who may not participate in other citizen involvement methods can be reached through this method.
- More detailed and accurate information can be obtained.
- People are more willing to talk in private than in public settings.
- Interviews can be informal and people are therefore more comfortable discussing issues and concerns.

*Disadvantages:*

- Interviews are time consuming and expensive to conduct.
- Only a limited number of people can be interviewed due to the time and expense of this method.
- It is difficult to document the data that is gathered because is often varied and complex.
- The interviewer can easily solicit certain information and bias the data collected.
- The interviewer can easily misinterpret or bias the reporting of data.\
- Interviewers must be trained before this method is used.



### *Helpful Hints:*

- Use interviews if groups of individuals are reluctant to participate in more public methods of citizen involvement.
- Use only trained interviewers with a guide to the questions to be asked at the interview.
- Use this method only if you have the time and the budget.
- Use this method when the issues are complex and you need a better understanding of citizen attitudes.

### **Ways to Increase Citizen Participation**

Getting citizens to actively participate in planning and programming takes time and careful planning. Failure to get people interested and involved is usually a result of poor planning and design rather than citizen apathy. The following ideas are effective strategies to increase interest and participation in tourism programs and planning.

- Ask influential citizens to invite others to participate in planning and programming activities. Too often, only the hired staff asks. Personal letters or phone calls are effective in getting people to respond. Make sure all written requests are personally signed rather than a printed signature. Short hand written notes at the end of the letter also help personalize the letter.
- Hold meetings in individual county commissioner or city council districts. This may require more meetings, but it results in higher community involvement.
- Hold meetings outside government or school buildings. Some people are intimidated by formal public meeting places and schools.
- Provide a systematic way for people to comment or respond to your planning or programming effort, use other than oral methods for people to provide input. Many people need time to think and respond, are intimidated by groups and are reluctant to speak in public. Allowing people one-on-one responses or written responses will increase participation.
- Set up meetings in a circle rather than the typical meeting style with the meeting moderator standing in front of the group in classroom lecture style. This reduces the image of the meeting facilitator being in a power and authoritarian position. The more authoritarian the room and facilitator, the less likely the citizen involvement.
- Organize activities to allow at least one-half the time devoted to community citizen response. Surveys, comment cards, informal discussion, note takers, ballots, etc are a few techniques to use to document citizen response.
- Use small meetings of ten people or less; these can be short in duration such as an hour. It will take more meetings but it will help get good feedback.
- Train a group of interested citizens to conduct small group meetings in the community. People will be more willing to discuss issues with their friends or acquaintances than with people in official organizational positions.
- Use small citizen work groups to work with your regular committee structure.
- Hold open house activities or meet with community organizations on their turf.
- Provide documented feedback and follow through on citizen recommendations. Letters or newsletters that tell citizens the program process will help efforts in the future.

Citizen participation is a critical component of any public tourism program. If used in a systematic and honest manner, citizen involvement can help develop tourism programs that will fit the character of the community and generate support for a tourism program over time. Citizen participation can help avoid problems by being sensitive to community needs and desires. Citizen participation should always be included in the development and management of any tourism program and should be factored into budgets and time allocation of any organization.

### **Nominal Group Technique**

The following technique can be used to obtain many ideas from several people on a problem/issue in a structured format. This technique is a structured variation of small group discussion methods. The process prevents the domination of discussion by a single person, encourages the more passive persons to participate, and results in a set of prioritized solution or recommendations.

- State an open-ended task (e.g., 'What are some ways we could encourage tourists to appreciate the cultural heritage of our byway?').
- Have each person spend several minutes in silence individually brainstorming all the possible ideas they can generate, and jot these ideas down.
- Have the groups collect the ideas by sharing ideas one person at a time. Record them on a flip chart. No criticism, but clarification to question is encouraged as response.
- Then have each individually evaluate and rank the ideas awarding points for the last five. The best ideas get five points, the next four etc.
- Tabulate points within the group and prepare a group report on the ideas receiving the highest score.
- Allow time for brief group presentations.

### **Brainstorming**

Brainstorming is a method used to generate a list of ideas from a group in a short period of time. It is designed to encourage participation by all members. This method usually produces creative, liberated new ideas useful in solving the problem or issue at hand.

Process:

1. Choose someone to record the ideas generated. Use large sheets of newsprint. Sometimes having two recorders with two sheets of newsprint helps.
2. Set a time limit or maximum number of items before you begin.
3. Present topic clearly. Write it on newsprint so all members can see. Give available background information.
4. Ask people to offer ideas as rapidly as they can. May ask for clarification, if idea is not understood by the group. No idea can be judged, discussed or rejected. .
5. Make sure group members understand that ideas will be evaluated after brainstorming is finished.

6. Write down on newsprint all ideas presented. Write work for work if possible.
7. Move rapidly from one idea to another.
8. To encourage group participation take only one idea from each person. This is especially important if one or two people are dominating the idea sharing.
9. Evaluate ideas, prioritize and return to brainstorming if more ideas are needed.
10. When used in a meeting setting, proceed with the decision making task.

Brainstorming with a group releases many ideas in a way that seems to spark other thoughts. The non-judgmental gathering of ideas breaks down barriers among people and avoids blocks such as "We've tried that before - it won't work."



# Checklists for Corridor Management Planning

The following checklists were produced by the U.S. Department of Transportation, Federal Highway Administration, in their publication, "Scenic Byways: Preparing Corridor Management Plans: A Scenic Byways Guidebook", 1994. These lists are very helpful for directing your thinking, and should compliment the material covered in this section.

## Checklist for Existing Conditions: Characteristics of the Roadway and ROW

A summary of the roadway and Right-of-Way (ROW) existing conditions analysis includes a description of the scenic byway, its transportation functions and scenic byway features, current programs and activities that do or could support the scenic byway, and an evaluation of problems that need to be solved, as well as potential threats and opportunities that may impact the scenic byway.

### General Characteristics of the Roadway and ROW

- ✓ Provide a map that shows the roadway and ROW of the scenic byway.
- ✓ Include basic description and data about the road and ROW: number and width of lanes, functional classification, types of traffic and vehicles, current traffic volumes and capacity, seasonal patterns of significant, shoulder width and type, drainage type, median.
- ✓ Describe the basic character of the roadway alignment and roadside conditions: straight, curving, steep, rolling, flat, mountainous, forested, riverside, urban, rural, etc. Photos are helpful here.
- ✓ Summarize the history of the road and its use. Does it contribute to the intrinsic qualities of the byway? Are there any construction or engineering features which may be significant?

### Scenic Byway Characteristics

- ✓ Review the intrinsic quality inventory and identify any of the intrinsic qualities present within the ROW.
- ✓ List any existing designation of the byway or resources within the ROW, (Le., National Historic Landmark, state scenic registry, etc.)
- ✓ Note the traveler facilities available along the byway: information centers, rest rooms, service areas, picnic areas, putt-offs and scenic overlooks, interpretative areas, etc.

### Planning, Programs, Management, and Maintenance

Summarize the current road and roadside activities of the road manager, such as vegetation management, roadside maintenance, wildflower plantings, bikeways, etc. For example, Oregon DOT distinguishes between conventional roads and scenic/tour routes and has created a guide for maintenance activities. Here's an example:

Conventional Road - *Machine mowing of roadside vegetation.*

Scenic/Tour Route - *Identify and protect native plant communities along right-of-way. Shape mowed edge as appropriate, scalloped as opposed to straight.*

- ✓ Review the existing types of signage used along the scenic byway: official signs, logo signs, Tourism Oriented Directional Signs (TODS), Adopt-a-Highway, scenic byway signs, historic markers or interpretative signs, etc.
- ✓ Describe special provisions for scenic byways: identity or trailblazer signs, special funding, different level of maintenance or review, etc.

- ✓ Summarize known problems: repairs needed, problem maintenance areas or practices, safety and accident record congestion, lack of compliance with clean air standards, erosion, illegal billboards, trash, concern about impacts of compliance with transportation design standards, etc.
- ✓ Consider how key elements of road and roadside character such as bridges, light standards, railings and walls comply with transportation design standards. Are there areas of potential concern to be addressed and resolved?

### **Evaluation of Roadway and ROW Conditions**

- ✓ Consider the effectiveness of existing activities and determine what works adequately, needed improvements, conflicts and problems, model practices, and potential for new activities.
- ✓ Explore potential ability to provide for increased roadside amenities and traveler facilities: scenic overlooks, vista clearings, wildflower plantings, rest areas, interpretative signage, etc.
- ✓ Determine if signage is adequate and appropriate or producing clutter. Consider the feasibility of non-sign directional systems.

### **Checklist for Existing Conditions: Regulatory Considerations**

A summary of regulatory considerations should describe the parties and conditions that impact management of the scenic byway and its corridor. It should describe existing programs and their effectiveness, identify gaps in responsibility or jurisdiction, detect efforts that are ineffective or not fully implemented, and, finally, consider potential ability and resources to improve management. The current and potential role of partnerships or cooperation among parties should be analyzed. Any attitudes, expectations, or traditions that have a strong influence on scenic byway management should be considered.

#### **Regulatory Considerations**

- ✓ Identify the agencies and organizations that have the responsibility and jurisdiction for the road and the corridor. Consider departments of transportation and public works; land management agencies; local government's regulatory and review powers; large private landowners; conservation, tourism, and economic development organizations. Include maps to illustrate the boundaries of property holdings and governmental jurisdictions.
- ✓ Summarize the current responsibilities, planning and budget cycles of each agency. Identify which management and planning activities pertain to activities of the scenic byway and determine the impact of these activities on the byway and corridor.
- ✓ Identify any funding, technical assistance, staff or other resources currently provided or potentially available for the scenic byway management.
- ✓ Describe any existing problems or model programs of these groups. Evaluate the potential to assist with future management actions.

#### **Partnerships, Cooperative Efforts and Conflicts**

- ✓ List partnerships and cooperative efforts already in place to manage the byway, its resources, or programs. Include partnerships between governmental agencies, public-private agreements, volunteer, or community activities.
- ✓ Briefly describe these partnership activities and programs.
- ✓ Evaluate the potential opportunities for future and expanded cooperative or partnership efforts. Identify any conflicts or duplicated activities as well as effective or model programs.

#### **History, Traditions, Expectations, and Attitudes**

- ✓ Review the history of the byway, its use and management for significant patterns or changes.

- ✓ Identify expectations or attitudes that will impact the development of the management plans. Look for both positive and negative expectations that will be assets or barriers to future actions.

### **Evaluation of Regulatory Considerations**

- ✓ Consider the effectiveness of current agency and organization activities. Identify overlaps, gaps, or conflicts between groups.
- ✓ Identify the roles and partnerships effective in addressing scenic byway issues.
- ✓ Identify models and problems.

## **Checklist for Existing Conditions: Views and Context**

The summary of the view and context of existing conditions should describe the corridor and associated intrinsic qualities, their conservation and uses, as well as review the major characteristics of their visual context and related activities. Land uses, development patterns, architecture, and signs are all key elements in the composition of the corridor. The evaluation should identify strong models, positive conditions, problems, and potential for future conservation and activities supported by the scenic byway.

### **Limits and Character of the Corridor**

- ✓ Include a map or aerial photo that describes the limits of the scenic byway corridor. Describe the visual character of the byway, its variety or consistency along the road. Use photos from site visits to show different types of character along the byway. Visual analysis based on districts or landscape types may be best for longer byways. Describe the patterns and concentrations of land uses along the byway by type, appearance, and density.
- ✓ List the kinds of traveler services available in the corridor and their general location. Commercial areas that service local users and travelers should also be listed.
- ✓ If there are several jurisdictions over the length of the corridor, are there distinct visual, land use, or other obvious changes at the jurisdiction boundaries?
- ✓ Describe the physical relationship between the byway and the corridor. What kind of access exists: limited access byway, street intersections at blocks, unlimited driveways throughout the length, no physical access - only visual access, etc.

### **Intrinsic Qualities: Conservation and Use**

- ✓ Summarize the kinds of intrinsic qualities that occur within the corridor and their general location. Summarize the types of activities in the corridor that are based on presence of the intrinsic qualities. What is the relationship between the management of the corridor and these activities?
- ✓ Consider the relationship between the resource and its context: is it harmonious, neutral, or damaging?
- ✓ List other designation or registration programs in effect for the corridor and their relationship to and impact on the scenic byway: National Park, historic district, wildlife refuge, zoning overlay, etc.
- ✓ How does the history of the corridor relate to the byway, the intrinsic qualities, and their management?

### **Quality of Context**

- ✓ Look at the development and land use patterns within the corridor. Does the presence of intrinsic qualities influence land use patterns?
- ✓ Evaluate the signage in the corridor. Do on-premise signs create clutter? Do billboards intrude or block views? Are facilities well marked and easy to identify? What controls are in place? What wayfinding systems are used?

- ✓ Review the architecture in the corridor. Is there an indigenous style based on the intrinsic qualities or local materials? Does the architecture support the intrinsic qualities or interrupt their context? What other styles and materials are used? What elements are representative throughout the corridor and contribute to its continuity?
- ✓ Describe the type and pace of land development. What are the impacts for management of the scenic byway?

### **Evaluation**

- ✓ Summarize any conditions in the corridor that impact the integrity of the scenic byway; for example, over-development of commercial areas approaching a park or forest, over or under-use of traveler facilities, incompatible use in a historic district, road widening and design standards that threaten the traditional main street, etc.
- ✓ What are potential activities or resources that will increase the benefits from the byway? Identify models or good examples for future activities in the corridor.

## **Checklist for Existing Conditions: Tourism and Economic Development**

The summary of the tourism and economic development existing conditions should describe the current relationship between intrinsic qualities and other activities in the corridor. It should describe the current types and level of tourism currently and evaluate the existing program, identify model practices, current problems and potential for the future.

### **The Basis for Tourism**

- ✓ List the intrinsic qualities that currently are the direct basis for tourism or economic development activities in the corridor. Maps and photographs are useful.
- ✓ List the tourism activities that are based on the intrinsic qualities and available in the corridor. *Recreational*: parks, camping, trails, golf, boating, hiking, beaches, biking, rock climbing; *Scenic*: vistas, seasonal color, or other events; *Historic*: tours, districts, noted buildings, re-enactment, interpretation; *Cultural*: performances, cultural districts, markets, *Archeological*: digs, museum, study; and *Natural*: wildlife refuges and conservation areas, zoo, wildlife viewing, migration path, etc.
- ✓ List supporting services in the corridor: restaurants, lodging, camping, shopping, and crafts. Identify the sources of data on economic activities, such as Chambers of Commerce, Departments of Tourism or Economic Development, local colleges or universities, local tax assessor (for room tax, sales tax, convention center use, airport taxes, etc.) List sources and information types that are available.
- ✓ Identify current promotion or market planning for the byway or activities in the corridor. List active participants and what kind of activities they perform. Include local business and tourism associations, as well as state and local agencies.
- ✓ Describe any special events in conjunction with the scenic byway or the intrinsic qualities: festivals, races, parades, fairs, sporting events, seasonal attractions, etc.

### **Interpretation and Education**

- ✓ List the interpretative and educational activities in place in the corridor and their sponsors.
- ✓ Based on the intrinsic qualities of the corridor, summarize the themes that can be the basis for tourism activities including promotion.

### **Partners and Organizers**

- ✓ List the organizations or agencies that are involved in tourism activities along the corridor.
- ✓ Describe any partnerships that have been established and their activities.

## Evaluation

- ✓ Summarize any current problems with tourism and economic development activities in the corridor. This may include need for new facilities, more promotion, more effective marketing, congestion, appearance problems, inappropriate activities by tourists or new business types, overuse or underused, seasonal peaks, etc.
- ✓ List the kinds of things that are working well that should continue.
- ✓ Identify potential opportunities, facilities, and programs.
- ✓ Describe potential activities that could be based on intrinsic qualities that are not currently the basis of tourism programs.



*Dos Chappell Nature Center  
Mount Evans*



*Grand County Historical Museum  
Colorado River Headwaters*



*Town of Redstone  
West Elk Loop*



*Naturita Interpretive Center  
Unaweep Tabeguache*



*Meeker Kiosk, Flat Tops Trail*



*Lathrop State Park Kiosk, Highway of Legends*



## Chapter 7 - Funding Sources

Every byway faces the problem of funding. Sometimes it seems that funding for projects is somewhat easier than funding for operational costs. But nonetheless, looking for funding can be challenging. This section will offer a few tips on how and where to look for funds.

Remember to keep in mind the five principles found in the “Assessing Best Practices for Colorado Scenic and Historic Byways” (October 2000).

1. Don't get hung up on project financing.
2. Organize for success.
3. Plan for sufficient funds.
4. Look to multiple sources of funding, leverage your resources.
5. Identify a longer-term financing plan.

Review that section of the “Assessing Best Practices” report for further discussion about these principles.

### Sources of Significant Funding

There are generally three or four “big players” in the fund raising field for scenic byway organizations. Each is described briefly. But remember, the competition for these funds is intense, funds are limited and can be subject to political pressures. Don't put all your eggs in one funding basket. Byway organizations should consider seeking smaller sources of funds that may be more dependable in the long run to help create a more stable and sustainable organization. Keep in mind, the key word in funding is *leveraging*.

#### National Scenic Byways Program

National Scenic Byways Discretionary funds enable states to undertake eligible projects along highways designated as All-American Roads, National Scenic Byways and state-designated byways. Eligible under the program are planning projects to inventory, preserve and enhance the qualities of byways; safety improvements; construction of bike and pedestrian facilities; development of visitor information such as brochures and interpretive facilities and scenic overlooks; and resource protection such as scenic easements and byway marketing. These efforts serve as tools to boost local economies through tourism and create a sense of pride.

When developing proposed projects, setting priorities, and summarizing the scope and purpose of each project, use the following questions to help frame your decisions. The significance of these or other questions that come to your mind may well vary with individual projects.

*How will your byway travelers benefit from the proposed project?*

Scenic byway funds help support projects to improve the quality and continuity of the visitors' experience, essential to attracting more visitors or enticing them to stay longer.

*What part of your byway's story will the proposed project help tell or enhance?*

Managing the intrinsic qualities that shape your byway's story and interpreting your story for visitors are equally important in improving the quality of the visitors' experience.

*How will the proposed project help strengthen your byway organization?*

The vitality of a byway is only as strong as your leadership. FHWA is encouraging the use of scenic byway funds to strengthen your byway organization's capacity to help implement the corridor management plan for a National Scenic Byway or an All-American Road.

*To what extent does the proposed project reflect:*

- Multi-year priorities for improving the byway, the broader corridor, or intrinsic qualities for the visitor,
- A coordinated effort among State, local, and private entities,
- Alternative sources of funding which you secured to further leverage scenic byway funds,
- A coordinated effort among all stakeholders along the byway, and
- Objectives from your corridor management plan?

The law guiding implementation of the National Scenic Byways Program is in Section 162, Title 23 of the United States Code; 23 U.S.C. 162. It states that the Secretary of Transportation may make grants to States to

- (A) *Implement projects on highways designated as National Scenic Byways, All-American Roads, or as State scenic byways; and*
- (B) *Plan, design, and develop a State scenic byway program.*

Remember, every project is part of your grander vision for your byway. A project should benefit the experience of travelers and visitors, whether it will help you manage the intrinsic qualities that shape your byway's story, interpret your story for visitors, or improve facilities along the byway used by visitors.

Eligible projects fall under these eight categories:

1. STATE PROGRAMS. *An activity related to the planning, design, or development of a State scenic byway program, 23 U.S.C. 162(c)(1).*
2. CORRIDOR MANAGEMENT PLAN. *Development and implementation of a corridor management plan to maintain the scenic, historical, recreational, cultural, natural, and archeological characteristics of a byway corridor while providing for accommodation of increased tourism and development of related amenities, 23 U.S.C. 162(c)(2).*
3. SAFETY IMPROVEMENTS. *Safety improvements to a State scenic byway, National Scenic Byway, or All-American Road to the extent that the improvements are necessary to accommodate increased traffic and changes in the types of vehicles using the highway as a result of the designation as a State scenic byway, National Scenic Byway, or All-American Road, 23 U.S.C. 162(c)(3).*
4. BYWAY FACILITIES. *Construction along a scenic byway of a facility for pedestrians and bicyclists, rest area, turnout, highway shoulder improvement, passing lane, overlooks, or interpretive facility, 23 U.S.C.162(c)(4).*
5. ACCESS TO RECREATION. *An improvement to a scenic byway that will enhance access to an area for the purpose of recreation, including water-related recreation, 23 U.S.C. 162(c)(5).*
6. RESOURCE PROTECTION. *Protection of scenic, historical, recreational, cultural, natural, and archeological resources in an area adjacent to a scenic byway, 23 U.S.C. 162(c)(6).*

7. INTERPRETIVE INFORMATION. *Development and provision of tourist information to the public, including interpretive information about a scenic byway, 23 U.S.C. 162(c)(7).*

8. MARKETING. *Development and implementation of a scenic byway marketing program, 23 U.S.C. 162(c)(8).*

For more information about the National Scenic Byways program, check the official website at [www.byways.org](http://www.byways.org) or the byway community website at [www.bywaysonline.org](http://www.bywaysonline.org).

### **Colorado Scenic Byways Grant Selection Process**

1. Federal Highway Administration (Washington DC) issues a call for projects once a year. The solicitation includes guidelines and eligibility requirements for submittal of applications by the states. Each state is allowed to submit one application but can include multiple projects within the single application.
2. The Colorado Scenic and Historic Byways Commission issues a call for projects to the local byway organizations shortly after receiving the notice from FHWA. The Commission mailing, prepared by the CDOT State Scenic Byways Coordinator, generally includes information on eligible projects and how to apply.
3. Local byway organizations develop their projects, and submit a preliminary online grant application including project description, scope of work and budget to the Commission for their review. Byway groups are encouraged to work with the State Scenic Byways Coordinator in advance of submittal to ensure their project is eligible for funding.
4. The State Scenic Byways Coordinator reviews the grant applications and prepares them for mailing to the Byways Commission. The applications are sent to the Commission approximately two weeks prior to the Commission meeting.
5. The Byways Commission meets to review and discuss each draft application in terms of project eligibility, appropriateness of project components, and relationship to program goals and objectives.
6. The Commission selects the projects to be submitted to FHWA, then prioritizes each project based on need, strength of byway organization, national designation, importance of the project to the program's overall goals, completion of prior grant projects, amount of previous funding, ability to complete the project, and by type: statewide projects, planning, interpretive information, development of interpretive facilities, construction of rest areas, resource protection and safety improvements.
7. The local byway organization receives the online application back from the State Coordinator along with any comments from the Byways Commission. The local group finalizes the application and submits the final online application and mails letters of support and other supporting material to the State Coordinator.
8. The State Coordinator reviews all the applications to make sure there are no problems, then prepares the final application and submits the package to the FHWA Division office by the deadline.

9. THE FHWA Division certifies the application for eligibility of projects and completeness and forwards the application package to FHWA Washington.
10. FHWA Staff in Washington review the applications and make recommendations of projects to be funded to the FHWA Administrator for funding.
11. The FHWA Administrator makes recommendations of projects to be funded to the Secretary of Transportation who makes the final decision.
12. FHWA Washington staff notifies Congress and the White House, and, upon their approval, notifies the FHWA Division Offices who then notify the states on the projects that have been funded.
13. After notification of grant award, the State Scenic Byways Coordinator works with the DTD Business Office to get the new projects into the budget and approved by the Transportation Commission.
14. The local byway organization updates the scope of work and submits the necessary paperwork to CDOT for contract preparation. CDOT Agreements Unit prepares the contract between the State and the local byway organization.
15. The State Scenic Byways Program Coordinator administers the grant program, including approving invoices, monitoring progress and making final project review and closeout.

### **Transportation Enhancement Funding Program**

In addition to the National Scenic Byways Program, the Transportation Enhancement Program was also established by the ISTEA legislation and can provide funding for scenic byways. Transportation enhancement activities are funded under the Surface Transportation Program (STP). Ten percent of each state's STP funds must be spent on projects, which qualify as enhancement activities.

Section 101(a) of title 23 United States Code is amended to read as follows:

*(35) Transportation enhancement activities – The term “transportation enhancement activities” means, with respect to any project or the area to be served by the project, any of the following activities if such activity relates to surface transportation: provision of facilities for pedestrians and bicyclists, provision of safety and educational activities for pedestrians and bicyclists, acquisition of scenic easements and scenic or historic sites, scenic or historic highway programs (including the provision of tourist and welcome center facilities), landscaping and other scenic beautification, historic preservation, rehabilitation and operation of historic transportation buildings, structures, or facilities (including historic railroad facilities and canals), preservation of abandoned railway corridors (including the conversion and use thereof for pedestrian and bicycle trails), control and removal of outdoor advertising, archaeological planning and research, environmental mitigation to address water pollution due to highway runoff or reduce vehicle-caused wildlife mortality while maintaining habitat connectivity, and establishment of transportation museums.*

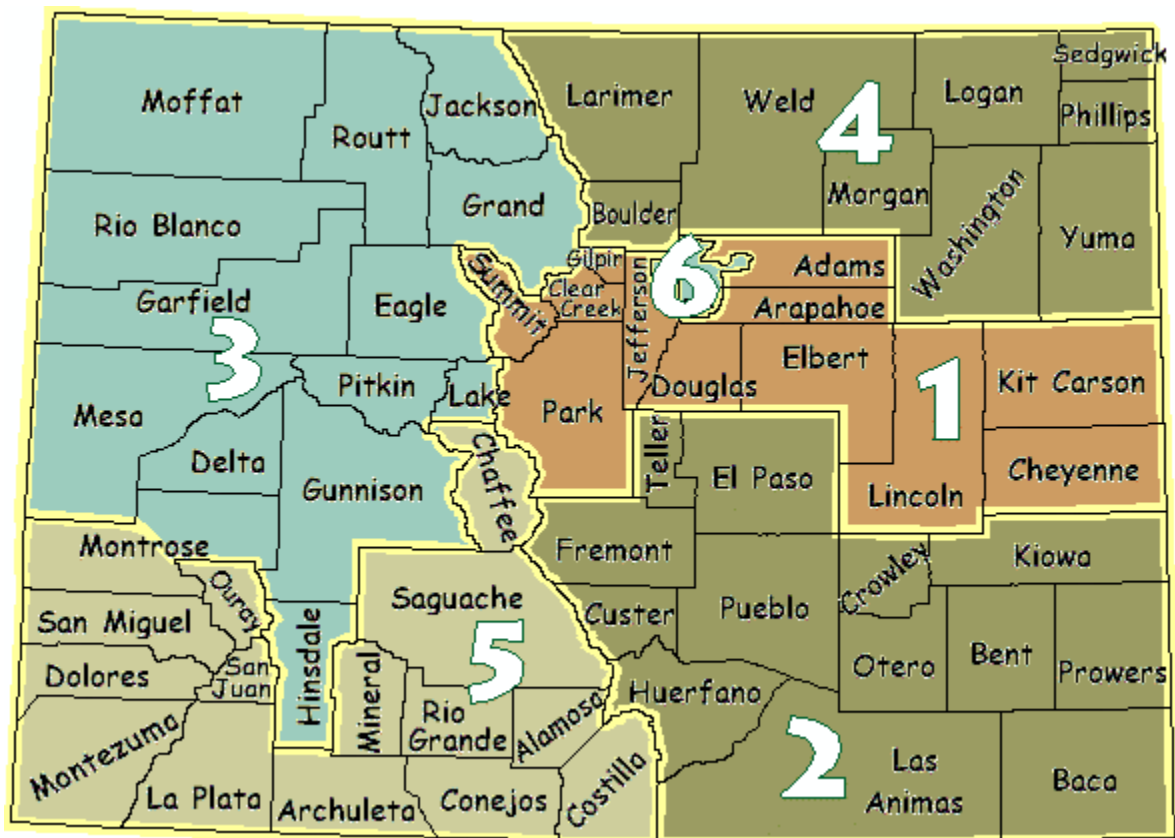
Applicants for enhancement funding must provide at least 20% of the total project costs. Applications which show more than the 20% minimum in matching funds are strongly encouraged as they help stretch the total program. Eligible costs include project planning, utility adjustments, right-of-way activities, preservation actions, project construction, and so on. Costs associated with the preparation of a publication are not eligible for reimbursement.

The term "enhancement" means going beyond normal, routine or customary maintenance activities or activities provided to mitigate project impacts in compliance with requirements of state or federal laws. Qualifying activities include construction of facilities for pedestrians and bicycles, acquisition of scenic easements and historic sites, scenic highway programs, landscaping and other scenic beautification projects, historic preservation, preservation of abandoned railway corridors, regulation and removal of outdoor advertising, archaeological planning and research, and mitigation of water pollution due to highway run-off.

Transportation enhancement activities can be implemented in a variety of ways. They can be developed as parts of larger transportation projects, as parts of larger joint development projects, or as stand alone projects.

For general questions about the enhancement program application process, CDOT project development procedures, etc, contact your transportation region. CDOT is divided into six engineering regions throughout the state. Each Region is headed by a Regional Transportation Director, and has its own Transportation Enhancement Program Manager. Each Region has specific guidelines that meet the unique needs and situations for that Region. Therefore, communicating with your Transportation Enhancement Program Manager is crucial prior to developing your application.

### CDOT Transportation Regions



<b>Reg. #</b>	<b>Region Headquarters</b>	<b>Regional Transportation Director</b>
1	18500 E. Colfax Ave. Aurora, CO 80011	Jeff Kullman (303) 757-9371
2	905 Erie Ave. Pueblo, CO 81002	Bob Torres (719) 546-5452
3	222 South 6th St., #317 Grand Jct., CO 81501-2769	Owen Leonard (970) 248-7225
4	1420 2nd Street Greeley, CO 80632	Karla Harding (970) 350-2101
5	3803 N. Main Ave., #306 Durango, CO 81301	Richard J. Reynolds (970) 385-1402
6	2000 South Holly St. Denver, CO 80222	John Muscatell (303) 757-9459

### **State Historical Fund Program**

The State Historical Fund was created by the constitutional amendment allowing limited gaming in the towns of Cripple Creek, Central City, and Black Hawk. The amendment directs that a portion of the gaming taxes be used for historic preservation throughout the state. Approximately \$15 million is available for distribution annually, and funds are distributed through a competitive process. All projects must demonstrate strong public benefit and community support. Grants vary in size, from a few hundred dollars to amounts in excess of \$100,000. The Fund assists in a wide variety of preservation projects including restoration and rehabilitation of historic buildings, architectural assessments, archaeological excavations, designation and interpretation of historic places, preservation planning studies, and education and training programs.

Over the years, Colorado Scenic and Historic Byways have received numerous grants from the State Historical Fund for projects ranging from interpretive markers and materials, to stabilization of historic mining, ranching, and railroad structures, to developing conferences and training programs (including this resource manual). Check the Colorado Historical Society's website for more information on the State Historical Fund and details on how to apply for funds ([www.coloradohistory-oahp.org](http://www.coloradohistory-oahp.org)).

### **Great Outdoors Colorado Trust Fund**

In 1992, Coloradans took a major step toward preserving their state's outdoor heritage by voting to create the Great Outdoors Colorado (GOCO) Trust Fund, which now forms Article XXVII of the Colorado Constitution. The GOCO Amendment dedicates a portion of state lottery proceeds to projects that preserve, protect, and enhance Colorado's wildlife, parks, rivers, trails, and open spaces. GOCO receives 50% of the proceeds from the Colorado Lottery, its only source of funding. The remainder of lottery proceeds is divided between the Conservation Trust Fund and Colorado State Parks. GOCO's funding is capped at \$35 million a year adjusted for inflation; if GOCO's share exceeds that amount, the remainder goes into the State Public School Fund.

The Colorado Constitution requires GOCO to allocate its proceeds to four areas in substantially equal portions over time:

1. Investments in the wildlife resources of Colorado through the Colorado Division of Wildlife, including the protection and restoration of crucial wildlife habitats, appropriate programs for maintaining Colorado's diverse wildlife heritage, wildlife watching, and educational programs about wildlife and wildlife environment.
2. Investments in the outdoor recreation resources of Colorado through the Colorado Division of Parks and Outdoor Recreation (Colorado State Parks), including the State Parks system, trails, public information and environmental education resources, and water for recreational facilities.
3. Competitive grants to the Colorado Divisions of Parks and Outdoor Recreation (Colorado State Parks) and Wildlife, and to counties, municipalities, or other political subdivisions of the state, or non-profit land conservation organizations, to identify, acquire, and manage open space and natural areas of statewide significance.
4. Competitive matching grants to local governments or other entities that are eligible for distributions from the Conservation Trust Fund, to acquire, develop, or manage open lands and parks.

From these four funding areas, GOCO has developed seven grant programs:

1. Legacy Initiative
2. Open space land conservation grant program
3. Local government park, outdoor recreation, and environmental education facilities grant program
4. Outdoor recreation grants through Colorado State Parks
5. Wildlife grants through the Colorado Division of Wildlife
6. Trail grant program
7. Planning and capacity building program

Numerous scenic byway organizations have received GOCO grants for various projects including land acquisition and capacity building. For more information on GOCO, check their website [www.goco.org](http://www.goco.org).

## Other Sources of Funding

With stronger competition and limited grant dollars available from the large grant programs, byways have resorted to local fundraising and entrepreneurial efforts to sustain the byway organization, continue to implement projects, and maintain improvements. While the Colorado Scenic and Historic Byway Program does not track the number of grants or amount of funding awarded to individual byway organizations that are not used as a match to National Scenic Byway funded projects, the 2001 Byway Evaluation Survey did indicate that the following agencies and organizations have awarded funding to local byway efforts:

- Colorado Department of Local Affairs (DOLA)
- Foundations (Gates, Bacon, etc.)
- Land and Water Conservation Fund
- BLM and USFS
- Governor's Smart Growth/Heritage Communities Program
- Watchable Wildlife (DOW)
- Colorado Council on the Arts, & National Endowment for the Arts (NEA)

## **Colorado Department of Local Affairs**

The Department of Local Affairs administers an Energy and Mineral Impact Assistance Grant Program for local governments in Colorado. Eligible projects are public facilities and services owned or provided by cities, towns, counties, or special districts. The fund allocates approximately \$10 million annually statewide out of receipts from severance taxes and federal mineral lease payments. There are two grant cycles per year. Applications received by April 1 are acted upon the following July. Applications received by October 15th are acted upon the following February. The suggested maximum award is \$300,000. However, grants in the range of \$125,000 to \$200,000 are more common. A local match is required but not specified. Competitive applicants are urged to work closely with a sponsoring local government. Successful projects are those demonstrating comprehensive community benefits that are the highest priority of a city, town, or county. Applicants are urged to contact the Department of Local Affairs Field Office closest to them.

## **U.S. Forest Service and BLM Special Projects**

Both the U.S. Forest Service and BLM periodically have discretionary funding available to fund community development projects. Some of the projects are associated with wood products promotion. In some cases the Forest Service has funds available to pay to staff visitor centers with non-Forest Service personnel. In other instances BLM has agreed to construct projects, if the materials are provided.

BLM also promotes the concept of public access to public lands and will actively pursue the acquisition of public access where appropriate. BLM also actively trades land parcels where it is mutually beneficial. As corridor planning is promoted by BLM, they periodically have funds available to assist in corridor planning efforts. BLM special assistance programs have also included providing landmen to perform appraisals and legal work, and prepare work plans. Additionally, other BLM staff specialists are available.

## **Rural Conservation and Development Program (U.S. Soil Conservation Service)**

The Soil Conservation Service, through its Rural Conservation and Development Program, provides field people to assist in a variety of technical areas, with an emphasis on rural development. Contact your local SCS office.

## **Community Resource Center**

Another valuable resource is the Community Resource Center (CRC). This organization has provided technical assistance, training and consulting services to individuals, nonprofit organizations and community-based coalitions throughout Colorado and nationally. They can provide:

- Consulting and Technical Assistance Services
- Colorado Nonprofit leadership and management program
- Workshops for nonprofit executive directors, board members and staff;
- Community Organizing Initiatives;
- 2003-04 Colorado Grants Guide, the most comprehensive funding guide for nonprofit and community-based organizations in Colorado;
- Web Design and Development Service.

For more information about the Community Resource Center, check their website at [www.crcamerica.org](http://www.crcamerica.org).



## **Foundations**

Community foundations and sometimes others set aside small funds for helping nonprofit organizations get started. Do lots of legwork and talking, let people know you are starting something new. Check with other nonprofits for technical assistance such as resource centers and organizations that are similar to yours. Get a copy of the Colorado grants guide or a guide to foundations. Write each of the foundations you feel will be helpful to your organization and ask for their outline or instructions for submitting proposals.

There are numerous foundation grants that your Byway may be eligible for depending on specific eligibility requirements and the legal nature of your organization. For example, if you are a 501(c)3 non-profit corporation, a number of grant sources are available to you.

A great place to start is to get a copy of the Colorado Foundation Directory, available from the Junior League of Denver. This book provides a comprehensive list of foundations, types of organizations they award grants to, how much they award, and for what type of projects. The directory also indicates the general grant application procedures and provides addresses and contact people to assist you.

Many of the Foundation grants have designated due dates for applications, others do not. It is best to call the foundation before you begin. Ask for assistance, and ask for a list of grants that were distributed in the previous year. This will give you an idea of the types of projects that are more likely to receive grants, and if your project has a chance for success. There are many well-healed foundations that can provide resources for you. You may dislike the grant writing process, or need assistance in doing this, but if you chose carefully, you may find your efforts highly rewarded.

Again, do your PR work. Write personal letters, notes of progress, thank you letters, and other communication consistently. It gives the lender a good picture of you and your organization for future funding. Specify amounts of money for specific purposes and keep them targeted when approaching your funder. If you are asking for different amounts from several funders it may be to your advantage to let each know of your intentions, and explain how each of the foundations money will work for your program. Look for the philosophy of each foundation in their annual reports, specifically, whom are they funding. When you are returning your application for funds or proposals, and you have not included some portion of the material asked for by the foundation, write a letter stating why you have excluded the material. Although many of the foundations may not be in your specific area extend an invitation for an on site visit.

### **Ten Things Non-Profits Don't Like About Foundations**

1. Do not provide operating funds.
2. Do not take the time to understand what the non-profit does.
3. Unclear guidelines.
4. Inaccessibility of foundations.
5. Being misled about the prospect of being funded.
6. Quick fix funding expectations.
7. Rejection without explanation.
8. Try to change what-at non-profits do.
9. When foundations violate their own guidelines.
10. Arrogance of power.

### **Ten Things Foundations Don't Like About Non-Profits**

1. Don't read guidelines.
2. Don't send reports after completion of grant.
3. Failure to disclose major changes in structure or staff.
4. Asking to be an exception to guidelines.

5. Requesting unrealistic help and staff time.
6. Non-profits that only call when they need money.
7. Don't accept rejection well - take it personally.
8. Lack organization and good administration.
9. Duplication of efforts by non-profits.
10. Bad attitude.

*Source: CANPO Conference 12/14/89*

### **Corporations**

Large corporations may have a corporate giving office for you to contact to ask about funding. Try to meet directors in the corporation. Be honest about your organization and the funding needed. Error in over exposure, it is much better than to be unknown. When approaching businesses and corporations for money, consider asking for "in kind" work, printing, building space available for use, or sponsoring of a special event. Use their services, space available etc. but always give them public credit for what they are doing for you. Use the power approach, use individuals you know who are Board Members or know Board Members personally.

### **Trusts**

One way to locate trusts that are available is by calling banks and asking the trust department if any trusts funds are available through them. Many of these trusts are unadvertised and unknown to the general public. However, banks are more than happy to share this information with you. Don't be afraid to ask someone at the trust how much money you should ask them for. Foundations and Trust requests are about the same. You may receive no commitment or up to 5-years or a year-to-year renewal reviewing your request each year.

### **Religious Churches**

Churches lend credibility to an organization. Have churches announce your organization and any needs you may have to the congregation. Use church bulletins. Churches have more than money to offer. Volunteers as well as church space to use for functions are sometimes available. Maybe a group can help fold newsletters and distribute. Since churches are not legally required to list their funds, like trusts, they may have funds available that not known about except by church members and clergy. It is a good idea to know the church structure from which you are requesting funds. If you are not a member and are unfamiliar with the structure enlist someone who is a member and knows the structure of the church.

### **Community Organizations**

Maintain local contacts with organization directors and members. Ask how much money is available for projects. When requesting funds never ask for more than you know to be available to your specific needs. If you ask for too little the organization may not take you seriously. Identify yourself as a member if you are one, members are likely to receive six-times as much money than someone who is not a member. Build relationships. Put members' names your mailing list and send information or write letters. Requests for money should fit the organization's structure of funding. For example, you wouldn't ask two foundations with different amounts of money available for the same amount. Organizations such as Lyons, Kiwanis and Rotary Club also do "in kind" work. Many of these organizations can give support in other ways other than giving money. Some may be able to do mailings, stapling and folding. They may be able to offer volunteers for serving food or keeping an event open.

## **Banks**

The Community Reinvestment Act requires, through bank licensing, that banks invest money in communities. They use a rating system to determine distribution. Some of these funds can be used to produce brochures. Small cash grants are also distributed. It is best to inquire about assistance programs through the banks in your area.

## **Local Colleges**

Do not forget local colleges, e.g., the nearest campus of the Colorado Mountain College system. Many of these schools and other colleges provide volunteers and other sources of support to accomplish community-supported projects. Contact the local colleges near you to find out what they can offer. Remember, they are helping you and you are helping them by providing interesting real world projects for students and faculty.

## **Fund Raising: Getting Started**

When approaching funders, be sincere and use "from the heart" presentations (testimonials from people that are being helped from your programs). Make fund raising a part of your organization. Be prepared to match funds with your funder and show local support. Remember **you** sell the organization best. Have a balanced Board of Directors that includes representatives from the community. Use them to make the contacts. You will sell your organization the best because you really believe in it.

## **General Ideas**

Plan for the future; make long-term goals in regards to your funding. Also, remember that if your organization is to survive, plan for the bad times as well as the good. The source of money doesn't usually change, the amount does. Be flexible, plan for limited amounts or limited time schedules for using funds. Be able to restructure your organization according to availability. Understand that "no" may mean "not now".

Know your organization. What makes you better? (i.e. services you provide, cultural enrichment, what you are giving to community). Show local support. Believe in what you are doing. Be informative to the public as it gives credibility to your organization. Share information that isn't asked for. Travel for funding out of your immediate area through personal contacts. REMEMBER, "people fund people". Networking can be a very valuable source of contacts for funding. Get personal introductions to bankers, and the social elite. Personal contact with people is impressive and gives stability to your organization.

Be aware of your competition. Join with other organization if that will help bring strength to your proposal. Don't be afraid of repackaging your organization. Brainstorm for ideas to meet trends without changing destination. (Will your organization turn around community economy in any way? Package yourself as economic development.)

Remember to diversify your sources:

- 30 % of funding comes from individuals (in the form of direct mail, memberships, payroll deductions, special events aimed at the public, fees for use of services or other creative ideas)
- 30 % of funding comes from government agencies
- 30% of funding comes from other sources: Churches, Corporations, and Foundations
- 10% of funding comes from creative sources

Finally, be aware of trends, (environmental issues, human services, humane organizations), what are people supporting? What are the community's priorities? If possible, structure your presentation so that it identifies with the current trends.

Aside from the more formal approaches to getting money, there are numerous fund raising projects that could benefit your Byway. Look at what local resources you have and see what works for you. These can be simple programs, e.g., auctions, bake sales, raffles, co-sponsoring an event or offering items for sale. One Byway has had a beautiful color poster prepared for their Byway and is now selling it at a good profit. Another byway sells water bottles, hats, pins, and other collectables. Try selling memberships to your organizations in exchange for a monthly newsletter and other community information. Be creative.

## **Proposals and Grant Writing**

### **Fund Raising: The ABC's of Marketing Your Proposal**

*Adapted from an article by T. Michael Smith, January 15, 1989*

#### 1. People Give to People

- With a cause
- Not to ideas or institutions
- Know who they are, be known to them . . . relationships are paramount
- Face to face conversations

#### 2. Knowing Their Agenda

- It's their money so they set the agenda
- Our agenda is important ONLY if it conforms to theirs
- Don't try to convert them
- Let them help you make the connection

#### 3. Doing Homework

- Know what they do, read annual report . . . research projects they have funded
- Explore staff and board preferences
- Discover their new directions

#### 4. Networking

- Each person has a network, use it
- Ask others to help with introductions
- Familiarity can give you an edge
- If you must talk to a stranger, *know who they* are before meeting with them
- If you must talk to a stranger, *be sure they know who you* are before meeting with them
- Use multiple sources to develop your networks

#### 5. Making the Approach

- Friend to friend
- Face to face
- Start with: "I have an idea and advice", tell them the idea
- Ask: "what do you think of the concept?"
- Assessing ideas is their business, they will be anxious to tell you
- If necessary, ask: "is this something you would support?" (Usually not necessary to ask, they will tell you on their own)
- Ask: "who else might be interested in this?"

- Ask: "could you help me with an introduction?". . they will tell you what to do if they support it
- Leave a BRIEF written piece, one page maximum . . . don't bring, or leave with them a proposal
- Be genuinely appreciative

## 6. Keeping In Touch

- They're swamped, they'll forget you; don't let them . . . allow no more than two or three weeks to go by without some kind of reminder of you
- If requested, TAKE a proposal to them
- Send them evolving information on the proposal . . . don't harass them
- Be clear on decision dates
- Find out what it takes to obtain the funds
- Do it!
- If appropriate, make the award ceremonial

## 7. Following-up

- Send newspaper articles, photos, progress reports on how THEIR funds are being spent
- SHOW them how the funds are being spent: invite them to openings, give them tours
- Send an annual report or final project report

## **Grant Writing Tips from Tim Sarmo (Colorado Dept of Local Affairs)**

- Know your community - community support, abilities, etc.
- Have a plan - make sure it is well thought out and do it prior to making grant application.
- Have a legitimate need - use statistics and other information to document need
- Have the right attitude - grants are not a guaranteed right, the community should contribute its fair share, and partnerships help with effective resource use.
- Plan and develop your project - defensible costs, well-conceived concept and details worked out. 6. Have broad based community and partnership support.
- Be selective in your usage of grants - one cannot go in round after round for every project the community wants to do.
- Don't find a need to fit the grant program - If you have a legitimate need, find the program that fits it.
- Know your own strengths and weaknesses - can you get a project finished, are there local resources you haven't tapped, etc.
- Know the granting agency and funding source.
- Contact responsible funding agency - get to know the people at the agency. People give to people.
- Write a clear and concise proposal.
- Coordinate your efforts with other jurisdictions - what if your project impacts projects in other jurisdictions.
- Coordinate multiple needs to achieve multiple benefits
- Combine funding sources to maximize awards -leveraging funds
- Take advantage of windows of opportunities.
- Be creative and enterprising.
- Be patient but persistent. You may have to apply several times to get funded. The funding agency may also give you advice to make your proposal better. Take it!
- Manage the project professionally.
- Say Thanks! Even if you didn't get the grant. Not only is that polite and creates good feelings, but there's always a next time.

# Chapter 8 - Interpretation

## What is Interpretation?

*Adapted from "A Workbook of Ideas and Guides for Preparing Historic Tour Guides for Scenic and Historic Byways," Ken Francis, Office of Community Services, Durango, Colorado, 1998, and The National Scenic Byways Marketing Tool Kit, September 2000.*

“Traveling over spectacular high mountains, through majestic canyons, valleys and mesas, visitors experience the best of Colorado by touring our scenic and historic byways. The mere designation of a byway is an accomplishment in its own right; however, it is the development and management of these byways as first-class touring experiences that is the real challenge. This means preserving the intrinsic qualities of the byway, and bringing to life through interpretation, the heritage of our state. Merely depending upon our byways' scenery is not enough. Visitors want more than a visual experience. They want to learn and understand the heritage of our magnificent state; from the geology of our mountains and valleys, to the cultures of the American Indians and pioneer experiences that forged the western frontier.

Interpretation of our heritage can be provided via a variety of media, but in each case must communicate the unfamiliar into simple language using not only words but photography, maps, and graphs that enhance the public's awareness, understanding and appreciation of our past and obligations for the future.”

- Ken Francis

## Delivering The Message

Interpretation is a critical component to meeting and exceeding a visitor's expectations. Interpretation of your byway has the potential to provide an exciting and memorable experience that will draw more people to your byway, especially through word of mouth. By having a strong interpretative plan, and implementation plan to follow, you have positioned your byway for success.

Interpretation is not merely the presentation of information about your byway to your visitors. It is a specific communication strategy that is used to translate that information from the technical language of an expert to the everyday language of the visitor-and in an enjoyable manner. In other words, interpretation is not as much what you say to your visitors, but the way you say it.

In order for your interpretive program to be effective, it is important that you understand how your visitors learn and remember information in a recreational learning environment. A recreational learning experience is one where the person has voluntarily elected to participate for "fun." Any "learning" that occurs is considered to be fun as well. Anyone with a hobby, such as stamp collecting, model building, or bird watching, is involved with recreational learning. They learn because they want to, and the process gives them pleasure.

The development of any interpretive program hinges on three factors: why a visitor would want to know this information; how a visitor would use this information; and how to best communicate the information. Successful interpretation occurs when your visitors receive your message, understand your message, remember your message, and use the information in some way. How do you accomplish it all?

**Grab 'em.** Provoke their curiosity, their attention and their interest in your presentation or exhibit, If they won't stop, you've wasted your time and energy,

**Hold 'em.** Give your visitors a reason to keep reading, touching, or viewing your interpretive exhibits. Relate your information to your visitors' everyday lives.

**Set the stage.** Think of the props necessary to the success of your presentation. For example, choose the right typeface, colors, and designs for your exhibits; the right music, lighting, costumes and narration for your video presentations.

**Illustrate your "big picture."** What is your main theme? What is important about this specific site? Ask yourself, *"When my visitors return home, if they only remember one thing about my byway, it will be \_\_\_\_\_."*

**Save the best for last.** Reveal the ending or answer to your questions in a unique or unusual way. Let your visitors know how they will benefit from the information you have provided.

## Interpretive Communication

In interpretation, the structure of the interpretive communication, from live program to brochure to exhibit design, follow this simple, yet powerful strategy.

The message must:

- Provoke the attention or curiosity of the visitor/audience. If you can't get their attention or interest, you can't communicate with them.
- Relate to their everyday lives or experiences. We must communicate to them in terms and examples that they can understand.
- Reveal the essence or key parts of the message last - we want an "oh my" response.
- Strive for Message Unity - Use the right colors, design style, music, etc. (stage setting) to support your total message presentation.
- Address the Whole - illustrate how this specific interpretation is part of a larger picture, such as how "this" historic home is an example of a larger community story.

These are the guiding "interpretive principles" in constructing an interpretive message. This format for communication success should sound familiar. It is the message structure for a "Paul Harvey Rest of the Story," and the communication structure for almost all advertisements you have ever seen. In commercial terms, this communication process tells you:

- Why you need this product (provoke).
- How this product will benefit you (relate).
- How little it costs and how easy it is to do / acquire (reveal).
- Why other people just like you are using it/buying it (relate & reveal). This is another fine product brought to you by "\_\_\_\_!"
- Address the whole. Show how this is from a "family" of related products or company image.

## Planning Questions for Heritage Tourism

Based on the interpretive principles, interpretive planners also have a formal planning model for success - again also used in marketing and advertising. In simple terms, our planning format considers:

- *What* - is the story, site, or message to be interpreted to visitors.
- *Why* - what are the specific objectives (learn, feel, do) that the interpretive message is being designed to accomplish?

- *Who* - are our target markets; what are their interests, demographics, visitation or use patterns, what are they "looking for" in a heritage tourism setting. What will be required for the story presentation to "relate" to these specific audiences?
- *Media* - What kinds of interpretive programs and services will we need (live historical interpreters, guides, self-guiding leaflets, audio cassette tapes, visitor center exhibits, etc.)?
- *Implementation and Operations* - What will it cost, what will it take to implement the marketing or programs, who will do it, etc.
- *Evaluations, pre-testing, feedback* - Were the objectives accomplished? Were the marketing, programs, tours, etc. successful? Why or why not? These are the two key questions in developing heritage tourism programs or services for the public.

We often forget that we are developing heritage tourism opportunities for visitors. It is important to understand them as well as we understand the individual sites we want to attract them to. In marketing and planning heritage tourism opportunities, we have to ask:

- Why would a visitor want to know (do) this?
- What do we want them to do with the information we are interpreting to them?

As we look at these two questions, the first question reflects back on our interpretive principles to provoke and relate. If visitors aren't interested in learning about historic forts, or the sites along a scenic byway - they won't want to do the experience. Interpretation works to "create interest" and tell the visitor how they will BENEFIT from it. They would "want to know this information" because they will get a return on their investment of time, money, and recreational learning.

The second question is one of product - what do you want in return for your heritage interpretation/tourism investment? Do you want visitors to stay longer, buy items from shops, gain support for preserving important sites, get visitors to become volunteers, encourage visitors to use the site in a safe and stewardship-like manner? There are no "right" answers to these two questions. The answer will differ depending on your site or project. But the answers are important in planning your total heritage tourism marketing and presentation efforts.

## **Making Contact With Visitors**

To be effective in interpretive communication, the interpreter must know as much about visitor psychology and recreational learning principles as he or she does about the subject matter he or she is interpreting. Making contact with the visitor requires that the visitor actually understands the message or story that has been "interpreted" to him or her. This paper provides some ideas and key questions for interpreting to museum visitors and considering their learning needs in developing the live interpretive program. A partial interpretive planning strategy is provided on developing interpretive themes, measurable interpretive objectives, and visitor analysis.

Interpreters must speak many languages! Not particularly foreign languages, but rather the language of the everyday person. Depending on the site or resource they are working with, they may be called upon to speak many languages: the language of children; the language of rural visitors; the language of urban visitors; the language of "experts;" the language of local residents; the language of tourists; and more.

In interpretive terms, this means that they must relate to the everyday lives of everyday people. To help the interpreter do this there are a few general concepts and principles of "recreational learning" that may come in handy. This paper will look at not only how to speak the conceptual "language" of the visitor, but how to make actual "contact" with your message or story.



## **Understand your visitors!**

To be successful with live interpretation, the interpreter should know as much about how visitors learn and remember information presented to them as he or she does about the resources or artifacts being interpreted. It has been my experience that most museum interpreters are well trained in the materials of the museum or historic site, but receive little or no training in "visitor communication strategies." Here are a few general learning concepts and principles that may be of use in preparing and delivering your live interpretive program.

### **Learning Concepts**

- We all bring our pasts to the present. Try to find out what the knowledge or experience level of the visitors are related to your story or resource. Have they recently been to other museums or historic sites? If so, which ones? Did they have a good experience at those past visits?
- First impressions are especially important. Make sure that the first impression visitors have of you and your program is outstanding! This may be your greeting with the visitor at the start of the program, your appearance (are you in costume or uniform?), the visual look of the program starting point, or other non-verbal cues.
- Meanings are in people, not words. If I were to say the word "tree," what tree would come to your mind? We all have our own "visual dictionary" and personal interpretation of words. When you describe an artifact or other resource in a lecture, what does a visitor "see?" Make sure that you have the appropriate visual aides with you to avoid differences. Be aware, too, that most technical terms are new for visitors. Be sure to define them; don't take it for granted that anyone knows what they mean.
- Simplicity and organization clarify messages. The chief aim of interpretation is provocation- NOT instruction. During an interpretive program your job is not to make the visitor an expert in history, science, art, etc. Your job is to inspire them to want to learn more. Keep the programs simple, focused, and fun.

### **Learning Principles**

- People learn better when they're actively involved in the learning process.
- People learn better when they're using as many senses as appropriate.
- People prefer to learn that which is of most value to them at the present.
- That which people discover for themselves generates a special and vital excitement and satisfaction.
- Learning requires activity on the part of the learner.
- People learn best from hands-on experience.

With these concepts and principles in mind, you should also remember the following. Visitors remember:

- 10% of what they hear,
- 30% of what they read,
- 50% of what they see, and
- 90% of what they do.

## Using Objectives to Guide Planning

The following are the three kinds of objectives that are needed for any interpretive program to be "planned," with an example of each.

- *Learning Objectives.* At the completion of the program, 60% of the visitors will be able to describe three innovative farming tools invented by Rouge River Valley farmers.
- *Behavioral Objectives.* At the completion of the program, the majority of the visitors will ask to look at the tools in the museum collection.
- *Emotional Objectives.* By the completion of the program, the curiosity and interest level in the visitors will be raised so that they will be motivated to want to look at the museum collections, and attend other live interpretive programs sometime in the future.

Remember, objectives are measurable. They are also tools to help you focus on just what you want your program to accomplish. As you consider the theme or topic for your live presentation, and have written the objectives you want the program to accomplish, there are three very important questions you must ask yourself about your program.

- *Why would a visitor want to know that?* This is an important question for you to answer about the information you are planning to present. If you can't think of several reasons why a visitor would want to learn the information in your program, you have a problem! This is where you RELATE to the visitor - give them a reason to attend the program.
- *How do you want the visitor to use the information you are interpreting to them?* If you don't want them to use the information, then why are you doing the program? The answer to this question will become your behavioral objectives for your program. You don't want to spend a lot of time giving answers to questions that no one is asking!
- *Who are the visitors coming to the program?* What is their age level, knowledge level, interest level, etc.? How much time do they have? What do you think some of "their objectives" for attending your program might be? Any special needs of the visitors (visual or hearing problems, handicap visitors, etc.)?

Considering the *What*, *Why*, and *Who* parts of your live interpretation planning will help you focus your time and efforts. The answers to the "two questions" will help make sure the program is relevant to the visitor, not just the curators or resource experts.

## The Three Benefits

Interpreters are in the BENEFIT business. Your interpretive program should be planned to illustrate to the visitors (and agency managers) three benefits. You should consider how the program will help:

- *Benefit the site or resource.* For example, will the program help reduce damage to historic structures, or help keep visitors on designated trails?
- *Benefit the visitor.* How will attending your program benefit the visitor? What's in it for them? The answer to this question is what you use to advertise the program.
- *How will your program benefit the agency you work for?* More memberships? More gift shop sales? Better political "image?"

## Define Your Product

In doing live interpretation it is easy to get caught up in the "interpretation" and forget what our real product is. By selling "the product of the product" you put the idea of your program in a context that the potential user knows and understands (relates to). For example, in the commercial world:

- Are you selling drills or holes?
- Are you selling cosmetics or "hope?"

- Are you selling new cars or status?

What is the product of the product for your live interpretation?

- Are you selling "looking at artifacts" or "valuing the cultures/people that made them?"
- Are you selling "looking at rooms of furniture" or "pride in the people that made and used the furniture?"
- Are you selling "collections" or "the benefits to all people in the saving and conservation of historic materials?"

## **Making Contact with Visitors**

We know from years of interpretive research that the "live interpreter" is the most powerful of all of our interpretive media and opportunities. The interpreter can instantly "read" an audience, make adjustments in the program to help relate to the different audiences they may encounter. They can look into the eyes of a visitor and grab that visitor's imagination and emotions. They can take a boring topic and make it come to life for the visitors. But to be successful, live interpretation requires that the interpreter think about and plan for their success.

Being successful with any live interpretive programs requires interpreters to identify what *they* mean by success. The successful interpreter will need to understand how their visitors learn and remember information and how to provoke, relate and reveal the story to them. They will have a focused message (theme) and objectives that *they* are going to strive to accomplish. They never stop trying to improve their program and trying new ways to inspire visitors.

The reward the interpreter receives from his or her work really cannot be put into words—a deep sense of satisfaction, pride, and more. The reward the visitor receives from the interpreters efforts are equally as powerful. For when a trained, focused and inspirational interpreter meets with visitors hungry for inspiration, something special happens. They make contact and the journey begins.

### **Preserving Your Intrinsic Qualities**

Once you've made the effort to attract your visitors, make sure they always have something to visit. You should incorporate your strategies to protect and sustain the very qualities that brought your visitors to begin with.

Develop three-point vigilance:

- **Keep an eye on the past:** your route's history and the preservation of its intrinsic qualities.
- **Keep an eye on the present:** your positioning and marketing plans.
- **And keep an eye on the future:** the maintenance and enhancement of your route.

## **What is an interpretive theme?**

*The following materials on interpretation were extracted from articles by John A. Veverka, a Heritage Tourism & Interpretation Planner, and part time instructor of interpretation planning and design at Snowdonia National Park Training Center -Wales and New York University. The first, from "Creating Interpretive Themes for Heritage Tourism Sites and Attractions."*

A theme is the central or key idea of any presentation. When communication to your visitors has been completed (via exhibits in a visitor center, self-guiding tours, live programs, or other means), the audience should be able to summarize the main point of the communication in one sentence! This sentence would be the theme. Development of a theme provides organizational structure and clarity of understanding to the main message of the site or facility. Once the main interpretive or story message theme has been decided, everything in presenting the programs or services to the public falls into place.

Themes should:

- *Be stated as a short, simple, complete sentence. Contain only one main idea, if possible.*
- *Reveal the overall purpose of the site, facility, agency, program, visitor center, etc.*
- *Be specific.*
- *Be interesting and motivational whenever possible.*

Thus: "History of the area" is NOT a theme- it is a topic. I have to ask "what about the history of the area?" A theme would be:

*The history of Smithville is tied in amazing ways to the Big Fork River.*

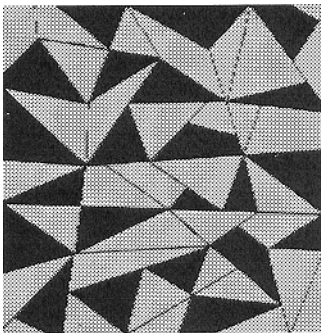
With this as a "theme," the exhibits, programs, etc. would then give the visitors lots of different examples of just how Smithville is tied in amazing ways to the Big Fork River.

A theme is the one thing that, if nothing else, visitors remember, understand, or feel about the heritage tourism experience of your site. The theme usually begins most programs, might be the first exhibit in a visitor center, or be the in the first introductory paragraph of a marketing brochure or self-guiding brochure.

*Can you find the theme in this room of mixed graphics and messages?*

Look at the graphic below - this is what many visitors "see" when they enter a visitor center, museum, historic site, or other heritage attraction. They see "lots of things". But what you want them to see, in this example, is the perfect five-pointed star - that is the theme or main point we want them to understand. Can you "find" the perfect five-pointed star? How long did it take?

If you have trouble in "finding" the star, or the main point (theme) of this visitor center, look at the next page of this article for a hint. In heritage tourism planning, we want to make sure that the visitors can easily see the star (your main message).



## Themes Big and Small

You can use themes for big messages and for small ones. For example, a theme for a historic home might be: *The Smith Mansion changed forever the way 18th century homes were built.* An interpretive theme for a guided tour of the Smith Mansion might be: *The Smith Mansion holds many secrets behind its walls.*

## Selecting Your Operational Theme

So you need a heritage site theme - how do you pick one? There are several ways:

- Do a story analysis for your site or attraction-what is the "site" telling you it is a good or the "best" example of?
- What are the five most important aspects of your site (people, historical events, natural history, etc.) that you want visitors to know about?
- How can those five events or significant aspects of your site be summarized into one sentence (your "star")?
- Check your thought process. Ask yourself and your staff this question – and have each person write down their response:

*"If we spend all of this time and money to interpret this site's story to visitors, and after the end of their visit, tour, etc. they only remember one thing about this place, that one thing better be \_\_\_\_\_."*

## Writing and Implementing an Interpretive Master Plan

Interpretive services are categorized as personal services (those involving a naturalist or guide who communicates messages to the visitors face-to-face) and non-personal services (those involving media such as wayside exhibits, brochures, or other written, auditory or visual media to communicate those messages). Personal services have the advantage of being more effective since they are able to answer specific questions of visitors but it is much more expensive and often times not feasible to have hired staff. Recommendations of the interpretive master plan for personal vs. non-personal services must be measured in the ability of the project partners to realistically implement recommended services. A well-thought through interpretive master plan will:

- Be a guide for interpretive services
- Identify the media to be used in attaining the interpretive goals
- Delineate partner responsibilities
- Serve as a touchstone for interpretation when funding or phasing call for implementation
- Maintain unity of thought and direction over time and through staffing changes

Interpretive plans represent a "snap-shot in time," that is, they are put together with the best information available at the time of the plan's preparation. An interpretive master plan should be a fluid document. For this reason, it is important that the plan be reviewed annually by the partners to insure that if opportunities that have arisen, audiences of goals have changed, or research findings reveal new information, the plan changes to accommodate the condition.

The interpretive master plan will be an appendix to the Byway Management Plan. It is the view of the project steering committee that the interpretive plan will assist partners in obtaining future grant monies to implement interpretive services. The Byway Management Plan will guide management decisions made concerning the natural and cultural resources found adjacent to the byway and will delineate partner responsibilities and roles in preserving and interpreting those resources.

## **Implementing the Master Plan**

### **Developing Brochures**

When potential visitors ask for information about your byway, you'll need something that provides the information and entices them to come see it for themselves. Whether it carries a headline, a collage of images or a single graphic, the cover of your brochure should be designed to get a reader to look inside.

Tell your story. Include all the pertinent information about your location, your benefits and visitor opportunities. You'll need to include your phone and fax numbers (toll free if possible), and your physical, mailing and web site addresses. And don't forget your name and logo.

Be aware that some people only skim through your brochure. For the skimmers in life, make sure you provide your key information by using descriptive headlines and dividing your brochure into short, easy-to-read sections. If you're mailing out your brochure in response to a request, jot a note on the envelope, such as "Here's the information you requested," and include a motivating sales letter inside.

Brochures are very versatile forms of communication. They serve as advertising material, fact sheets, catalogues, and product price lists. Good brochures implement several of the same principles as signage. Brochures should attract attention, and describe services in an accurate, clear, and concise manner. Easy-to-find formats also contribute to a brochure's success.

### **Tips for Designing Brochures**

1. Put Message Up Front
2. Keep the Cover Clean
  - Clutter creates visual confusion
3. Use only the Best Photographs
  - "A picture is worth a thousand words"
4. Headline Most Important Features
5. Present Information in More than One way
  - Some people prefer words, others prefer pictures
  - Present information verbally and visually to make sure everyone gets the message
6. Keep it Simple and clear
7. Make Sure it's Up to Date
  - It pays to keep current
8. Use a Professional Designer
  - It will allow for most effective use of space and visually appealing composition

### **Interpretive Guidebooks**

**Goal:** Enhance visitor's enjoyment, understanding and appreciation of the byway's heritage.

#### **Guiding Principles and Objectives:**

- Stimulate and maintain the visitors' interest in your byway by producing an attractive and informative interpretive guide.
- Develop a distribution plan for the interpretive guide that will make them readily available for potential users.
- Provide interpretive themes that are coherent and meaningful to the general public.
- Emphasize the significant events, features, cultures and conditions that shaped the history of the area, and communities along your byway.

- Make your interpretation authentic and of high quality.
- Provide for diversity in sites and themes in order to provide the visitor with a Good overview of your byway heritage.
- Utilize existing interpretive resources that may exist along your byway, and direct the visitor to them. Local museums, visitor centers, and the Colorado Historical Society's roadside interpretive sites provide excellent opportunities to augment and complement your interpretive guide.

**Goal:** Enhance the preservation of heritage resources along the Byway.

**Guiding Principles and Objectives:**

- Encourage visitation where an increase in people will not threaten the integrity of the site.
- Do not include sites, or de-emphasize those that will be damaged by increased visitation, or have either access and/or on site safety problems.
- Communicate in the guide the importance of preserving our cultural heritage.
- Help instill an appreciation and respect for past and present cultural diversity.
- Include site etiquette guidelines for visiting archaeological and historic sites/structures.
- As you approach a site, survey the area and think about how you can minimize your visit's impact.
- Stay on trails. Avoid walking on vegetation and steep slopes.
- Unless expressly permitted, do not walk or climb on archaeological sites or enter historic structures.
- If you pick up an artifact to examine, please replace it where you found it.
- Because charcoal and soot are used to date sites, do not camp within an archaeological site or historic structure, as your fire will contaminate the record.
- Do not touch rock art.
- Pack out what you pack in.
- Report any vandalism or activity that violates the above guidelines.

**Goal:** Enhance Tourism Development.

**Guiding Principles and Objectives:**

- Advocate for a balanced approach to tourism that protects the resources (attractions) and is sustainable over time.
- Embrace local community values and priorities
- Focus upon enhancing the visitors' experience by providing a high quality interpretive touring experience.
- Recognize that existing visitors, if they enjoy your byway, are the best potential marketing tools you have.
- Integrate existing interpretive resources into your guide (describe any museums, visitor centers, tours, or other publications, etc).
- Enlist the cooperation of tourism organizations, businesses, and other entities along your byway to distribute and promote the availability of the interpretive guide.

## **Guidelines for Designing the Interpretive Guide Book**

1. Divide your byway route into zones that provide for one or a few central themes. Utilize existing communities as transition points for one zone to another.
2. Include specific sites that add to the interpretation of each theme. These must have safe and adequate access.
3. Contact the Colorado Historical Society regarding their revitalized roadside historical marker program for existing or planned exhibits along your byway.
4. Contact the US Forest Service and Bureau of Land Management regarding existing and planned interpretive pull-outs they may be developing.
5. Include sites that are not adjacent to the route if they significantly add to the interpretive theme for that zone, and can be accessed within a fifteen-minute drive from the byway.
6. Each theme or site interpreted, must meet the "So what test," which means it would:
  - Be of interest to the traveler, as opposed to just the local community
  - Connect other themes and sites together to give the traveler an understanding of the broader history of the region
  - Not be interpreted merely because "if it is old, it is historic."

## **Why Write Guide Books?**

So, you have a scenic and historic byway that passes through your community. Congratulations, but if you want your byway to be more than just a line on a map, whereby the traveler drives through your area looking at the scenery but not stopping to learn about the special characteristics of your route, (and not spending money in your community), then you need to develop an interpretive program.

Printed guides are only one of several tools for interpretation. In fact, a good interpretive program for a byway will utilize several resources that complement and augment each other. These include interpretive signage, historic markers, wayside exhibits, audiocassette tapes, videotapes, visitor centers, local museums, professional tour guides, multi-media presentations, and of course publications like printed tour guides.

The commitment to develop an interpretive guide involves an honest assessment of your byway's:

- Strengths and Weaknesses
- Significant Themes
- Potential Supporting Partners

And an understanding that the interpretive guide is being written for the visitor. This implies knowing your customer, the Colorado touring visitor.

## **Challenges in Guide Book Development**

**Length of Byways.** When we think of historic interpretation, we usually think in terms of a site, district or a limited area. Byways, because they are linear corridors that cover several miles and potentially several sites and themes offer unique challenges. If the guide follows a site by site interpretation, it presents a disjointed and incomplete historic perspective, plus assumes visitors will all begin at the same point, and travel the route in the same direction. Also, on most Colorado mountain highways, pull-outs at many sites are either unsafe or non-existent.



**Solutions.** Utilize well defined goals and objectives you want to achieve with your interpretive guide in order to help select the most significant features, sites and themes for inclusion in your guide.

**Organize your guide around zones**, which allows for thematic interpretation and the ability to focus upon the "humanity" of history rather than just physical sites. This approach also allows for the inclusion of specific sites, if they add to the interpretation, and have adequate pull-outs or access.

**Include a listing of other publications and interpretive resources** available for those who want more detail about certain historic aspects of the byway (local historic museums are one of the best and often under utilized).

**Multi-Jurisdictions.** Because many byways pass through several jurisdictions, including local communities, counties, and land management areas (US Forest Service, Bureau of Land Management, State Parks, etc.), you will be faced with some of these entities feeling "their story" is of most importance.

**Solutions. Determine the significance of** a historic fact, site, or theme, which means it would be of interest to the general visitor, and not just the local residents. Yes, it is true that local history is very important, but who is it important to? It may be important to that local community, but many historic sites and events are not of interest to the visitor. "In 1887, John Doe built the town's first blacksmith shop at this location," is important information, but it belongs in a local history publication, rather than a guide targeting visitors. Visitors want to know the "big picture." They are more interested in the human experiences that occurred within a historic district rather than a district's "lifeless" architecture. Why was this community settled? How did the people live? What were their hopes, triumphs, defeats and values? How did the land, the climate and the economic conditions affect their lives?

### **Tips for Developing Signage**

Signage plays a major role in the interpretive process. Often, people only have time to glance briefly at a sign while driving past. Therefore, signs along roadways must read clearly and concisely, never overload the reader with unnecessary information. Messages should involve or excite the reader. If the message is well-defined and clear, it will successfully communicate. Just remember, signs will provoke more interest if they are simple and inviting. Thus, the goal is to maximize the visitors' expectations of reward, and minimize the effort required.

The following guidelines lay a foundation for high quality signage.

#### 1. Selecting a Typeface

- Times...a good serif style
- Helvetica...a serif style with good readability
- Use *italics* and **bold** for emphasis rather than mixing fonts
- Avoid fancy and script fonts
- Letters in a sign should aggressively catch the eye and hold attention

#### 2. Letter Spacing

- Align characters with the eye, not mechanically

#### 3. Left Justify Letters

- Allows for uniform letter spacing and reading ease

#### 4. Utilize Symbols When Possible

- Visual images may represent the only communication with non-reading or foreign visitors

## 5. Graphics

- Graphics convey detailed stories in concise and dramatic ways
- A single graphic image replaces many words and can lead eye through a message sequence
- Add interest and beauty to a sign

## 6. Sign Supports

- More than just support
- Imply permanence
- Link site features in a consistent design style
- Convey a harmonious relationship with the natural environment, buildings, or site theme

## 7. Balance and Unity

- Avoid squares and combinations of squares
- Visual divisions into thirds are preferable to halves
- Use borders to frame and unify loose elements of a sign face

## 8. Color

- Provides variety emphasis, and unity along with the illusion of depth
- Strong color contrasts can emphasize important messages
- Light background with dark letters are more readable in shaded areas
- Dark signs with light letters are easier to read in bright sun

Effective signage will provide easier interpretation for visitors. A clean, creative, and concise format will communicate most effectively.



# Internet Links to Organizations With Interpretive Information

*(used with permission from the National Scenic Byway Marketing Kit)*

Archaeological Parks in the U.S.

[www.uark.edu/misc/aras](http://www.uark.edu/misc/aras)

Association for Living History, Farms and Agricultural Museums

[www.alhfam.org](http://www.alhfam.org)

American Association for State and Local History

[www.aaslh.org](http://www.aaslh.org)

American Association of Museums (AAM)

[www.aam-us.org](http://www.aam-us.org)

Association of Science & Technology Centers

[www.astc.org/astc/astchome.htm](http://www.astc.org/astc/astchome.htm)

American Assoc. of Botanical Gardens and Arboreta

[www.mobot.org/AABCA/welcome.html](http://www.mobot.org/AABCA/welcome.html)

American Zoo & Aquarium Association

[www.aza.org](http://www.aza.org)

BBC Radio 4 Online

[www.bbc.co.uk/radio4](http://www.bbc.co.uk/radio4)

Bureau of Land Management Environmental Education

[www.blm.gov/education/education.html](http://www.blm.gov/education/education.html)

Bureau of Land Management, Anasazi Heritage Center

[www.co.blm.gov/ahc/hmepge.htm](http://www.co.blm.gov/ahc/hmepge.htm)

Civil War Reenactors

[www.cwreenactors.com](http://www.cwreenactors.com)

Coast Defense Study Group

[www.cdsg.org](http://www.cdsg.org)

Disability Information and Resources

[www.eskimo.com/~jlubin/disabled.html](http://www.eskimo.com/~jlubin/disabled.html)

Environmental Education Links

[www.linkintroduction.html](http://www.linkintroduction.html)

Environmental Protection Agency: Office of Wetlands, Oceans and Watersheds

[www.epa.gov/owow](http://www.epa.gov/owow)

Falls of the Ohio State Park

[www.cismall.com/fallsoftheohio/index.html](http://www.cismall.com/fallsoftheohio/index.html)

Glacier National Park

[www.nps.gov/glac](http://www.nps.gov/glac)

Grand Canyon National Park

[www.thecanyon.com/nps](http://www.thecanyon.com/nps)

The Green Teacher: Education for Planet Earth.

[www.web.net/~greentea](http://www.web.net/~greentea)

Great Outdoors Recreation Pages

[www.gorp.com](http://www.gorp.com)

Great Plains Nature Center, Wichita, Kansas

[www.gpnc.org](http://www.gpnc.org)

Great Smoky Mountains Institute

[www.nps.gov/grsm/tremont.htm](http://www.nps.gov/grsm/tremont.htm)

Harpers Ferry Center

[www.nps.gov/hfc/](http://www.nps.gov/hfc/)

Indigenous Cultures Around the World

[www.nativeweb.org](http://www.nativeweb.org)

International Ranger Federation

[space.tin.it/io/ginapi/irf\\_spring98.html](http://space.tin.it/io/ginapi/irf_spring98.html)

International Wolf Center

[www.wolf.org](http://www.wolf.org)

Interp-list

Managed by the US National Park Service with interpreters in parks, universities, etc. on the list.

Contact: [orel@compuserve.com](mailto:orel@compuserve.com)

Irvine Natural Science Center, Maryland

[www.bcp.lib.md.us/~irvine/irvine.html](http://www.bcp.lib.md.us/~irvine/irvine.html)

Live from Antarctica

[quest.arc.nasa.gov:80/antarctica2](http://quest.arc.nasa.gov:80/antarctica2)

Mount St. Helens

[volcano.una.nodak.edu/vwdocs/msh/msh.html](http://volcano.una.nodak.edu/vwdocs/msh/msh.html)

Museum Association (ENGLAND)

[www.museumsassociation.org](http://www.museumsassociation.org)

Museums Hotlist

[Sln.fi.edu/tfi/hotlists/museums.html](http://Sln.fi.edu/tfi/hotlists/museums.html)

The National Association for Interpretation (US)

[www.interpnet.com](http://www.interpnet.com)

National Science Foundation

[www.nsf.gov](http://www.nsf.gov)

National Trail Page

[www.mindspring.com/~n9giv/trlmain.htm](http://www.mindspring.com/~n9giv/trlmain.htm)

Nature Dioramas:

[www.chias.org/www/diorama/intro.html](http://www.chias.org/www/diorama/intro.html)

Negro Leagues Professional Baseball

[www.majorleaguebaseball.com/nbl](http://www.majorleaguebaseball.com/nbl)

[www.nc5.infi.net/~moxie/nlb/nlb.html](http://www.nc5.infi.net/~moxie/nlb/nlb.html)

North American Association for Environmental Education (NAAEE)

[www.naaee.org](http://www.naaee.org).

The Outdoor Classroom (The Evergreen Foundation), Canada [www.evergreen.ca/oc2cover.html](http://www.evergreen.ca/oc2cover.html)

Park Ranger on the Web

[www.geocities.com/lyosemite/6081](http://www.geocities.com/lyosemite/6081)

Portland Water Bureau

[www.water.ci.portland.or.us](http://www.water.ci.portland.or.us)

Ocean Planet

[seawifs.gsfc.nasa.gov/ocean\\_planet.html](http://seawifs.gsfc.nasa.gov/ocean_planet.html)

Recreation Opportunities on Federal Lands

[www.recreation.gov](http://www.recreation.gov)

Red Hot Jazz Archive

[www.technoir.net/jazz](http://www.technoir.net/jazz)

St. Louis Science Center

[www.slsc.org](http://www.slsc.org)

The 24 Hour Museum

National Museum Gateway to museums and galleries in the UK

[www.24hourmuseum.org.uk](http://www.24hourmuseum.org.uk)

U.S. Air Force Museum

[www.wpafb.af.mil/museum](http://www.wpafb.af.mil/museum)

U.S. Forest Service

[www.fs.fed.us](http://www.fs.fed.us)

Virtual Zoos:

[www.mindspring.com/~zoonet/www\\_virtual\\_lib/zoos.html](http://www.mindspring.com/~zoonet/www_virtual_lib/zoos.html)

Visitor Studies Association

[www.museum.cl.msu.edu/vsa](http://www.museum.cl.msu.edu/vsa)

WaySITE, Homepage of NPS Division of Wayside Exhibits

[www.nps.gov/waysite/](http://www.nps.gov/waysite/)

ZooNET is a great resource guide for zoos and zoo resources

[www.mindspring.com/~zoonet](http://www.mindspring.com/~zoonet)

# Chapter 9 - Marketing

*Adapted from "Colorado Byway Marketing," By John Sem, Colorado Center for Community Development, University of Colorado at Denver, 1994 and The National Scenic Byway Marketing Tool Kit, 1999.*

## Introduction

Marketing is the process of matching the Colorado Byway's scenic, historic, and recreational products and services with Byway visitors needs and wants; and then communicating with potential markets who may be interested in this tourism product. Marketing is the process of communicating to the byway visitor and adjusting the byway products and services to meet the needs of the visitor. Marketing has the following characteristics:

1. Marketing is an on-going activity that needs constant attention and must be coordinated with community businesses, organizations that manage the public lands and recreational resources, and local governments or non-profit organizations that provide public services.
2. Marketing is a set of steps that need to be completed on a regular basis:
  - a. Determining the characteristics of existing customers and periodically checking to determine if changes are occurring
  - b. Shifting and adjusting byway product lines or developing new tourism products or services to best serve the visitor;
  - c. Selecting target markets that fit with the byway tourism attractions and recreational resources in order to generate additional business;
  - d. Setting market objectives so you can measure success of the marketing program;
  - e. Choosing promotional strategies that communicate the byway marketing message to the selected group of potential visitors;
  - f. Budgeting to implement promotional strategies;
  - g. Evaluating the effectiveness of the marketing program.
3. Marketing emphasizes the visitor benefits and experiences provided by the tourism businesses. Marketing functions under the principle that consumers will buy a service or product if it meets their wants and needs.
4. Marketing is focused on target groups of people most likely to travel and buy services along the byway route. Niche markets must be identified and marketing programs tailored to meet the needs of these specific niche markets.
5. Marketing is focused on the most efficient and least cost methods for communicating with the byway visitor.

## Developing a Marketing Plan for Your Byway

A marketing plan is a written plan of strategic actions that will be used to guide your organization's marketing activities for a period of a year or less. Your marketing plan will include:

- Executive Summary
- Marketing Plan Rationale (*Why are we promoting our byway?*)
- Situation Analysis (*Where are we now?*)
- Marketing Strategy (*Where would we like to be?*)
- Implementation (*How do we make sure we got there?*)

Your marketing plan must be:

- Target Market Specific (*Who do we want to come?*)
- Quantitative (*How many will come?*)
- Results Oriented
- Time Specific

Your marketing plan also includes your:

- *Goals* (Specific, but non-measurable statements describing things which must be accomplished to achieve your mission);
- *Objectives* (Specific, measurable things which must be accomplished within a prescribed period to achieve a goal); and
- *A plan of action* (A description of those tasks needed to accomplish one or more objectives with a method of specific accountability established.)

Tourism marketing plans do not need to be long and complex. The following information and forms offers a simple technique to develop a four-page marketing plan. (See the Tourism Marketing Planning form at the end of this section). Each year an updated marketing plan should be prepared to help guide next year's marketing program. The components of the marketing plan are:

**Situational Analysis.** A situational analysis is a brief explanation of the tourism industry and the role the Byway organization can play. This analysis should describe the basic attractions of the community or area and why people visit; what role the Byway organization can play in providing services to this market; who is the competition; what are the current and potential markets; what are the trends in the industry and what is the image of your business. A situational analysis helps you answer the question of "what is". This is the basis of answering the next question of "What could be" in the next parts of the tourism marketing plan.

**Identifying Product Lines and Positioning Statement.** Before selecting a positioning statement for your business, carefully define the tourism products and services you provide to visitors. Make sure you describe the experiences you want your customers to have. The positioning statement is a one or two sentence statement conveying the message you want to direct to the customer. This will help guide the development of the marketing promotional efforts.

**Target Markets.** Today's tourism market contains many smaller niche markets. Each small tourism business will have several specific market segments. Examples of these markets could be seniors over the age 60, families, people on weekend getaways, frequent users, etc. It may be necessary for a business to develop separate marketing programs for each niche or target market.

Target markets are groups of individuals sharing common characteristics. A business will then use various marketing and promotional efforts to generate business from this group of people.

Each tourism business must describe its potential target markets, select the geographic characteristics (where do these people work or live?); demographic characteristics (ages, gender, income, marital status, etc); and the behavioral characteristics (repeat customers, length of stay, recreational patterns).

**Marketing Objectives.** Marketing objectives are brief statements that focus a business marketing program and helps identify its most important components. A marketing plan will have several marketing objectives. Each objective needs to have: (1) a specific action such as increasing profits or numbers of customers; (2) a measurable action; (3) a specific time line in which the action will be implemented; and (4) a selection of a specific target or niche market for the marketing message.

The marketing objectives are the key component is to evaluate if the marketing or promotional technique is working. The biggest mistake made in tourism business marketing is losing business due to poor promotional techniques. Failure to measure promotional schemes leads to lost business and poor business profitability. (See attached forms)

**Developing a Marketing Budget.** Each byway organization needs to identify resources needed to implement a marketing program. Budgets not only include monies for advertising and promotion but volunteer time used to make contacts with the media and other groups that can help market the byway.

**Promotional Mix.** A byway organization needs to select specific promotional strategies. There are many ways to reach a tourism market. These methods may include: (1) advertising by developing brochures, advertising in magazines, or placing information at the visitor information centers; (2) public relations where the byways provide information to papers or other public media to get others to promote or describe the business; (3) where the owner or employee sells the customer face-to-face; or (4) special promotions to induce the customer to buy services or products. Many businesses often fail to use all of these techniques, use promotional techniques that may be ineffective, or fail to test the effectiveness of these techniques. Each business should use a combination of these promotional methods.

Advertising: A marketing message using the mass media such as radio, newspapers, magazines, brochures, television, etc. A business pays another business to get the marketing message to the potential customer.

Public relations: A marketing message in which another person or mass media presents information about a tourism business. This usually no direct payment to the organization delivering the message although there are costs related to this method. These often take the form of feature stories, articles by travel writers, referrals through visitor centers or travel information organizations.

Personal selling: A direct presentation of the marketing message by the tourism business owner or employee to the customer. This method includes customer contacts by phone, at travel shows, at the point of service or sale, or presentations to groups. Personal selling often occurs at visitor centers in your area.

Sales promotions: An offer of services or goods that helps stimulate the purchase of a tourism product. This method includes contests, coupons, reduced rates for referrals, or incentives such as one additional day stay for free if you stay for five days or free dessert if you buy an evening meal.

**Timing and Budget.** Most byways have very limited budgets, however, they must catch the attention of potential customers in an arena overwhelmed by expensive consumer advertising. A marketing budget needs to be determined, promotional messages created; promotional methods selected; and timing and execution of these methods implemented. Limited budgets require careful analysis and planning to assure getting the best marketing results.

**Evaluation.** Evaluation is one of the critical components of a marketing plan. Evaluation helps determine if promotional efforts are working and are cost effective. Very few byway organizations conduct marketing evaluations. The tourism industry is well established and has many businesses and organizations working to get your organization to spend precious marketing dollars on their services.

Key evaluation methods include:

Customer profiles: Customer profile surveys are done to obtain demographic, geographic, and psychographic information on customers already visiting the area. Customer profile research is based on the assumption that it is easiest to attract visitors to your area who are similar to current visitors.

Effectiveness of marketing tools: Evaluation projects are usually initiated to determine if existing promotional and advertising techniques are working. Efforts need to attract additional visitors. Evaluating these promotional efforts is critical to the long-term success of a byway marketing program.

Customer satisfaction assessments: Word-of-mouth and repeat business is the basic components of any successful byway program. Customer satisfaction evaluations determine what visitors think and feel about the attractions and services available along the byway. Customer satisfaction assessments can help



identify customer needs and evaluate if there are weak points in the existing byway attractions and services along the byway.

Economic impacts: Economic impact evaluations determine if visitors are spending money at business establishments along the byway route. Many byways are in rural areas with limited tourism business establishments and services. If there are no businesses, little money will be spent by visitors and few jobs or income for community residents will be generated. Economic impact assessments can help a byway determine if there is potential for new business opportunities from increasing visitor traffic.

## **Developing a Marketing Team**

No one is an island, which is especially true in marketing. Your plan should involve the agencies, groups and individuals who would benefit from your marketing efforts, and who would benefit you. Are there opportunities to develop advertising partnerships or to collaborate on special events? Your potential partners might include arts and cultural agencies, local non-profit organizations, city and county road departments, economic development agencies, historic societies, local chambers of commerce, environmental groups, state tourism offices, or local convention and visitors bureaus.

Once you've developed a team, include a list of their specific, individual responsibilities and a schedule of when and how these responsibilities are to be met. Don't forget the residents and businesses along your route, who are often your best ambassadors. Who knows more about the landscape, the history, the lore? Develop strategies that would include them in your plans, and enhance their knowledge of other opportunities along the way.

## **Conducting Tourism Market Research**

*by: John Sem, University of Colorado at Denver and Priscilla Bloomquist, New Mexico State University, 1995.*

Market research can help your business evaluate its performance, find additional customers, and identify new product lines. It provides you detailed customer profile so you can find out what they like, where they live, what they do, and a host of other information that can help you improve your marketing efforts. Market research can help find information that can help reduce marketing costs and reach people more effectively.

Before you initiate market research, decide on the question you need answered. Failure to determine the questions you need answered or the kind of information needed to make a decision will result in research data that has little meaning to the problem that needs to be solved. Examples of questions that often need to be addressed are:

- Where do I find new customers?
- What do customers think about the quality of business services?
- What new products or services do my customers want?
- How can I sell more to my customers?
- What marketing methods and techniques are most effective in reaching my customers?
- How do I spot new customer needs or demands?
- How did my customers hear about my business or community?
- What products or services do my customers want?
- Where do my customers come from?
- What customers are responsible for the most sales and highest profit?

## Marketing Research Methods

The following information provides you some of the simple but effective methods to help you collect data and information that can help you market more effectively. This document will cover the following methods that can be used to collect information:

1. **Existing Data Sources:** Look at information that is already available from your library, business associations, universities, and state tourism organizations. Many organizations, universities, and tourism agencies have already collected tourism data. This information can help you understand the tourism market and begin adjusting your operation to meet their needs. You can also collect data using information available at your operation.
2. **Surveys:** Ask visitors and guests to answer written questions. Surveys should be used when you need to document or justify major actions or expenditures such as bank loans or public marketing budgets. Surveys can help you quantify marketing potentials and estimated size of specific markets. Good surveys take time and effort so be sure you carefully plan this research activity so it is necessary to have strong commitment to complete this research activity. Planning can eliminate potential problems and mistakes.
3. **Diaries:** Ask customers or employees to write down their opinions, reactions, or observations. Diaries can be a good source of information on customer attitudes and needs. Many customers are willing to share their ideas, concerns, and other information that can be helpful to your marketing efforts. Use diaries to monitor how your customers are responding to local tourism services and products. They can be an early warning sign of problems or changes in the composition of people coming to your area. As customers change refine your marketing promotional message, identify weaknesses in your customer service, and other information that can improve your business. People are more willing to write things down than talk to employees or managers.
4. **Interviews:** Personally ask customers questions using redesigned questions. They can be either formal or informal interviews. Formal interviews are where the person asking the questions follows a set format and writes down the answers. Informal interviews are where the person asking the questions does not have a interview format and may not write down the answers. There are several methods you can use to gather important information from visitors or guests.

Interviews can be an effective but difficult method to collect marketing information. Use this technique if you feel comfortable with the interview process. It is a very good method to find out information that is difficult to obtain through other forms of research. People are complex and subtle attitudes and beliefs are difficult to identify if you do not spent time questioning and probing your customers for detailed information. Interviews are a good method to monitor changes in customer attitudes and behaviors.

5. **Observation:** watch customers to determine what they like and how they act. Observation can be a practical research technique of systematically watching what visitors do, what they like to buy, what type of things they bring with them when they visit, etc. Many times, people do not accurately describe their behavior so surveys or interviews miss important information. Peoples actions are often more important than what they tell you. Therefore, observation can be a valuable and important practical research tool. Observation is a simple research tool if done in a systematic way. It is one method you should be using on a regular basis with employees and other business people. You should schedule several times throughout the year to discuss this issue. It is possible to identify important trends or information that can be valuable for marketing efforts.

## Marketing Strategies and Promotional Techniques

There are several specific byway promotion techniques to consider. These simple techniques take advantage of marketing and promotional organizations that have access to large visitor audiences.

**Customer service training programs:** Use customer service training programs for employees of businesses and organizations who have direct contact with visitors to the byway. Visitors often ask employees of gas stations, restaurants, motels, and retail stores for information about the area. If trained properly, these employees can keep visitors in your community longer and increase local sales.

**Byway informational booklets:** Joint efforts to develop byway guidebooks, pamphlets, and other information are a cost effective way to provide information to visitors interested in byways. Bookstores are beginning to sell national and regional guidebooks on byway routes. These are effective informational tools about the byway route.

**Visitor centers:** Most byways have visitor information centers located along or near the byway. These are major sources of information for travelers already in the vicinity of the byway. Specific actions needed are:

1. Creating prominent displays in the visitor center of the byway route listing the services along the route.
2. Conducting a local "familiarization" tour for visitor center employees. Byways are complex with many attractions. It is helpful for employees to remember all attractions and services if they have visited them.
3. Asking visitor centers to prominently display all byway brochures and marketing materials one area. Often visitor centers display marketing materials from different communities in the same section. This makes it difficult for the consumer to identify and find local tourist information specific to the byway.

**Byway brochures:** Most byway organizations begin promotional efforts by developing a brochure. Byway brochures should be simple, attractive, and concentrate on the major tourism attractions along the byway route. Tourism service information such as motel, restaurant, and retail services should be placed in separate brochures. Mixing this information reduces the effectiveness of your byway brochure. Planning brochure distribution should be done before developing and printing the brochure.

**Byway signage:** The signs created by the Colorado Byways Commission and the words "scenic and historic byway" are important marketing messages that should always be used in the promotional message.

**Niche markets:** All byways have unique niche markets. If these can be identified, then specific promotional strategies can be developed. Examples of existing niche markets along Colorado byway routes include:

1. Winter skiers/snowboarders markets: Skiers who want less expensive accommodations who are willing to drive several miles to small towns near the ski resorts.
2. Snowmobilers: Many byway routes are near public lands with extensive snowmobile routes.
3. Fall foliage
4. Bicyclists
5. Hikers and backpackers
6. Hunters

## Promotional Strategies used by Byways and Tourism Organizations

There are several promotional strategies and techniques that Byway Organizations can use to attract visitors to communities along the byway route. Key strategies include:

**Using the Media.** Newspaper and magazine travel sections, feature stories in various publications, and travel writers are an important source of travel information. This information is very effective since it is often associated with third party travel information experience and visitor needs. Your byway organization can use telephone calls and news releases as tools to communicate with travel writers to promote your Byway.

Open house: Hold an open house during the start of a new season or when introducing new product lines to help generate interest from the mass media.

Familiarization tours: Offer tours to travel writers that explain and promote the various attractions and business services in a community or region. These tours should also be given to employees who work in the tourism industry and who have direct contact with the visitor

Press releases: Stories written by local businesses explaining new product lines or services are sometimes used by newspapers and other mass media organizations.

**Advertising.** Advertising is paying others to contact the potential visitor to your area. There are a variety of methods used to convey a byway marketing message. Each method has its advantages and disadvantages. A byway organization often uses several promotional marketing methods; therefore, it is important to evaluate the effectiveness of each method. There are additional methods not described on the following pages that can also be effective marketing tools.

Direct mail: Lists of potential customers are identified and a marketing message is sent directly to the customer.

Brochures: A message is placed in a brochure and distributed through visitor centers, local businesses, direct mail, or by visitors to the area.

Visitor centers: Local governments and chambers of commerce often manage tourism information centers. These organizations will often distribute byway brochures and information and give referrals to local businesses.

Trade shows: Tourism trade shows offer businesses the opportunity to sell directly to customers interested in attractions and recreational opportunities along the Byway. These are usually held in large urban areas.

**Direct Selling.** Direct sales occur when you or your employee has direct contact with a potential customer. This happens on the business phone, during employee contacts when customers come to the business establishment, and when you or your employee meets with other groups and individuals outside of work. Too often, business owners fail to teach their employees effective sales techniques. Good sales techniques can help you increase business. Key point of sales contacts:

The Telephone: A substantial portion of tourism business begins with the telephone. Many initial visitor contacts are made by phone to the chamber of commerce, visitor centers, and individual businesses along your byway. This telephone contact with the customer is critical to the long-term success of a program. Initiate customer service training programs for tourism-based employees along the byway. Focus on customer service in order to help sell the Byway.

Referrals: Tourism businesses rely on referrals from visitor centers, local businesses, local residents, and your existing customers. Sell these people on the quality of your business; it will help increase your business from referrals. Good customer service by existing businesses along the byway route can improve word-of-mouth advertising and will bring additional visitors to the area.

Direct Customer Contact: Business and agency employees who have direct contact with visitors need to know what is available along the byway route. Keeping visitors in the area longer will result in greater

visitor expenditures for local businesses. Employees who know about the attractions along the byway route can refer visitors to key attractions and can increase the length of their stay in the area.

**Using the Internet.** Using the Internet to market your scenic byway is a powerful tool. And it's a good bet that the majority of those people will at some time be looking for travel information.

So besides reaching all those people, what are other benefits of the Internet? It's available 24 hours a day, 7 days a week and reaches both national and international customers. It provides an immediate source of information to the potential tourist and direct access to area attractions. The Internet user can select the information appropriate to his or her needs and in some cases actually purchase tourism services such as reservations for motels and airlines right from their own home.

Unlike printed materials, web sites can be constantly updated. You can provide current information about road and weather conditions, special events, update changes to services provided along the byway or even change the photographs of your byway according to the seasons.

Depending on the technology you choose, you won't have to be a computer wizard to manage a website! Database technology makes it easy for byway managers to make changes to the Internet address without going to a web designer. Changes can be made on a regular schedule using simple word processing programs. Using older technology, changes may take years.

Here's another benefit. By creating an e-mail address along with your web site, you can start networking with other byway representatives, while providing a feedback mechanism so potential customers can communicate with you.

But there is much more to the Internet than developing a website. It is creating reciprocal links with other sites, such as [www.mapquest.com](http://www.mapquest.com), [www.iroute.com](http://www.iroute.com), [www.alamo.com](http://www.alamo.com) and others that are looking for free information for their commercially driven sites. Using the Internet in this fashion has the potential to give your byway more exposure that millions of advertising dollars cannot. The keys to developing a successful website are to establish a unique presence, present a call-to-action, and make customers return again and again.

So, how do you get started? Here are some suggestions:

- *First, look at your budget.* What can you afford—a static site or one that's interactive? If necessary, begin with a simple home page, then build on it later as your budget allows.
- *Next, or simultaneously, you'll need to find the expertise necessary to create a web site.* Look within your own organization first. There might be someone who knows how to create a website. But a word of caution: the more elaborate you want your site, the more likely it is that you'll need to hire a professional!
- *Find a website service to host your site.* Fortunately, the Yellow Pages are full of both servers and designers these days. Be sure to check them out carefully to make sure you can get the product you want...for the cost you can afford.
- *Ask yourself some basic questions.* How will the site be updated and monitored? Will e-mail be built-in and, if so, how and who will respond to e-mail messages? Is a professional Web master needed to manage the site, or is there a volunteer willing to take on this responsibility?
- *Determine the style of your site.* Consider what you'd like for graphics, colors, text, and a background for your page.
- *Create a unique address (URL or domain name) that people will remember.*
- *Determine your audience.* (This will help determine the content of your web page.)
- *Use what's available.* Gather your existing materials such as brochures, videos, and newsletters. If you like your brochure, use it right away to create a static website.
- *Locate a good source for photographs, especially those of your byway during the different seasons.*
- *Use your logo throughout your site.*

Now, let's talk content.

- *Focus on the information found on your website, not so much on how it looks.* People will keep visiting your site if they can count on getting the basic, yet accurate information they need.
- *Change your information frequently.* By the very nature of the Internet, your site can constantly be changed. By keeping your information current, you'll get repeat visitors to your site who want to be kept up-to-date.
- *Make your home page easy to read.* Don't clutter it with too much information. Give users an easy way to find topics, such as an index. You never know how people will end up navigating through your site, so give them lots of choices.
- *Avoid using too many photos or a lengthy video.* Everyone hates to wait for something that takes a long time to download.
- Don't forget to set up a way to track usage. This will help you see what does-and what doesn't-work.

Now that you have your site, how do you get the word out?

- *Put your Web address on all your printed materials: brochures, newsletters, business cards, letterhead.*
- *Link to other byway related sites, and get them to create a link to yours.* (See a partial listing of related sites following this section.)
- *Make sure you connect with other attractions in your area if they have websites.* And don't forget your State Tourism Office, U.S. Forest Service, and other state and regional websites.
- *Register your site with major search engines and directories like Yahoo, Lycos, etc.* (Many offer free listing services.)
- *Check out [www.seekhelp.com](http://www.seekhelp.com).* This is a great source for guidelines on how to list your web site, and how to use the major search engines and regional web guides. It also includes a list of frequently asked questions about the Internet, and a glossary of Internet terms.

## **The Virtual Community and Your Byway**

*(By Dr. Stephen Clyde, National Scenic Byway Program, 2000)*

### **Strategy 1: Use the National Scenic Byways website as your byway's primary presence on the web**

This is the simplest and most immediate strategy. National Scenic Byways Program operates a web site ([www.byways.org](http://www.byways.org)) that spotlights all the nationally designated byways and provides travelers with detailed and timely information. This website offers byways an excellent opportunity to get information out to the travelers.

Information specialists actively work with byway organizations to gather pertinent information and ensure that it is accurate and current. The website can present a huge variety of data about a byway, including:

- An overview of the byway. Contact information
- A variety of maps and downloadable brochures
- Detailed multimedia presentations of the byway's intrinsic qualities
- A multimedia on-line tour of the byway
- Points of interest along or near the byway
- Directions and suggested driving tours
- Information about visitor services
- Interesting facts
- Road restrictions, special conditions, fees, seasons, and much, much more
- Links to related websites

This first strategy is the default and simplest of all the strategies. Every designated byway will be represented on the NSB web site in as much detail as the information specialists can discover and is considered appropriate for that byway.

## **Strategy 2: Maintain your byway's section of the National Scenic Byways website directly**

This strategy is similar to the first, except that the byway organization takes an active role in keeping its own information on the NSB website up to date. With minimal additional effort, this strategy represents a significant step up from the first one, because the byway organization takes control of the message that the website communicates to the public about its byways. It can fine-tune the description of the byway and its intrinsic qualities. It can provide more (or less) detailed information than information specialists enter. And, it can add time sensitive information, such as upcoming events and news releases.

The only issues for getting started on this strategy are setting up an account on the NSB website with "information contributor" privileges and establishing a simple, but regular, procedure for updating the data. Instructions for setting an account can be found on the home page. Instructions for updating byway data are also on-line. Most byway organizations should be able to keep their data current in a few hours every month. In other words, the required level of effort for this strategy is relatively low.

## **Strategy 3: Create and maintain your own static web page.**

To understand this strategy, it is important to understand the distinction between a website and a static web page. A website is a collection of inter-linked pages that provide visitors with a variety of services. A web page is usually a single, multimedia document. Many web publishers and hosting services can create web pages quickly and inexpensively. On the surface, the only issue might seem to be the content and appearance of the page. Although this is a very important issue, it is not the only one. Other issues that need to be considered for this strategy are as follows:

### *1. Where is the web page going to reside and who will have update access to that page?*

If you host the web page on your own server, then you will obviously have the access you need, but you must make sure that all the normal operational and security issues for Internet servers are dealt with. If a simple web page is the only application on the server, the cost and time involved in operating the server will outweigh the benefits.

An alternative to using your own server is to host your web page on any of the thousands of page hosting companies currently on the web. The cost can range from free to several hundred dollars a year. The differences are in the speed of their servers and connections to the Internet, customer service, and whether your page is "framed" by advertisements and content that you don't control. Security can also be a concern with this approach, since you don't have direct control of the server.

A closely related alternative is to place your own web page on [www.byways.org](http://www.byways.org), a free service made available to all designated byways. If you choose this approach, the NSB website administrator and your organization will be the only ones with update access to the page.

### *2. What will be the address of your web page?*

The web page's address makes or breaks the success of a web page. The key is finding one that is easy to remember and relevant to the byway. An address can consist of several parts. The first and only mandatory part is called the host name, which includes and sometimes is even the same as the domain name. For a minimal annual fee, you can acquire your own domain name and subsequently set up your host names. You can do this directly by contacting Network Solutions, the organization that controls all .com, .org, and .net names, or by working through a consultant. Multimedia Data Services Corporation, a subcontractor for the NSB web site, can assist anyone who wants to set up a domain name.

Although there can be a relationship between where you host your web page and its address, the two issues can be separated. A variety of techniques exist (aliasing, redirection, forwarding, etc.) that allow visitors to access your page through your own address even though it is hosted on a server that you don't control or resides inside a corporate network. Again, you may contact Multimedia Data Services Corporation, if you want to explore these possibilities.

### *3. How is the web page going to be maintained?*

The primary problem with simple web pages is the content often becomes outdated and the appearance becomes stale. Web pages need to be updated on a regular basis to keep visitors coming back.

### *4. Finally, how much traffic is the web site going to attract? Do the estimates match expectations?*

In general, static web pages will get less traffic than websites. To increase traffic, you must actively submit your page to a huge list of search engines and ask related sites for reciprocal links.

This strategy is often a nice immediate step to a more sophisticated website. It is easy and inexpensive to get started, but relatively costly in the long run compared to the expected benefits.

### **Strategy 4: Dynamic website.**

Setting up a dynamic website is considerably more complex than creating static web pages, but can offer some significant benefits. A dynamic website typically has some kind of underlying database that holds information that changes over time, for example, events, seasonal pictures, road conditions, etc. The web pages that the visitors see are automatically generated from this database. Regular updates to the dynamic information should be straightforward, and are often done via standard database programs.

All the issues from the previous strategy pertain to this strategy as well, but with a few minor differences. Specifically, for the hosting issue, there are fewer hosting companies willing to set up the necessary infrastructure for a dynamic website. Those that do typically charge considerably more. Next, the maintenance challenge can be greatly simplified, if the underlying database is properly designed and there is a good user interface for making changes to the data. Finally, a dynamic website has better ways to increase or control on-line traffic than those available to static web pages.

In addition, this strategy involves a number of other issues related to the planning, development, and maintenance of the website. Although these issues are critical to the success of a dynamic website, these issues go beyond our discussion here. We refer interested readers to a technical discussion of a lightweight development process that seems to work well in the situation.

This strategy is a good choice for a byway organization that is serious about having a positive presence on the web that matches its mission and goals. However, it can require a significant level of effort. If you choose this approach, a qualified web developer should be able to help you set up a long-term plan and estimate development and operational costs.

### **Strategy 5: Interactive website with two-way communication and e-commerce applications.**

This strategy extends the fourth by including features that allow the visitor to communicate on-line with byway representatives, businesses along the byways, experts, and others. It also can include e-commerce applications, like hotel reservations, on-line catalogues, and fee-based travel planning services. All the issues of Strategy 4 also pertain to this strategy. Also, the planning, development, and issues are compounded because of the additional complexity of the website.

Organizations wishing to provide e-commerce applications to their visitors should use this or a similar strategy. We strongly recommend that you consult with qualified web developers before embarking on this kind of project.

### **Strategy 6: A virtual byway community**

A virtual byway community can include all the features found in an interactive and e-commerce website, but adds features specifically for communities and business along the byway. For example, there may be on-line forums and byway meetings, a bulletin board for sharing experiences and ideas, and a variety of e-mail and news lists.

Creating a virtual byway community goes beyond just the website. It must be part of establishing a real-world byway community, one that brings together the individual communities and businesses from along the byway, helps them identify common interests and goals, puts aside differences, and fosters



collaboration. The virtual byway community can be a powerful tool in supporting these efforts, especially in regions where frequent travel is cost prohibitive.

### **Getting Started on the Internet**

These strategies are not mutually exclusive. More specifically, the earlier strategies can be immediate steps to later strategies. For example, a byway could start with Strategy 1, then move up to Strategy 3 or 4 and then maybe eventually to Strategy 6. Regardless of the strategy you choose, we recommend that you contact experts in the area of website development and discuss with them the possibilities, costs, and benefits.

**Public Relations.** Advertising persuades people to take action. Public relations attempts to stimulate knowledge, understanding, confidence and goodwill.

When used in conjunction with your advertising plans, a good public relations campaign could build an awareness of your byway, enhance your image, educate both your current and potential visitor base, and change the opinions of your critics. Every person or organization you interact with is your public, whether it is internal (your employees and your board of directors) or external (your customers, suppliers, the media, your local community). And each member of your public can be influenced positively.

By maintaining good relationships with your public, they can become your biggest advocates. Their enthusiasm about the byway will be an asset. Even your competitors, who may be a possible collaborator when handling a large tour or facing a legislative obstacle, can be positively impacted by your gestures of goodwill. A number of techniques will help you maintain-or improve-your relationships with your public, including publicity, which is non-paid communication about your byway.

Typically, publicity is generated with periodic media releases to your local publications and travel magazines; participation in various conferences and seminar; and a media kit with stock photographs of your byway for the media. You may choose to publicize a ceremony, your grand opening, or a special event or announcement. Newsletters and magazines about your byway are another way to publicize your byway-one in which you have total editorial control.

You should also strive to be a good "citizen" of your community. Community involvement can mean contributions to local charities or causes, whether monetary or in-kind; active participation in local clubs and associations; and advocacy community interests, such as economic development. Your involvement should also extend to membership and active participation in professional organizations within the hospitality and travel industry.

### **Your Marketing Budget**

How much money do you intend to invest in your marketing? Ideally, you determine the amount of your marketing budget when you create your byway's annual operating budget. By allocating specific funds, you're committing your organization to supporting a marketing program; you'll know how much you can afford to spend on different forms of advertising, public relations, and other tactics; and you'll be able to track the effectiveness of your tactics.

There are numerous approaches to planning your budget. Basing your budget on percentages is known as a percentage of sales approach, and follows a statistical analysis of the industry. By using the worksheet that follows this section, you'll be able to evaluate your marketing budget from last year, as well as calculate the percentage of your gross income that you invested in your marketing.

An affordable approach only takes into account the money you have available for marketing, and an arbitrary approach is the allocation of this year's budget on last year's expenses. You could also find out what your competition is spending; then take a competitive approach to marketing. While your budget should be based on your available funds, last year's budget, and your competitor's marketing strategies, no one approach should be the basis for your funding decisions. Depending on your goals, your marketing

budget should also take into account your target market, your marketing mix, and-since stuff happens-a contingency fund.

Using a bottoms-up approach, evaluate each of your objectives and cost out each corresponding task. Beginning with a tentative budget amount, ask yourself: *How much will be spent on each of my target markets?* It would be logical to appropriate your funds according to the size of each target market. The more significant a group of potential visitors, the more funds that should be allocated to attracting them. Don't forget your smaller markets, but don't make the mistake of overspending on them.

Then ask yourself: *What are my marketing objectives and what do I need to do to achieve them?* Within each market, divide the allocated funds between the different tasks you've determined will help you meet your objectives, such as advertising, sales promotion, personal selling, public relations, and publicity, and the administrative costs of completing each task. (Some jiggling may be required until your available funds and your budget mesh.)

Remember to evaluate last year's budget, your available funds and your competition-and don't forget your contingency funds! Like every aspect of your marketing plan, your budget should be subjected to continuous review and evaluation for its effectiveness. *"If it ain't broke, don't fix it."* But if you find your plan isn't working, your budget will have to be modified as well.

### **Buying Advertising**

Technically speaking, advertising is any activity or material that attracts potential customers. Like your marketing plan, your advertising strategy requires planning and attention to detail. Without a plan, you end up spending money on ad campaigns without any idea of which is the best method to use. Without clear, written goals, it is impossible to evaluate the level-or lack-of a campaign's effectiveness.

To develop and implement an effective advertising plan, you should:

- Establish your advertising objectives;
- Opt to use in-house advertising or an agency;
- Create a tentative advertising budget;
- Evaluate cooperative advertising opportunities;
- Determine your byway's advertising message;
- Choose the media for your advertisements;
- Set an advertising schedule;
- Finalize your budget and strategies; and
- Measure and evaluate your advertising success.

### **Working With An Advertising Agency**

Advertising agencies generally provide five basic services. If you choose to use an agency versus tackling your advertising needs in-house, your options can include:

- 1. Planning.** While an agency can prepare your complete advertising plan, you should know your objectives, tentative budget and cooperative opportunities before seeking an agency's services.
- 2. Creative Services.** Agencies employ talented people who can develop the copy, format the message, and select the right media for your message. They can assist you with advertising on the television or radio, in a newspaper or magazine, or with other forms of collateral material.
- 3. Media Services.** Agencies are experienced in the selection and purchase of media time or space. They earn most of their money in commissions from the companies with which they place advertisements or prepare collateral material.
- 4. Research Services.** Market research on the results of your advertising is a service that all but the smallest agencies can provide. Often these services are contracted out to specialized research firms.
- 5.Special Promotion and Merchandising Services.** Often special promotions or merchandising are supported by special campaigns, which agencies can coordinate.

There are a number of advantages to using an agency, if your budget permits.

- Agencies have a bank of creative minds, who are well compensated for their talents because of a large client base.
- Agencies have accumulated experience and, as an independent party, are more objective about your opportunities and challenges.
- Using an agency may be more cost-effective than hiring a full-time specialist for an in-house program.
- Agencies will be more familiar with the media.

### **Your Advertising Goal**

What is the goal of your advertising plan? Do you want to create an image for your byway? Do you want to persuade a potential traveler to take immediate action? Or would you like a combination of ads, a mixture, so to speak?

In advertising, there are two schools of thought. *General advertising*, which attempts to build an image or create product awareness over a period of time often does not follow any plan or conform to any proven principles. With general advertising, you would promote your byway using art with creativity as the goal. Unfortunately, the influence of your advertisements--or the number of visitors they attract--would be difficult to track.

*Direct marketing* focuses on the ability of an advertisement to elicit a response from a potential visitor. It ensures that those responses can easily be tracked, and that the effectiveness of each advertisement can easily be evaluated. A direct marketing campaign should be based on a written plan that is calculated to reach your target market during a specific time frame in order to gain new visitors for your byway or to increase the number of visitors who return.

### **Branding Your Byway**

There was a time when the name of a destination was all that was needed to promote the opportunities offered to potential visitors. But not anymore. The travel and tourism market is becoming more competitive. Many organizations have expanded the scope of their services, and their marketing techniques and advances in technology have provided travelers with a limited supply of information on an increasing number of travel choices. One opportunity for you to set your byway apart from the competition is through branding, or the act of creating a specific impression in the minds of your target market. The best brand would be one that translates a clear message about your route and your intrinsic values--and the benefits you provide to your visitors.

Successfully branding your byway would require a combination of elements:

- Your byway's name,
- Your byway's story,
- Your symbol or logo,
- Your organization,
- The character of your byway,
- Your associations or partnerships,
- Your visitors' expectations and perceptions,
- Your visitors themselves,
- The product you offer your visitors, and
- Your promise of some benefit.

It's important to note that you'll deliver branding messages to your visitors through any number of contact points, including your website, brochures, videos, exhibits, signage, interpretive panels and interpretive facilities. But personal contact with travelers is your primary branding communication. Branding is really about making a consistent and meaningful promise to your visitors--then keeping that promise by making certain it is supported by every element of your organization.

## **Designing a Logo**

Your logo will serve many purposes. In addition to helping your potential visitors differentiate your byway from another, it will provide clues to the very nature of your route. Since this will be the one element that most strongly identifies your byway in the minds of your employees and your visitors, developing your mark will be a time-consuming, thought-provoking process that should not be rushed.

Step one in the process is conceptualization. How do you want your byway to be perceived? Are you a conservative, traditional road or a progressive, young and growing trail? Straight or winding? Snow-capped or coastal? These concepts will help you determine a style for your logo. Is an abstract appropriate, or will a very detailed illustration suit your road? Will the name of your byway always appear with the logo, or could the mark stand alone?

Think about the various applications for your logo-and the various sizes each may require. Your mark may need to appear on a sticker the size of your thumb nail, or on the side of a building. Either way, your design must stand up to a broad range of reductions and enlargements. How many colors should you use? Since each additional color adds to the cost of each application, this is an important decision. Then consider that there are any number of times that your logo will appear only in black & white. It's important that you present a sharp, professional image either way.

Consider the style you prefer before choosing an artist to produce the final art. Then consider the artist before choosing a final style. Be certain to hire an illustrator whose work is compatible with your tastes, but be flexible enough to appreciate his or her creativity.

It's important that you know the rationale, or thought process, behind your design. Not only could it help you gain approval of a final design from your governing board, but it will provide an answer for the many people who will want to know what the new logo represents and how it was developed. If you find yourself in need of changing an existing logo for any reason, maintain some element of the old identity in the new mark. This will help your visitors and community make the transition from the old look to the new.

## **Marketing Partnerships**

In light of the fact that you're living with tighter budgetary constraints-yet growing demands for services-wouldn't it seem logical to look into developing partnerships with other organizations, special interest groups, or individuals who could share your burdens?

Partnerships offer you an opportunity to share expenses for construction projects, exhibits, marketing and advertising tasks, staff training, development seminars, and grant writing-to name just a few. They also provide an opportunity for you to share the work load in the actual implementation of your projects.

There are as many potential partnerships within the travel and hospitality industry as you have service suppliers, including the printer who produces your brochures, your state office of tourism, the nearest visitors bureau, airlines, bus companies, hotels, restaurants, banks, individual shops, recreational sites, and businesses and residents along your route. You could form an alliance with your local cultural organizations, hospitality groups, preservation and interpretive associations, or government agencies. Or participate in cooperative marketing activities, such as developing brochures with airlines, hotels and resorts for the travel itineraries you have developed. The expense of a fam tour or a "sales blitz" could be divided between your byway and local tourism organizations.

So why haven't you formed any partnerships? It's no secret: a successful alliance requires two equal partners who have some common mission or organizational purpose--and a written agreement. You may both work for the preservation of an historic site or promote tourism within the region, but to avoid possible conflict you need to define the terms of your alliance and adhere to them. Your written agreement should clearly state the roles, project responsibilities, financial commitments, timelines, and management responsibilities for the partnership. It should also designate the duration of the partnership.

The benefits of any alliance should be equal for each partner. In your agreement carefully define the anticipated benefits for each partner. Ask yourself: *How will a partner benefit me? How will I benefit a partner?*

Choose your partners carefully. Do you remember your mother saying, *You're known by the company you keep?* Well, it's true. Not every partnership will work if the association undermines your image. And it won't work if you can't-or won't-talk to your partners. Love the one you're with or at least *like* them.

## **Marketing Opportunities through the National Scenic Byways Program**

One potential partner is the Federal Highway Administration's National Scenic Byway Organization, which provides a number of promotional opportunities and resources for your byway:

- Development of National Scenic Byways brand, logo, and slogan.
- Development of a promotional video, which is available to the byways to use at trade shows, booths, conferences, public meetings, etc.
- ABA Marketplace - nationally designated byways are invited to participate in the booth sponsored by the National Scenic Byways Program. If byways cannot attend, they are able to send byway promotional material for distribution.
- LIFE Magazine special advertising section highlighting the nationally designated roads with coop advertising options for byways.
- Development and distribution of fulfillment piece (map) with all nationally designated roads listed. Map goes out to approximately 3,000 people per month.
- Maintenance of 800# and National Scenic Byways Clearinghouse for collection and distribution of promotional material.
- National Scenic Byways Online ([www.byways.org](http://www.byways.org)) with newly designed traveler section containing virtual tours, maps, route descriptions, and contact information.
- Working with corporate partners to provide byway information and links to commercial and non-commercial websites such as *MapQuest.com*, *Iroute.com* and *Alamo.com*.
- Collection of video footage and still photography on all 53 roads for the development of promotional and informational material.
- Development and distribution of press kits and video news release.
- Development of public relations campaigns.
- Maintains list of travel writers and publication contacts who have written articles or expressed interest in the National Scenic Byways or All-American Roads (available upon request to byways).
- Maintains slide collection and distribute slides and specialized information to travel writers and reporters upon request. If byways provide the Clearinghouse with promotional material, it will be distributed when a travel writer or a potential visitor requests information on your byway or the area.
- Development of "press room" on *www.byways.org* website. This site allows the media to download information on the byways, press releases and quality photographs for publication.

Industry outreach includes:

- FHWA participation in industry activities including presentations at national conferences. Some of the national, annual conferences include: National Trust for Historic Preservation, Scenic America, Travel Industry Association's Education Seminar for Tourism Organizations, American Automobile Association's Traveler Counselor Conference, Western States Tourism Policy Council's Transportation and Tourism Conference.

Education and technical assistance includes:

- Market research and brand-building strategy.
- Development and distribution of the marketing tool kit. Marketing section of website with national program marketing updates and information.

- Marketing track at national conference.
- Maintenance of database of people requesting brochures for market research and conversion studies.

### **Evaluating Your Marketing**

There are several ways to assess your marketing. Using a *sales analysis*, you would compare your actual "sales"-or the number of visitors to your byway-to your objectives. You would be able to determine the difference between your actual and your desired number of visitors, and then attempt to explain the reasons for those discrepancies.

With a market-share analysis, you compare your visitor totals with those of other byways. Your *market share* would be the percentage of your visitors to the total of all other byways.

A cost and profitability analysis looks at your income statements in order to determine your income, costs and profits by target markets, sales presentations, distribution channels, travel trade intermediaries, types of services, and/or promotional mix elements. Your income is any funds derived from grants, donations, and other organizations.

Using efficiency ratios, you use statistical measurements to evaluate your services. You might evaluate:

The efficiency of your advertising:

- What is the number of inquiries generated per ad?
- What is your conversion rate? (A conversion rate would be the percentage of customers who inquired that actually visited your byway.)
- What is the cost per inquiry?
- What is the cost per thousand persons reached (CPM)?
- What are the before/ after measures of attitude toward your services?

The efficiency of your promotions:

- What percentage of your coupons were redeemed?
- What is the number of inquiries generated by your promotion?
- What is the cost per inquiry?

The efficiency of your public relations and publicity:

- What is the total number of media organizations using your press releases?
- What is the total number of mentions of your byway in print and broadcast media outlets?

The efficiency of your distribution:

- What percentage of visits is as a result of your various distribution channels?
- What percentage of visits is as a result of specific types of intermediaries, such as group planners or travel agents?

### **Auditing Your Marketing**

An effectiveness rating review is an internal audit of your managers' opinions on customer service, your marketing strategy, and the efficiency of your organization. By conducting a periodic evaluation of your marketing, you will have a continuous analysis of your marketing goals, objectives, strategies and performance. Review the following audit questions:

Your Environment:

- What are the demographics of your community?
- What is the economic impact of visitors on your community?
- Are there any ecological concerns?
- What technological support is available?
- What is the political climate?

- What are the cultural opportunities?

#### Your Marketing Tasks:

- What are your target markets?
- Who are your current visitors?
- Who are your competitors?
- What is your distribution like, and who are your dealers?
- Who are your suppliers?
- Who are your facilitators and marketing firms?
- What is your public participation plan?

#### Your Marketing Strategy:

- What is your mission statement?
- What are your marketing goals and objectives?
- What is your marketing strategy?

#### Your Marketing Team:

- Review the formal structure of your marketing team/ committee.
- Review the function of your marketing team/committee.
- Is your team/ committee efficient?
- Does your team/committee mesh with other portions of your organization? Is this efficient?

#### Your Marketing Systems:

- What system do you use to provide information?
- What system do you use to plan your marketing?
- What control systems do you use?
- How do you develop new products/services?

#### Your Marketing Production

- Is your marketing profitable?
- Is your marketing cost-effective?
- What is the value of your publicity? (Printed articles can be measured in dollar value to the cost of column inch advertising, or broadcast exposure in terms of the cost of air time.)

#### The Purpose of Your Marketing:

- What features/services are you promoting, and why?
- What price are you placing on these features/services?
- What function does your distribution play?
- What is the purpose of your advertising, sales promotion, and publicity?
- What is the purpose of your sales-force?

## **Appendix: Key Marketing Terms**

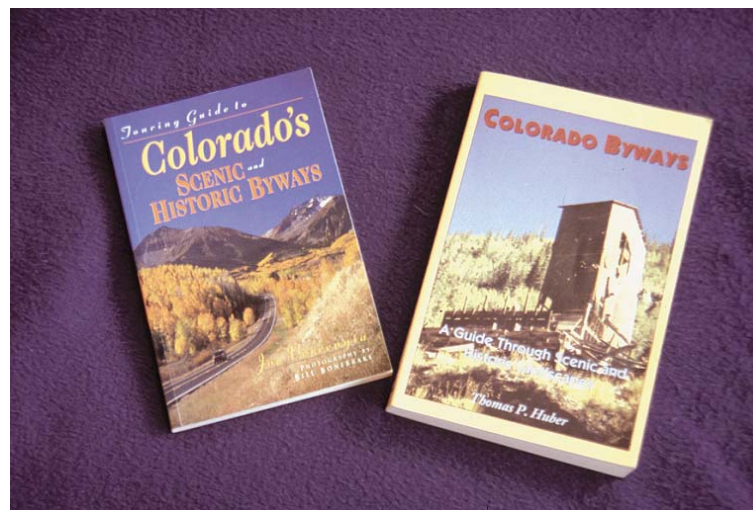
*Used with permission by the National Scenic Byways Marketing Tool Kit.*

- *Bed and Breakfast (B & B):* Overnight accommodations usually in a private home or boarding house.
- *Block:* A number of rooms, seats or spaces reserved in advance, usually by wholesalers, group tour operators or travel agents who intend to sell them as components of tour packages.
- *Blocked Space:* Reservations made with suppliers by wholesalers or travel agents in anticipation of resale.
- *Booking or Reservation Form:* Signed by customers purchasing tours stating exactly which tour is being purchased. The form also outlines all liability requirements.
- *Branding:* The name, term, or symbol that identifies a good or service as distinct from all the others.
- *Bulk Fare:* A wholesale or discounted fare available only to tour organizers or tour operators who directly purchase a specified block of seats from a carrier at a low, non-commissionable price. The organizers or operators must then sell the seats at a marked-up price, which provides their product.
- *Certified Tour Professional (CTP):* A designation conferred upon tour professionals who complete prescribed academic study, professional service, group travel employment, and evaluation requirements. The CTP Program is administered by the National Tour Foundation (located in Lexington, Kentucky) and is open to individuals employed in any segment of the group travel industry.
- *Certified Travel Counselor (CTC):* A designation attesting to professional competence as a travel agent. It is conferred upon travel professionals with five years or more industry experience who have completed a two-year, graduate-level travel management program offered by the Institute of Certified Travel Agents (located in Wellesley, Massachusetts).
- *Charter:* To hire the exclusive use of a motorcoach, aircraft, vessel or other vehicle.
- *Collateral Material:* Printed promotional pieces, such as brochures, sales letters, catalogues, etc" that are used to supplement print" broadcast, and Internet advertising efforts.
- *Commission:* The amount which travel agents and tour operators receive from a supplier for selling transportation, accommodations or other services.
- *Consortium:* A loosely knit group of independently owned and managed companies such as travel agencies, tour operators, hotels, etc. with a joint marketing distribution process.
- *Confidential Tariff:* A schedule of wholesale rates distributed in confidence to travel wholesalers and travel agents.
- *Consolidator:* A person or company which forms groups to travel on air charters or at group fares on scheduled flights to increase sales, earn override commissions, or reduce the possibility of tour cancellations.
- *Cultural Tourism:* That form of tourism whose object is, among other aims, the discovery of monuments and distinctive sites. Cultural tourism has a positive effect as it contributes - to satisfy its own ends - to the maintenance and protection of these sites.
- *Destination Market Organization (DMO):* A marketing organization for a city, state/province, region or area whose primary purpose is the promotion of the destination and must be representative of at least three of the multiple components (lodging, attractions, restaurants, etc.).
- *Escorted Tour:* A pre-arranged travel program, usually for a group, with escort service. Fully escorted tours may also use local guide services.
- *Ethnic Tour:* A tour designed for people of the same heritage traveling to their native origin or to a destination with ethnic relevance.
- *Familiarization Tour or FAM Tour:* A complimentary or reduced rate travel program for travel agents, tour operators, airline employees and travel writers to acquaint them with a specific destination and to stimulate the sale of travel.
- *FIT:* Foreign Independent Travel or Foreign Individual Travel. An international pre-paid tour, unescorted, including several travel elements such as accommodations, rental cars, or sightseeing. An FIT operator specializes in preparing and operating FITs at the request of retail travel agents.
- *Gateway:* City, airport or area from which a flight or tour departs.
- *Ground or Land Operator:* A company that provides local travel services.



- *Group Leader*: An individual, frequently acting cooperatively with a tour operator, designated to handle tour and travel arrangements for a group. In some cases may also serve as the escort.
- *Heritage Tourism*: Traveling to experience the places and activities that authentically represent the stories and people of the past (National Trust for Historic Preservation).
- *Hostel*: A supervised inn for young travelers.
- *Hub & Spoke Tours*: Tours which utilize a central destination with side trips of varying length to nearby destinations.
- *Incentive Tour*: A trip offered as a prize, usually by a company to stimulate sales or productivity.
- *International Wholesalers*: A company that usually creates and markets inclusive tours and FITs for sale through travel agents in other countries.
- *Itinerary*: The travel schedule provided by a travel agent, tour operator or byway representative for his or her client. A final itinerary spells out all the details, i.e. flight numbers, departure times, attractions and lodging, as well as describes planned activities. It should be delivered shortly before departure.
- *Market Segmentation*: The division of the overall market into groups of potential customers with common characteristics.
- *Marketing Mix*: Includes the controllable factors that an organization selects to satisfy customer needs. The marketing mix addresses the eight Ps (product, price, place, promotion, packaging, programming, people and partnership.)
- *Markup*: Difference between the cost and the selling price of a given product. Difference between the net rate charged by a tour operator, hotel, or other supplier and the retail selling price of the service. Generally a percentage of the net rate rather than a fixed amount, as in a 20% markup on the net.
- *Motorcoach*: A large, comfortable, well-powered bus that can transport groups and their luggage over long distances.
- *Net Rate*: A rate to be marked up for eventual resale to the consumer.
- *Net Wholesale Rate*: A rate usually slightly lower than the wholesale rate, applicable to groups of individuals when a hotel is specifically mentioned in a tour folder. Rate is marked up by wholesale sellers of tours to cover distribution, promotion, etc.
- *Override*: An extra commission. Airlines pay overrides in conjunction with volume bookings. Wholesalers pay them as bonuses for volume business. Suppliers pay them to provide a profit margin for wholesalers. Hoteliers pay them as volume incentives to wholesalers. Advertising agencies charge them on final products, such as an advertisement or printed product.
- *Packager*: Anyone who organizes a tour that includes prepaid transportation, lodging, meals, attractions and travel services, usually to more than one destination.
- *Package Tour*: A saleable travel product which offers an inclusive price with several travel elements which would otherwise be purchased separately. Usually has a predetermined price, length of time and features, but options can be offered.
- *Positioning*: The development of a service and marketing mix to occupy a specific place in the minds of potential customers.
- *Receptive Operator*: A tour operator or travel agent specializing in services for incoming visitors.
- *Resort*: Nearly all resorts are located in regions associated with recreation and leisure, such as mountains, seashore, and natural or man-made attractions. A resort hotel or motel offers, or is located near, facilities for sports and recreational activities such as tennis, swimming, sailing, etc.
- *Retail Agency*: A travel company selling directly to the public.
- *Retailer*: The intermediaries, such as travel agents, who sell directly to the consumer.
- *Target Market*: A segment of people selected by a hospitality and travel organization for marketing attention.
- *Technical Tour*: Tour designed for a special interest group, usually to visit a place of business with a common interest. The tour usually includes part business / part leisure and is customized.
- *Themed/Special Interest Tour*: A tour designed around a specific theme or special interest of the participants, such as fall foliage.
- *Tour Catalog*: A publication produced by tour wholesalers listing all of their tour offerings. Catalogs are distributed to retail agents who make them available to their customers. Bookings by retail agents are commissionable.

- *Tourism*: The business of providing and marketing services and facilities for travelers.
- *Tour Operator*: A company that creates and/or markets inclusive tours and/or performs tour services and/or subcontracts their performance. Most tour operators sell through travel agents and directly to clients.
- *Tracking*: A method for monitoring the number of tours that come into a specific hotel, restaurant, or area.
- *Travel Agents*: Those who sell and reserve the services of suppliers, carriers, other travel trade intermediaries, and destination marketing organizations to individuals and groups, and receives commissions for those efforts.
- *Travel Writers*: Those who research and compile information about a travel destination for consumer publications or broadcast.
- *Vouchers*: Documents issued by a tour operator to be exchanged for accommodations, meals, sightseeing, admission tickets, etc.
- *Wholesaler*: A company that usually creates and markets inclusive tours and FITs for sale through travel agents.



# **Tourism Market Plan Development: A Worksheet**

*(From 1995 Byways Resource Manual)*

## **SITUATIONAL ANALYSIS:**

---

1. Describe your byway. (History, what is unique along the byway, what are its main features).

---

2. What are the byway strengths?

---

3. What are the byway weaknesses?

---

4. How are the byway products or services distinctive?

---

5. Who is your competition?

## **POSITION STATEMENT:**

---

6. In one sentence, make a statement of what is unique about your byway.

## **TARGET MARKET**

---

7. For each niche or target group, describe your customers (demographics, geography, interests, etc.)

a.

b.

c.

d.

## **MARKETING OBJECTIVES:**

---

8. Describe your byway marketing objectives (They must be quantifiable and realistic)

## **PROMOTIONAL MIX:**

---

9. What are the methods you will use to promote your business?

Advertising:

Public Relations:

Promotions:

Personal selling:

10. What is your marketing message you will use in your marketing? (Boldest words or phrases in your marketing message)

11. How much will it cost for you to carry out your marketing program?

Advertising:

Public Relations:

Promotions:

Personal selling

12. Determine the best time and costs to carry out your marketing plans.

Advertising:

Public relations:

Promotions:

Personal selling:

## **EVALUATION**

---

13. How will you measure the success of your marketing efforts? (Pay attention to the sales, number of visitor compared to the marketing costs)

ANALYSIS OF SURVEY DATA

COLORADO SCENIC HIGHWAYS AND HISTORIC BYWAYS COMMISSION

BYWAY PARTNERS RESEARCH

Data analysis conducted for:

The Colorado Scenic Highways and Historic Byways Commission,  
4201 East Arkansas  
Denver, Colorado 80222

in partnership with the  
Bureau of Land Management, Colorado State Office

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The assistance and guidance of Sally Pearce (Office of Environmental Review and Analysis, Colorado Department of Transportation), and Don Bruns (Bureau of Land Management, Colorado State Office), is gratefully acknowledged.

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## INTRODUCTION

In October 1992, representatives from Colorado's 19 scenic and historic highways and byways met at a Boulder, Colorado, workshop and agreed to adopt a Byway Management Planning Framework (BMPF) throughout the State system. Before proceeding with technical assistance programs to guide implementation of the BMPF, though, the Colorado Scenic and Historic Byways Commission requested information from each byway about levels of community involvement and progress-to-date in implementing partnership plans and resulting cooperative management agreements. Their request resulted in the in-house development of a mail survey designed to gather information about community partnerships, byway status, and future byway needs. A copy of the questionnaire is provided in Appendix A.

Specifically, the intent of the survey was to: (a) assess levels of community awareness, involvement and interest in each Colorado byway; (b) determine whether and to what extent key recreation and tourism sectors were represented in local byway activities; (c) determine whether critical elements of the BMPF had been or were currently being addressed in each byway's planning meetings; and (d) assess whether respondents felt a need for future skills-building workshops related to implementing the BMPF in their regions.

Respondents were selected for inclusion in the study using a variety of methods. All existing members of byway commissions, all Commission members, and all people writing support letters for particular byways, were contacted. In addition, referrals (names and addresses) were provided by key leaders in government, tourism, and recreation organizations, including the Department of Local Affairs field staff, Colorado Tourism Board, federal and state agencies,



and user/interest groups (hospitality, attractions, historic preservation, ski industry, etc.). The intent was to obtain a wide range of respondents for each byway; ideally, all provider categories listed in Question 1 of the survey would be represented.

On July 30, 1993, Sally Pearce, chief staff person for the Colorado Scenic and Historic Byways Commission, mailed out 530 questionnaires to both existing and potential partners on each of the State's 19 designated byways. Over the next three months, a postcard reminder (mailed at the end of August), and follow-up telephone calls with another survey mailing (made during three weeks at the end of September and early October), were used in an effort to stimulate response. Data analysis, conducted by an independent researcher, commenced in early November.

Table 1 shows the overall mailing and response rates for the total sample and across all 19 Colorado byways. The overall response rate for the survey was 57.1% (299 returned, out of a total of 524 successful mailings). Response rates varied across byways, however. The Highway of Legends had the lowest return rate (44.4%), while the highest return rate was obtained from respondents affiliated with the Cache La Poudre-North Park Byway (78.3%).

#### Issues in Data Analysis

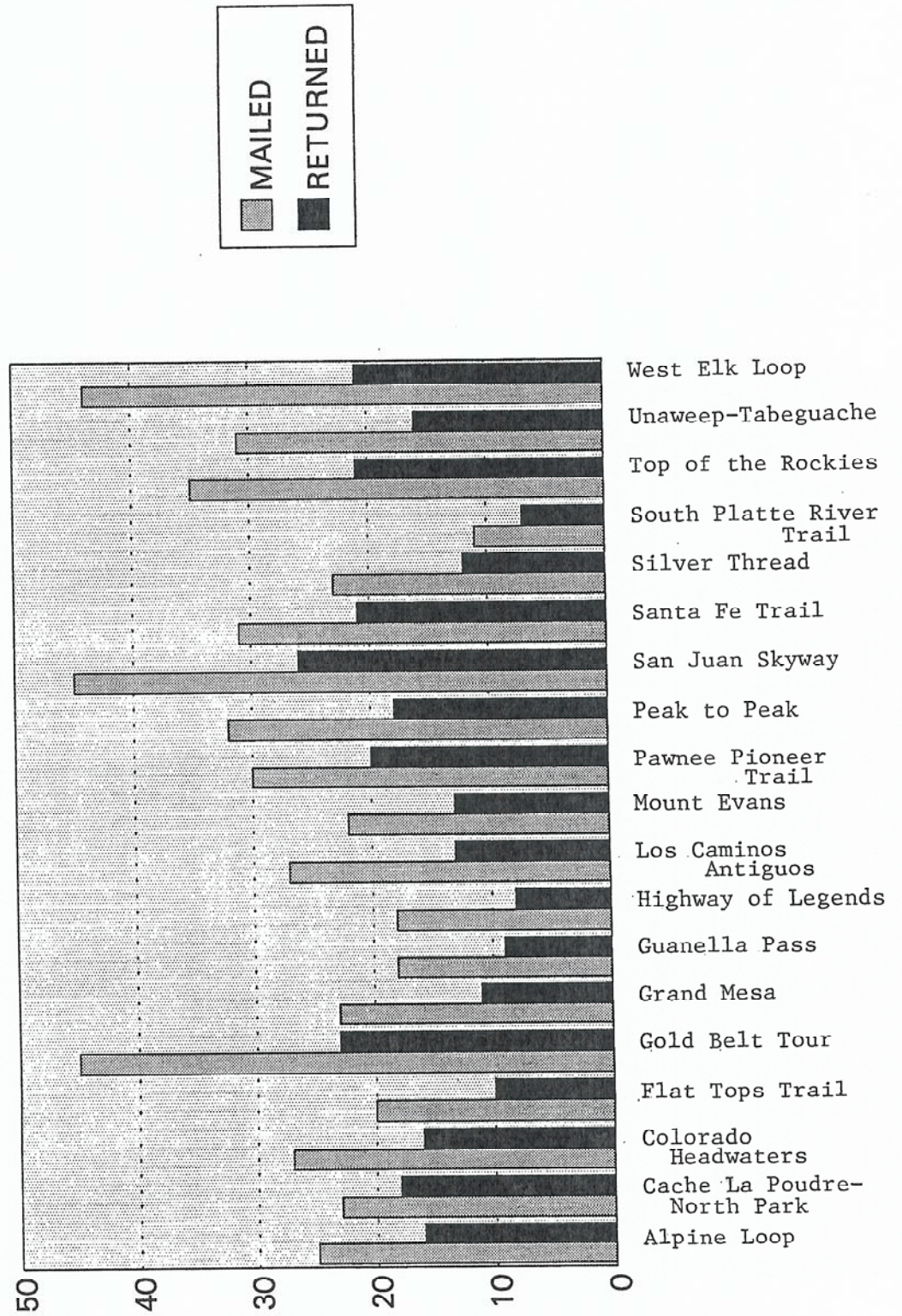
Several issues are important in analyzing and interpreting the data presented in the tables and narratives of this report. These issues include methodological considerations, presentation of the data, and interpretation of results. Each is discussed below.

TABLE 1  
 RETURN RATES FOR STATE AND BYWAYS  
 (n=299 RESPONDENTS)

Byway	Mailed	Undeliverable	Returned	Response Rate (%)
Alpine Loop	25		16	64.0
Cache La Poudre-North Park	23		18	78.3
Colorado River Headwaters	27		16	59.3
Flat Tops Trail	20	1	10	52.6
Gold Belt Tour	45	1	23	52.3
Grand Mesa	23		11	47.8
Guanella Pass	18		9	50.0
Highway of Legends	18		8	44.4
Los Caminos Antiguos	27		13	48.1
Mount Evans	22		13	59.1
Pawnee Pioneer Trails	30	1	20	69.0
Peak to Peak	32		18	56.3
San Juan Skyway	45	1	26	59.1
Santa Fe Trail	31		21	67.7
Silver Thread	23		12	52.2
South Platte River Trail	11		7	63.6
Top of the Rockies	35		21	60.0
Unaweeep-Tabeguache	31	1	16	53.3
West Elk Loop	44	1	21	48.8
Totals for entire sample:	530	6	299	57.1

# SURVEYS MAILED OUT AND RETURNED

(OUT OF 530 QUESTIONNAIRES MAILED, n = 299 RESPONDENTS)



Unit of Analysis. "Respondents" are people who answered the survey questions and returned the form to the Colorado Scenic Highways and Historic Byways Commission. Respondents are individuals in a community who have an affiliation with a byway. Some respondents, though, actually have varied roles on several different local byway commissions (this is especially true when byways cross county, state, or federal regions). Person A, for example, may be a member of three byways committees, and may have returned surveys for each of the three byways. For analyses contained in this report, each of the surveys coming from Person A was counted as coming from a separate "byway respondent" (though they are clearly not from "different" people) because they contain information about different byways. The unit of analysis for this report, then, is the "byway respondent."

Inadvertent Errors on Survey. Two items under Question 6 of the survey were each inadvertently given extra response lines of scale numbers when the survey was printed. These items were: (1) 6d, "Infrastructure maintenance and development" (this item was a heading, rather than a response item, and should have received no response line of scale numbers); and (2) 6f, "Identify markets (assess area/regional visitor desires and profiles)" (this item had two lines of scale numbers where only one was needed). In the data summaries presented for all tables of Question 6, results are reported for item 6d (since respondents answered the question as if this were a separate item). In addition, for item 6f, the mean (average score) of responses summing the two lines of data is presented. The averaging process sometimes results in the inclusion of raw scores which are not whole numbers (for example, 2.5, rather than 2 or 3) for the "market profiles" variable of Question 6 tables.

"Feel Neutral" Category. It is unclear whether some respondents used the midpoint "Feel neutral (0)" category on scale items to denote that they had no answer to the question or were unsure about how they felt. Patterns of responses across all variables and comments made by some respondents seemed to indicate that, for at least some respondents, the "Feel neutral" category may have been a substitute for "Unknown" or "No response" answers that typically use "0" as a code. Data for the "Feel neutral" items on scales should therefore be interpreted with caution.

Re-coding Scale Items. To facilitate data entry and manipulation, the researcher used an alternate method of coding data than was used on the original survey. Scales ranging from +2 to -2 (+2, +1, 0, -1, -2) were re-coded as ranging from 5 to 1 (5, 4, 3, 2, 1). Additionally, "0" was used to indicate non-response to any particular item. The following example details the changes:

	Very well addressed	Somewhat addressed	Feel neutral	Somewhat not addressed	Not well addressed
Original:	+2	+1	0	-1	-2
New:	5	4	3	2	1

As the example shows, the new codes simply transform numbers; they do not change responses or affect the scaling of responses. The use of whole, positive numbers, however, is intuitively meaningful, since people are generally more comfortable dealing with positive than negative numbers. In addition, positive and negative sentiments contained in the scales are preserved in the grading of answers from one to five (five is "more than" one; that is, there's more agreement, more involvement, more interest, etc., with a

score of five than with a score of one -- while a score of one indicates a lack of agreement, involvement, interest, etc.).

The practical purpose for changing the response codes is that statistical analyses are both easier to do and easier to understand when the data are entered into the computer as whole, positive numbers. That is, with whole, positive numbers, results of statistical computations will also be positive. Thus, items can be ranked according to their importance (i.e., the highest to lowest scores, for example), and percentages can be compared. A copy of the survey, presented in Appendix A, shows both the original codes (+2 to -2) and the transformed codes (5 to 1) for all questions. (Note that Question 5 was already in the 5-4-3-2-1 format, so it was not revised.)

#### Glossary of Statistics Used

Some statistical measures are presented and discussed in the tables and narratives of this report, and a non-technical description of these terms is given below. It should be noted that some statistics are irrelevant for some items and have not been included in particular tables. For example, it makes no sense to take a mean (an average) of items when the items are discrete categories and the coding numbers are simply for categorization (if the data entry code for females is 1, and the code for males is 2, the mean for a sample of males and females may be computed at 1.63 -- a number that is meaningless in "real life" where there is no sex corresponding to that computation!). In this study, for example, job sectors are coded for data entry from 1 to 25; while the arithmetic average (the mean) of the job sector scores may be 17.4, that number has no real-world meaning. In this report, in

cases where means or standard deviations are zero or meaningless, the statistics have generally been left out of the tables.

In this report, the following descriptive and inferential statistics have been used to analyze and interpret survey data:

<u>Statistic</u>	<u>Definition</u>
Mean	The arithmetic average.
Median	The mid-point of the population (50% are above this number, 50% are below).
Standard deviation	A measure of the spread (dispersion around a mean) of the frequency distribution for a given item.
Correlation	A formula interpreting the degree to which pairs of variables are related. A positive correlation means that high values of one variable tend to be associated with high values of a second variable (and vice versa, low values with low values). A negative correlation means that high values of one variable tend to be associated with low values of a second variable, and vice versa.
Chi square	A statistical test used to determine whether an observed pattern of results differs significantly from results which would have been expected to occur by chance.

#### Arrangement of the Report

This report contains summary results of data analysis based on a total of 299 completed returned surveys. Statistical summaries of the data, analytic narratives, and some limited graphics have been arranged in three parts, with supplementary materials presented in appendices. The reader is advised to review a copy of the questionnaire (presented in Appendix A) before reading any individual sections of the report. The questionnaire provides the full text of research questions and response items as they appeared before summary statements were created for use in the tables.

Part 1 of the report (Results for State) contains two types of tables: (1) analyses of responses to all survey questions for all 299 respondents, and (2) tables showing differences between people who answered yes/no to Question 4 ("Are you presently an active member of the community's scenic byway committee?"). This allows readers to review survey questions to understand differences in responses between byway committee members and non-members. In this section of the report, as in the others, some tables may extend across several pages. Readers are advised to follow the orienting directions and consult the List of Tables that appears in the front of each section.

In Part 2 (Results for Byways), data from all 299 respondents are disaggregated by byway in order that readers may compare differences between and among byways with respect to all survey questions. A list of the State's 19 byways is provided, and byways are numbered (numbers, not byway names, are used in some graphics in this section, due to space considerations). As in other sections of the report, some tables in this section extend for several pages (see especially tables for Questions 5 and 6), so readers are advised to carefully look at the directions on each page for orientation.

In Part 3 of this report (Results for Regions), byways are grouped into six State Travel Regions, and data from all 299 cases are disaggregated for each of the regions. While some byways do cross State Travel Regions, the intent was to provide data and analyses that would help regional planners and coordinators think about the management of byways from a regional perspective (the sorting of specific byways into travel regions was the decision of study organizers). A list of byways-per-region is presented in the front of this section, prior to the narrative pages.

For each of the tables in all three sections of the report, data are summarized as they relate to specific questions on the questionnaire.



PART 1:

RESULTS FOR RESPONDENTS STATE-WIDE

DISCUSSION:  
RESULTS FOR RESPONDENTS STATE-WIDE

As noted in the Introduction, the survey research discussed in this report had four specific goals: (a) to assess levels of community awareness, involvement and interest in each Colorado byway; (b) to determine whether and to what extent key recreation and tourism sectors were represented in local byway activities; (c) to determine whether critical elements of the Byway Management Planning Framework had been or were currently being addressed in each byway's planning meetings; and (d) to assess whether respondents felt a need for future skills-building workshops related to implementing the BMPF in their regions. Research results presented here are linked directly to survey questions related to these four research goals.

Before discussing findings from individual tables, a cautionary note must be added regarding all tables in this section of the report for which responses are disaggregated by Yes/No answers to Question 4. The astute reader will realize that 136 ("Yes" respondents) and 158 ("No" respondents) do not add to 299 (299 is the total number of respondents for the state;  $136 + 158 = 294$ ). The five missing respondents, as indicated in Table 5, are respondents who answered "Both" or "No response" to Question 4 ("Are you a byway committee member?"). These five respondents (only 1.6% of the total) have been dropped from the analysis when data are disaggregated by Yes/No (responses membership).

### Question 1 (Table 2)

Table 2 and Figure 1 show that about 60% of all the byway partners survey respondents were affiliated with government agencies. Tourism organizations and attractions each represented about 14% of all respondents. However, service providers, advocacy groups, and other local people formed only a small proportion of partners returning completed surveys. These data suggest, if survey respondents are representative of all byway partners, then most local byway organization, planning and action comes from state, municipal, and federal employees. Among respondents who are members of local byway committees (people who answered "Yes" on Question 4), about 22% are federal government agency employees. Conversely, state government employees were more likely not to be members of the local byway committee (about 25% of people answering "No" on Question 4 were state workers).

These data do not mean that byways are supported only by people who have jobs or positions in the sectors identified in Table 2. The data describe the job situations of survey respondents who are involved in byway management -- not the jobs or positions of all local people (non-respondents to the survey) who may be committed to or interested in any particular byway.

There were strong positive correlations between this question and interpretation planning (Question 9) and infrastructure enhancement variables (Question 6d): respondents reporting high values on one variable also reported high values on the other.

### Question 2 (Table 3)

### Question 3 (Table 4)

About three-quarters of all respondents who said they were paid professionals, not volunteers. Volunteers account for only about 18% of

respondents interested in local byway decisions. Statistically significant differences were found between being a member of the committee and positions of respondents: proportionally more byway committee members were volunteers, while people who were not members of local byway committees were more likely to be professionals.

In addition, over 90% of survey respondents were aware that their byways have been designated by the State Scenic and Historic Byways Commission.

#### Question 4 (Table 5)

#### Question 4b (Table 5)

Among respondents to the survey, there was a slightly larger proportion of people who were not members of local byway committees (53%) than people who said they were byway committee members (46%). Almost half of those who reported they were not members also said they would like to be involved in the future (49%). Another 32%, however, do not wish to become involved. Comments and reasons from both sets of people are contained in Appendix B.

#### Question 4a (Table 6)

#### Question 4a: Yes/No (Table 7)

Respondents were asked to evaluate their desired levels of involvement for future byway activities. Data for Question 4a extends across several pages.

Caution should be urged in the interpretation of results from Table 6 since there are many non-respondents (49% to 56% overall) for each of the seven variables listed. A review of Table 7, where responses are disaggregated by Yes/No answers to Question 4 (membership in local byway committee), shows that most of the non-response in the state-wide aggregated

data of Table 6 is associated with respondents who are not members of local byway committees and who did not give answers to the requested scale items.

The general pattern of responses across variables is that values for the mean scores (arithmetic averages of all scaled responses, with non-respondents excluded) decline from first to last variables. From the first variable, "Keep informed," to the last, "Provide promotional funding," the mean scores decline from 4.87 to 3.11. A mean score of 4.87 indicates that respondents as a group can be located on a scale between 4.00 ("Agree slightly") and 5.00 ("Agree strongly"), with 4.87 being much closer to the higher value of 5.00. That is, respondents feel quite strongly that they would like to be informed about local byway activities and issues. At the bottom of the list of variables, however, respondents feel about "Neutral" (3.00 on the scale) when they consider involvement to "Provide promotional funding" (which has a mean score of only 3.11).

The meaningful split in the list of variables seems to occur after the first three items: Keep informed, Review plans and action, and Participate locally. Over 40% of all respondents answer either "Agree strongly (5)" or "Agree slightly (4)" for each of these variables. The remaining four variables each receive fewer high scale scores and more lower scores such as "Feel neutral (3)." It appears that respondents desire to be involved in byway activities that are relatively easy -- the more time, money, or effort required, the less desirable the task!

These conclusions are confirmed when data are further disaggregated in Table 7. In general, for all variables, respondents who are members of local byway committees feel more positive about proposed involvement than do respondents who are non-members of the committees, as evidenced by higher mean scores for committee members. In fact, there were statistically significant

differences between byway committee membership and five of the involvement variables (keep informed, participate locally, provide short-term leadership, provide long-term management, and provide promotional funding). In general, these relationships showed that people who were byway committee members were more strongly positive about these variables, while non-members were more neutral in their desired levels of involvement.

It should also be noted that a very small proportion of respondents (both members and non-members) also feel strongly negative about some of the activities presented, especially in regard to both funding roles and long-term management activities.

#### Question 5 (Table 8)

#### Question 5: Yes/No (Table 9)

Question 5 asked respondents to report, on a scale of "Very involved (5)" to "Not involved (1)" about their perceptions of "who" was involved in local byway committees. The questionnaire requests perception information about 23 possible types of local organizations and people (those written in under the "Other" category are identified in the comments section, Appendix B). For this question, "No response" choices account for 30% or more of answers for each variable, although byway committee members generally had lower non-response rates than respondents who were not members of local committees.

When mean scores are compared for all variables, it becomes clear that respondents perceive that few organizations are more than "Moderately involved (3)" in local byway processes. Further, excluding the generic category of "Others," the top three highest mean scores went to the federal government (4.05), municipal tourism organizations (3.53), and historic preservation

(3.35). These results can be contrasted with the actual survey respondents (Question 1, in Table 2) -- primarily from government agencies, tourism organizations, and attractions -- who may be seen as the "real" rather than "perceived" activists (assuming that people most involved in local byway organization and management processes responded in larger numbers than those who are less involved).

Table 8 suggests that, in general, respondents perceive that a broad range of organizations (beyond government agencies or tourism organizations) are at least "Somewhat involved (2)" in local byway activities. Additionally, there are few differences in the relative ranking of organizations between byway committee members and non-members (Table 9). However, respondents who are not members of local byway committees were more likely not to answer this question than were respondents who were byway committee members.

#### Question 6 (Table 10)

#### Question 6: Yes/No (Table 11)

A variety of elements must be addressed in organizing, planning, and managing local byway systems. Among elements of the Byway Corridor Management Plan, "Resources and Attractions" (6b) seem to have been more frequently addressed than other elements by local byway committees, according to respondents. Table 10 shows that these elements receive mean scores at the upper ends of the scale, between 3.55 and 4.10 (from "Feel neutral (3)" to "Somewhat addressed (4)" and "Very well addressed (5)" values). It appears that specific kinds of skills and abilities towards organizing and listing resources are prevalent among members of local byway committees.

For the entire sample, the lowest means, conversely, were for elements of the "Funding and Financing" category (6g), with scores below 3.00 mean.

Some elements of "Product Development" (6d; including infrastructure, accommodations, restaurants, traffic, and services), and elements of "Marketing and Promotion" (6f) were also in the range of 3.00 mean scores. Lower means suggest that these elements have only received slight attention in byway management planning.

The high rates of non-response in Table 10 (35-45%) are primarily the result of even higher non-response rates among respondents who are not members of local byway committees (Table 11 shows rates these to be in the range of 50-60%). Interestingly, respondents who are not byway committee members actually have slightly higher mean scores on several elements than people who are byway committee members (and who could be presumed to know which elements the management plans have addressed!). The largest unusual differences can be seen in accommodations, marketing strategy, revenue sources, budget, funds leveraging, and dollar projections. The high rates of non-response make these differences suspect -- but they may also indicate that people who are not byway committee members have special types of knowledge or abilities that are not well-represented on byway committees (even though non-members may think that byway committee members are taking those issues into consideration!).

#### Question 7 (Table 12)

The large majority of respondents (about 70%) believe that byway management plans must address growth and quality of life issues. A set of comments related to this question is contained in Appendix B. It should be noted that there is a small proportion of respondents, however, who feel that growth and quality of life issues are outside the responsibilities of byway planning (about 15-19% of respondents, depending on aggregation level). There were statistically significant differences between answers to the quality of



life variable, Question 7, and desires for future training workshops for byways and regions. Respondents who agreed that quality of life issues were more important and should be addressed were also more likely to favor local and regional training workshops and planning exercises.

#### Question 8 (Table 13)

#### Question 8: Yes/No (Table 14)

Respondents were asked to evaluate their desires for three types of future assistance and training workshops, viewed in byway, region, or state contexts. Tables 13 and 14 show that the general pattern for all types of proposed training is, first, to favor meetings on the local level over those on regional or state levels, and secondly, to favor regional meetings over state-wide training workshops (mean scores declined from byway, to region, to state). More respondents answered Question 8 than had answered some of the previous questions (non-response rates were down to about 25-30% for Table 13), indicating that both byway committee members and non-members interested in future byway involvement have wide interest in future byway planning efforts.

For both sets of aggregated and disaggregated data, the means for most items generally ranged from scores of 3.00 to 4.00, suggesting that future workshops and training exercises are desired ("Some interest (4)" was the high value) but there are limits on people's time, energy, and potential commitment. Again, there are some small pockets of dis-interest (5-10% of respondents report they have "No interest (1)" in some of the proposals), raising questions about the commitment to future byway management among some portion of respondents.

### Question 9 (Table 15)

#### Question 9: Yes/No (Table 16)

Most survey respondents answered Question 9; non-response rates were among the lowest of all questions in the survey (about 15% for all respondents; less than 6% for byway committee members; about 20-22% for people who were not byway committee members). Additionally, most respondents were favorable to future skills-building workshop. The mean scores for all Question 9 items were slightly over 4.00 (a level indicating slightly more than the "Some interest (4)" value). Of the variables proposed for future workshops, "Enhancement and protection" and "Interpretation planning" received the highest scores from most respondents, though the other two items are also close in score. This probably relates to the idea that byways are, first and foremost, comprised of significant scenic, natural, cultural, and recreation resources -- elements that have received the greatest attention from byway planners to this point in time (recall tables for Question 6).

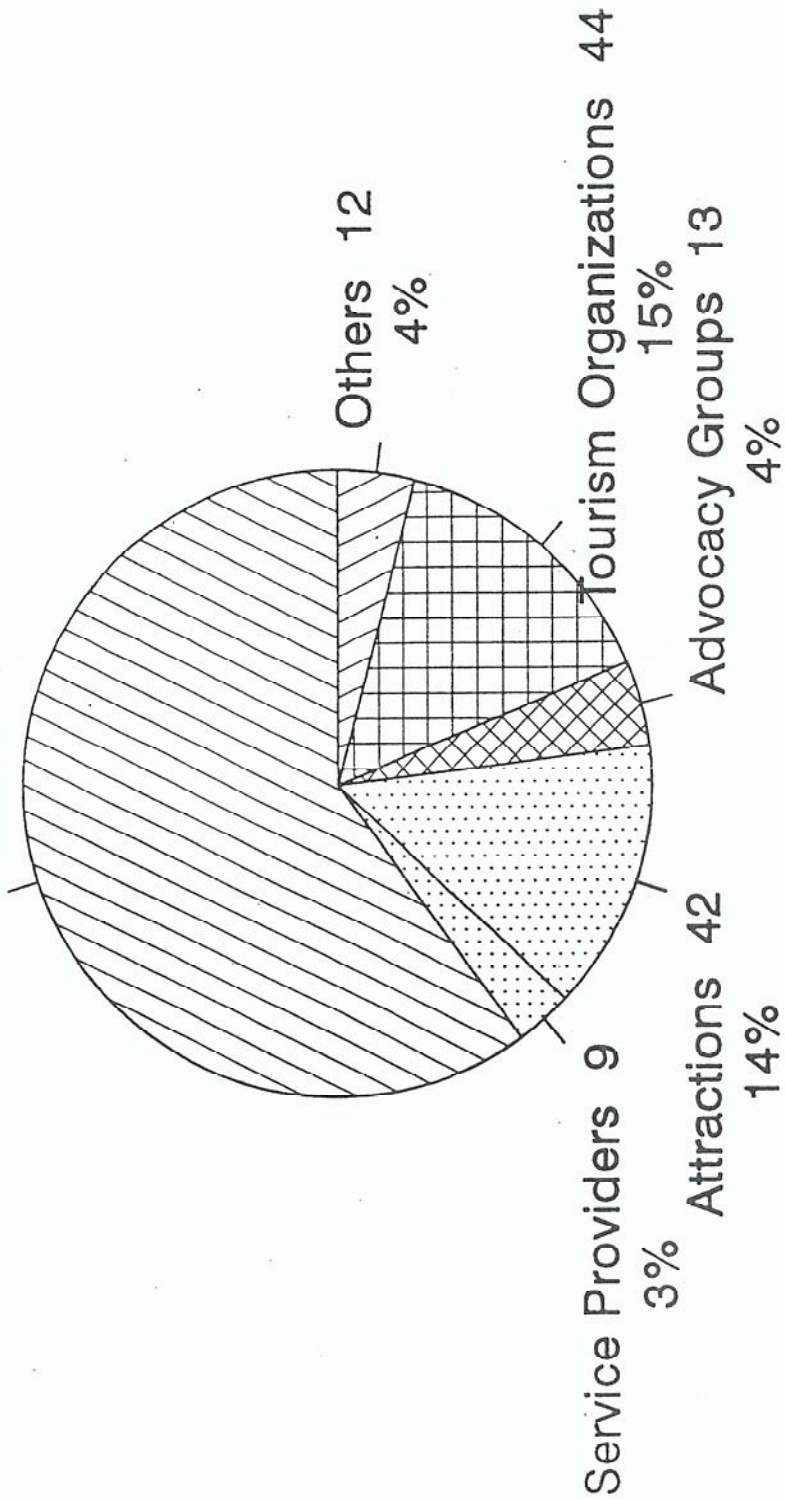
There were statistically significant differences between members and non-members of local byway committees (Question 4) regarding their interest in post-designation workshops for the elements discussed in Question 9. For all four variables, byway committee members were more likely to be interested in future statewide training workshops than were non-members, who were more neutral.

Respondents who had reported higher values for these four variables (tendencies towards the higher ends of the scale) also reported higher values for items in Question 4a (desired roles in local byway management); correlations were strongly positive between these variables.

# QUESTION 1: JOBS OF RESPONDENTS

(n=299, DISAGGREGATED BY JOB SECTORS)

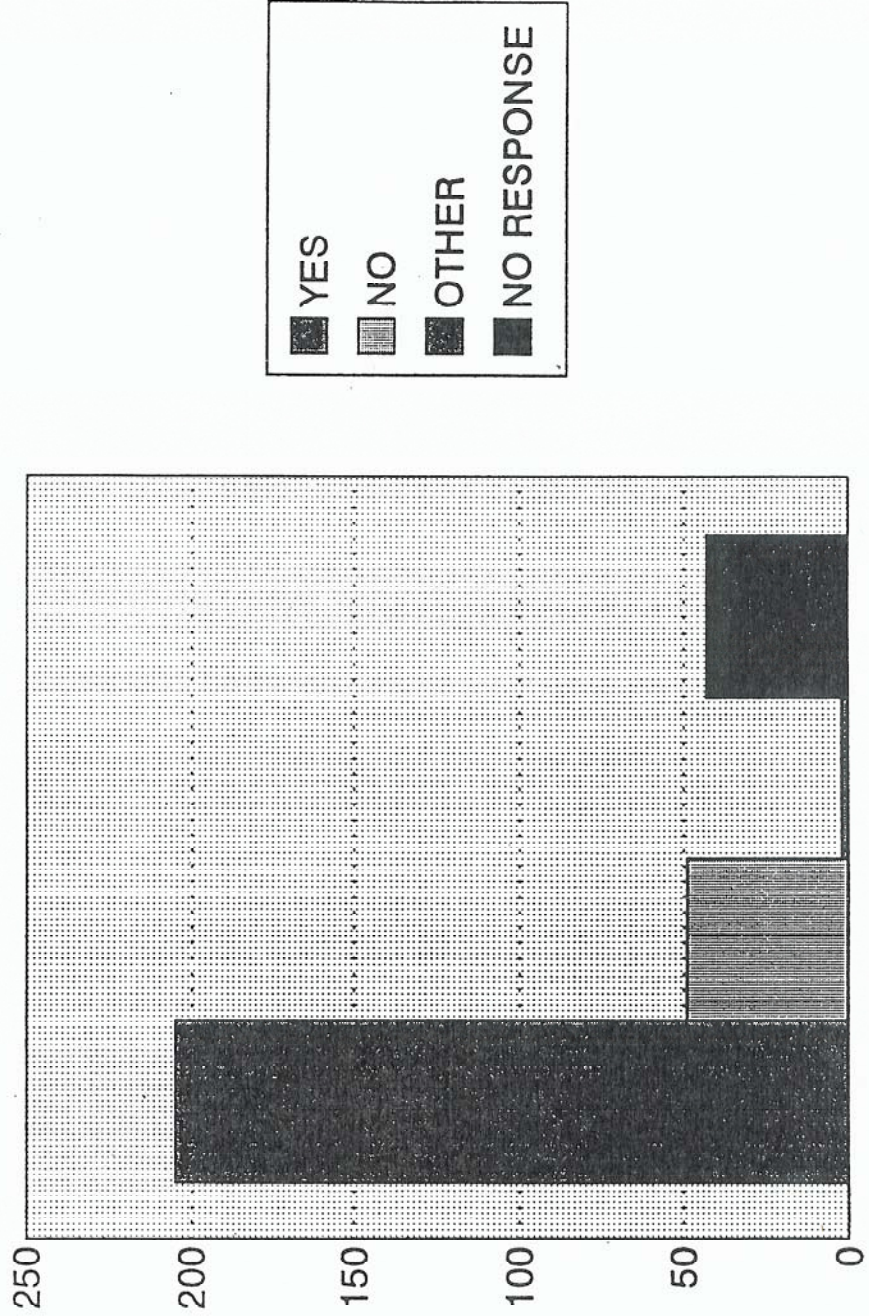
Government 179  
60%



DATA FOR STATE AS A WHOLE

FIGURE 1

QUESTION 7: ADDRESSING GROWTH & QUALITY OF LIFE ISSUES IN MGT. PLANS



(299 RESPONDENTS ACROSS STATE)

PART 2:

RESULTS FOR RESPONDENTS BY BYWAY

## DISCUSSION:

### RESULTS FOR RESPONDENTS BY BYWAYS

As noted in the Introduction, the survey research discussed in this report had four specific goals: (a) to assess levels of community awareness, involvement and interest in each Colorado byway; (b) to determine whether and to what extent key recreation and tourism sectors were represented in local byway activities; (c) to determine whether critical elements of the Byway Management Planning Framework had been or were currently being addressed in each byway's planning meetings; and (d) to assess whether respondents felt a need for future skills-building workshops related to implementing the BMPF in their regions. Research results presented here are linked directly to survey questions related to these four research goals.

The data for comparing respondents by byways are exactly the same data (n=299 respondents) as presented in the state-wide summary of results -- but here, the data are sorted and grouped into summary form for each of 19 individual byways in the State system. Data disaggregated by byways provides a more detailed look at the contributions of individual byways to total state-wide results.

In the following tables, data for specific byways appears in the same locations in many summary tables (i.e., byways are always alphabetically ordered). However, since some questions are very long and have many response items, (see Questions 5 and 6 particularly), data for 19 individual byways are presented on subsequent tables, rather than on the same individual table. A list of the individual byways is included in this section of the report, and

the first page of each table for each question repeats the total number of respondents for byways.

#### Question 1 (Tables 17-20)

Across all 19 byways, government agencies, as expected from the analysis of state-wide data, accounted for the largest proportions of respondents, with tourism organizations providing the second-largest numbers of byway respondents. There are notable differences among individual byways, however, regarding the distribution of respondents across job sectors.

Government agencies accounted for between 25% and 86% of all respondents. Byways for which at least three-quarters of all respondents were affiliated with the government sector include: South Platte River Trail (86%); Alpine Loop (81%); Flat Tops Trail (80%); Los Caminos Antiguos and Mount Evans (both with 77% of all respondents reporting government affiliation); and Silver Thread (75%). Alternatively, several byways had fewer than 50% of all respondents in government positions, including: Peak to Peak (45% government); Gold Belt Tour and Top of the Rockies (both 43%); and Highway of Legends (25%). In all cases where government-affiliated respondents comprised less than 50% of all respondents, the next largest categories of respondents came from tourism organizations and/or attractions.

The most diverse pattern of responses came from respondents of the Top of the Rockies byway: every sector in the list of jobs was represented among respondents. Several other byways came close to having broad representation, including Cache La Poudre-North Park, Gold Belt Tour, Highway of Legends, Pawnee Pioneer Trails, Peak to Peak, Santa Fe Trail, and Unaweep-Tabeguache, all of which had respondents from at least five jobs sectors.

It should not be assumed that Colorado byways are supported only by people who have jobs or positions in the sectors identified in Tables 17-20. These data show the job situations of survey respondents who are involved in byway management -- not the jobs or positions of all local people (some of whom did not return completed surveys) who may be committed to or interested in a particular byway.

#### Question 2 (Table 21)

All respondents (100%) from three byways -- Flat Tops Trail, Silver Thread, and South Platte River Trail -- held paid professional positions. For eight other byways, 20-38% of respondents reported that they were local byway committee volunteers (not compensated for their work, or their byway work was not part of job responsibilities).

#### Question 3 (Table 22)

Most survey respondents knew that their local byway has been designated by the State Scenic and Historic Byways Commission (10 of 19 byways had 100% of respondents reporting in the affirmative). However, several byways had large proportions of respondents who were unaware that their byways had been designated by the Commission. These include the Colorado River Headwaters (only 63% are knowledgeable about their byway designation) and Top of the Rockies (19% do not know that their byway has been designated).

#### Question 4 (Table 23)

#### Question 4b (Table 23)

Over 60% of all respondents from six byways reported that they were not members of the local byway committee. The six byways are: Alpine Loop (75%



are not members); Colorado River Headwaters and Unaweeep-Tabeguache (about 69% of each byways's respondents are not members); Silver Thread (67% of respondents are non-members); Top of the Rockies (62%); and West Elk Loop (71% are not members of the local byway commission). Across all other 13 byways, the proportions of respondents reporting that they were members of the local byway committee ranged from 33% to 69%.

Proportions of non-respondents to Question 4b are roughly similar to proportions of people who reported that they were byway committee members in Question 4. Those answering Yes/No for Question 4b draw primarily from those who identified themselves as currently not byway committee members. In general, the "desire to be involved" in the future received more support than the desire not to become involved in local byway activities -- though the raw numbers are small, and should be interpreted with caution.

#### Question 4a (Table 24)

Table 24 extends across seven consecutive pages, with one page for each variable listed in the question. Raw scores and percentages are presented for each variable across all byways on the same page, in order to directly compare byways. The general pattern of responses across all variables for this question follows the same trends identified in the state-wide data: mean scores declined from the top of the variables list ("Keep informed" and "Review plans and actions") to the bottom ("Provide development funding" and "Provide promotional funding"). That is, respondents seem willing to take on roles that are not overly demanding in terms of time, effort, of finances.

It should be noted that disaggregating data by byways produces wider variation in the proportions of non-respondents across byways (the range of non-respondents on the "Keep informed" variable, for example, goes from 23% to

83%). These variations are moderated when all byway data are summed together (the same variable had only a 49% non-response rate in the state-wide aggregated data; see Table 6). Moreover, categories with very high mean scores often have very large numbers of non-respondents, or have very limited dispersion of values (the standard deviation may be very low, or even 0.000) across the row of data. For example, a mean of 5.00 on the "Keep informed" variable for the Silver Thread byway seems to be very high (since a score of (5) means "Agree strongly" on this scale). In fact, the mean score of 5.00 for this variable for this byway is the result of only 2 respondents choosing a value of (5), while 10 respondents failed to answer the question! Thus, data should be interpreted with caution.

Table 24 is revealing, however, regarding the patterns of responses for each of the seven variables. For all 19 byways, most respondents "Agree strongly (5)" with a desire to keep informed about local byway matters, and as a result, standard deviations (measure of the dispersion of the data across all values) for this variable are very low. No statistically significant differences between byways with respect to any of these variables were evident; that is, most respondents generally had similar patterns of response across all variables. The patterns of data become more widely dispersed to the lower sides of the scale (towards (1) and (2) choices) and the mean scores decline for all byways as respondents become less and less favorable about being involved in activities low on the list of variables (such as the funding choices). One byway that does maintain relatively high mean scores across all seven variables is the Gold Belt.

### Question 5 (Table 25)

Question 5 extends across 23 pages, with one page for each organization listed in the question as it appears on the survey form. This question asked respondents to report personal perceptions about the groups of other people and organizations who might be involved in local byway activities. Again, there are high levels of non-response for many variables, and it is difficult to interpret whether "no answer" indicates that an organization is seen as being completely uninvolved, or whether the respondent does not know if the group is involved at any level.

Results from disaggregating data by byways confirms results previously outlined in the report of state-wide data (above). Mean scores are generally very low for transportation industry representatives and concessionaires, and to a lesser extent for destination resorts and environmental organizations. Respondents from different byways had different perceptions of "who" is involved, though, in byway organization. For example, regional tourism organizations are perceived to be more involved on the Highway of Legends, San Juan Skyway, and South Platte River byways than for other byways. Guanella Pass was the only byway to report that sub-regional tourism organizations were at least "Substantially involved (4)" with a mean score of 4.00 by respondents for that category.

Destination resorts were perceived to be at least "Moderately involved (3)" for the Cache La Poudre, Flat Tops, Highway of Legends, Los Caminos Antiguos, Peak to Peak, and Top of the Rockies byways. Local attractions, and local accommodations and restaurants were perceived to be only slightly involved by respondents from the Unaweep-Tabeguache and West Elk Loop byways (with mean scores below 2.00, where (2) represents the "Somewhat involved" choice). Historic preservation interests were perceived to be more involved

in some byway organizations (for example, Alpine Loop and South Platte River) than others (primarily Silver Thread and West Elk Loop). Only Mount Evans respondents perceived environmental organizations to play a large role in their byway activities; theirs was the only mean score over 2.90 (they had a mean of 3.40, where (3) is "Moderately involved"). Recreation user groups, landowners along the byway and local residents were perceived to be "Somewhat involved (2)" to "Moderately involved (3)" overall.

Mean scores for all byways rise for government agency participation in local activities, with the largest increases for state, and particularly federal, agency involvement. Regional governments and economic development associations are seen as much less involved than city managers, county commissioners, or even planning officials. People and organizations mentioned under the "Other" category are listed in Appendix B.

#### Question 6 (Tables 26-44)

Data from each byway for Question 6 are displayed in Tables 26-44, with two pages each per byway (the byway names are written in the upper left corner cell of each table). Consistent among many of the byways are the relatively higher mean scores for elements of "6b: Resources and Attractions" than for elements of any other category of planning elements. For many byways, the mean scores for these items are between 4.00 and about 4.70 (between "Somewhat addressed (4)" and "Very well addressed (5)" levels). Even in cases where the mean scores for elements of (6b) are not as high as 4.00 (see Pawnee Pioneer Trails, Peak to Peak, San Juan Skyway, Santa Fe Trail, South Platte River, or Unaweep-Tabeguache byways), the mean scores remain generally higher than mean scores for other categories of byway planning elements. The exception to this

is Grand Mesa, in which the highest mean scores are derived from the category of "6a: Byway Organization."

According to these data, some byways have made unique efforts in planning the byway management plan. Flat Tops Trail respondents report that many of their efforts have gone to addressing "6c: Visioning Process" elements (mean scores above 4.11 for three of four elements) and "6e: Visitor Services" (mean scores above 4.00 for interpretive plans and on-site facilities). Gold Belt Tour respondents report giving particular attention to management goals and resource maintenance, in addition to their efforts on "6b: Resources and Attractions." Grand Mesa respondents report working especially diligently on "6e: Visitor Services." Mount Evans has mean scores over 4.00 for two elements of "6c: Visioning Process," resource quality aspects of "6d: Product Development," and interpretive planning. Silver Thread respondents report that they also devoted extra effort to interpretive planning.

Across all byways, the lowest mean scores for elements of management planning are seen primarily in the areas of "6c: Visioning Processes," "6f: Marketing and Promotion," "6g: Funding and Financing," and "6h: Evaluation." Mean scores for all these items generally range from 2.00 to 3.00 ("Somewhat not addressed (2)" to "Feel neutral (3)" levels). Colorado River Headwaters, Highway of Legends, Santa Fe Trail, Top of the Rockies, and Unaweeep-Tabeguache byways have the lowest mean scores, especially for funding elements, among the byways.

#### Question 7 (Table 45)

Most respondents across all 19 byways believe that byway corridor management plans should address growth and quality of life issues; there were no statistically significant differences between respondents for any byways.

Fourteen byways had over 60% of all respondents agreeing with this statement. Byways with fewer than 60% respondents in agreement are: Grand Mesa (55% agree); Highway of Legends (only 38% agree); Santa Fe Trail and Silver Thread (57-58% agree respectively); and South Platte River Trail (43% agree with the statement of purpose).

Byways with the smallest proportions of respondents who agree with the statement are not necessarily byways that disagree most with the statement (10-30% non-response rates account for some of the discrepancy). Byway respondents who most strongly disagree with the assertion that byway management plans should address growth and quality of life issues include: respondents from the Highway of Legends (50% disagree); South Platte River Trail (43% disagree); Grand Mesa (27% disagree); Silver Thread (25% disagree); Mount Evans (23% disagree); and Guanella Pass (22% disagree). Some of the reasons why respondents disagreed with the statement are summarized in the comments section of this report in Appendix B.

#### Question 8 (Tables 46-64)

Respondents were asked to evaluate their desires for three types of future assistance and training workshops, viewed in byway, region, or state contexts. Tables 46 through 64 show that, for data disaggregated by byways, the general pattern for all types of proposed training is the same as for the aggregated state-wide data, with only a few exceptions. That is, meetings on the local level are favored over those on regional or state levels, and regional meetings are more desirable than state-wide training workshops (mean scores declined from byway, to region, to state). Response rates for this question were higher than for some previous questions (generally less than a quarter of all respondents failed to answer this question), suggesting that

respondents from all byways are interested in future planning and management efforts.

The exceptions to the general trends favoring local over regional and then state workshops are seen in the Alpine Loop, Grand Mesa, Mount Evans, and Silver Thread byways. In these cases, regional-level meetings receive equal or more value in mean scores for each type of training proposed. However, there were no statistically significant differences between byways with respect to proposed training programs or locales.

#### Question 9 (Table 65)

Like Question 8, response rates rose for Question 9; on any given byways, only about 5-25% of all respondents failed to answer this question. Mean scores across all four variables indicate that most respondents have generally high interest in all workshops, though different workshop topics are more or less important for different byways. This is illustrated graphically for each of the variables as well (refer to the List of Byways at the front of this section of the report to see which numbers correspond to which byways -- byways are alphabetically and consecutively numbered).

For example, the South Platte River Trail is the only byway that has a mean score less than 3.00 for "9a: Enhancement and Protection Workshops" (mean of 2.83, which is between "Little interest (2)" and "Feel neutral (3)" levels on the scale). In addition, the mean score of responses for Guanella Pass (3.14) for the same item is also lower than response means for all other byways. These same two byways also have lower mean scores for "9b: Infrastructure Enhancement Workshops" than other byways. And, Guanella Pass response mean scores are also lower than others for the remaining two workshop topics. The differences observed are also statistically significant.

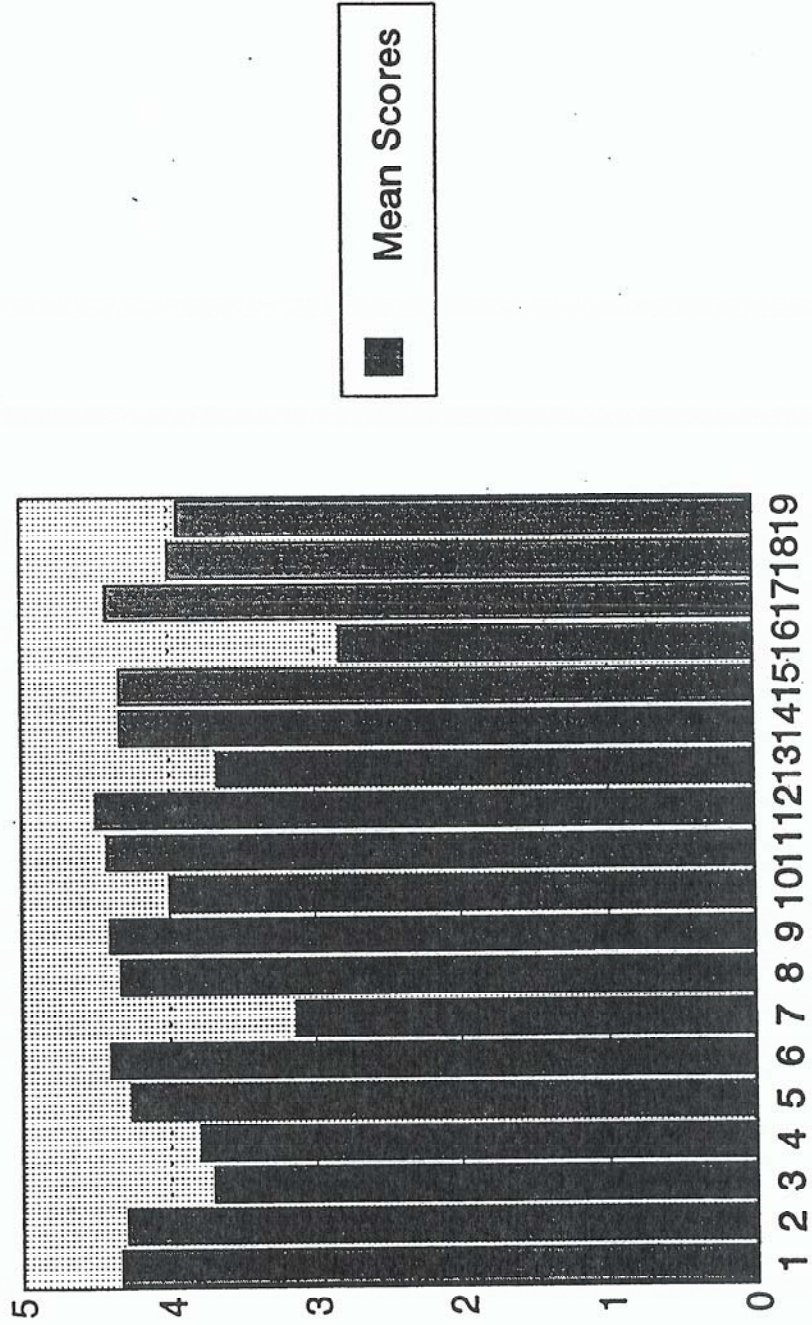
## LIST OF STATE BYWAYS

The following list of State Scenic Highways and Byways is enclosed to facilitate interpretation of graphics in this section in which numbers only are used to refer to specific byways (due to space limitations of the graphics design, the entire names of byways could not be included):

		n of respondents
1	Alpine Loop	16
2	Cache La Poudre	18
3	Colorado River Headwaters	16
4	Flat Tops Trail	10
5	Gold Belt Tour	23
6	Grand Mesa	11
7	Guanella Pass	9
8	Highway of Legends	8
9	Los Caminos Antiguos	13
10	Mount Evans	13
11	Pawnee Pioneer Trails	20
12	Peak to Peak	18
13	San Juan Skyway	26
14	Santa Fe Trail	21
15	Silver Thread	12
16	South Platte River Trail	7
17	Top of the Rockies	21
18	Unaweep-Tabeguache	16
19	West Elk Loop	21
		-----
		299

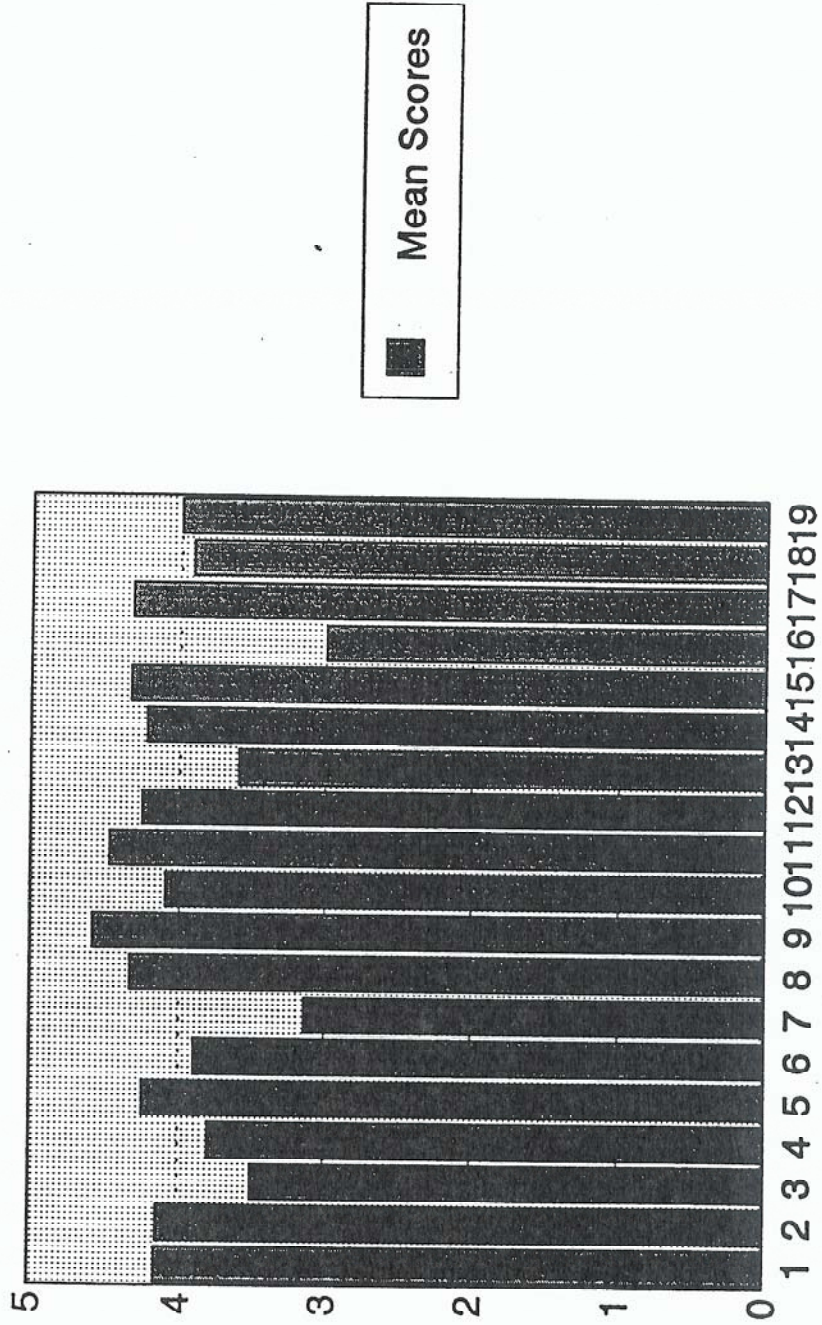


**QUESTION 9: INTEREST IN WORKSHOPS FOR BYWAY MANAGEMENT**  
(n=299; DISAGGREGATED BY 19 BYWAYS)



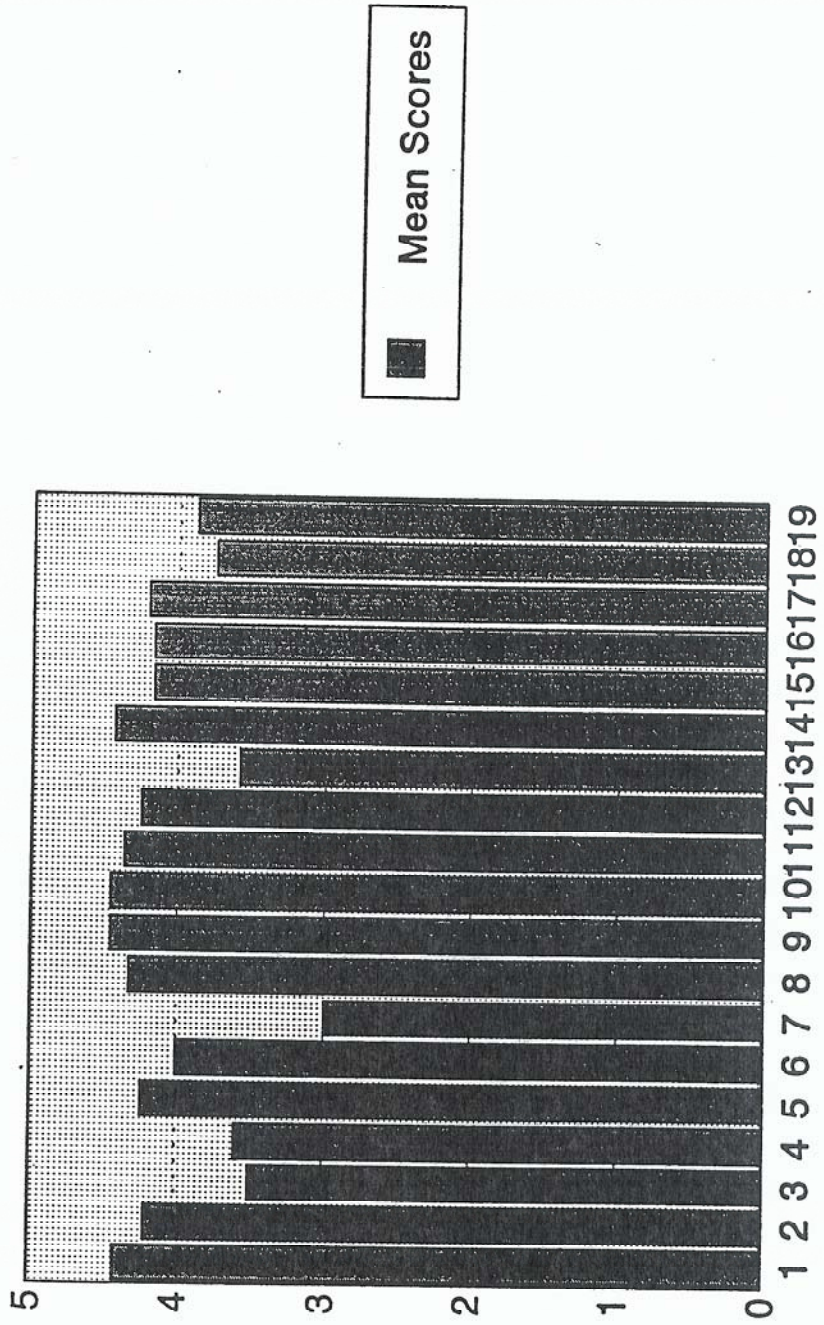
ENHANCEMENT AND PROTECTION WORKSHOP

**QUESTION 9: INTEREST IN WORKSHOPS FOR BYWAY MANAGEMENT**  
(n=299; DISAGGREGATED BY 19 BYWAYS)



INFRASTRUCTURE ENHANCEMENT WORKSHOP

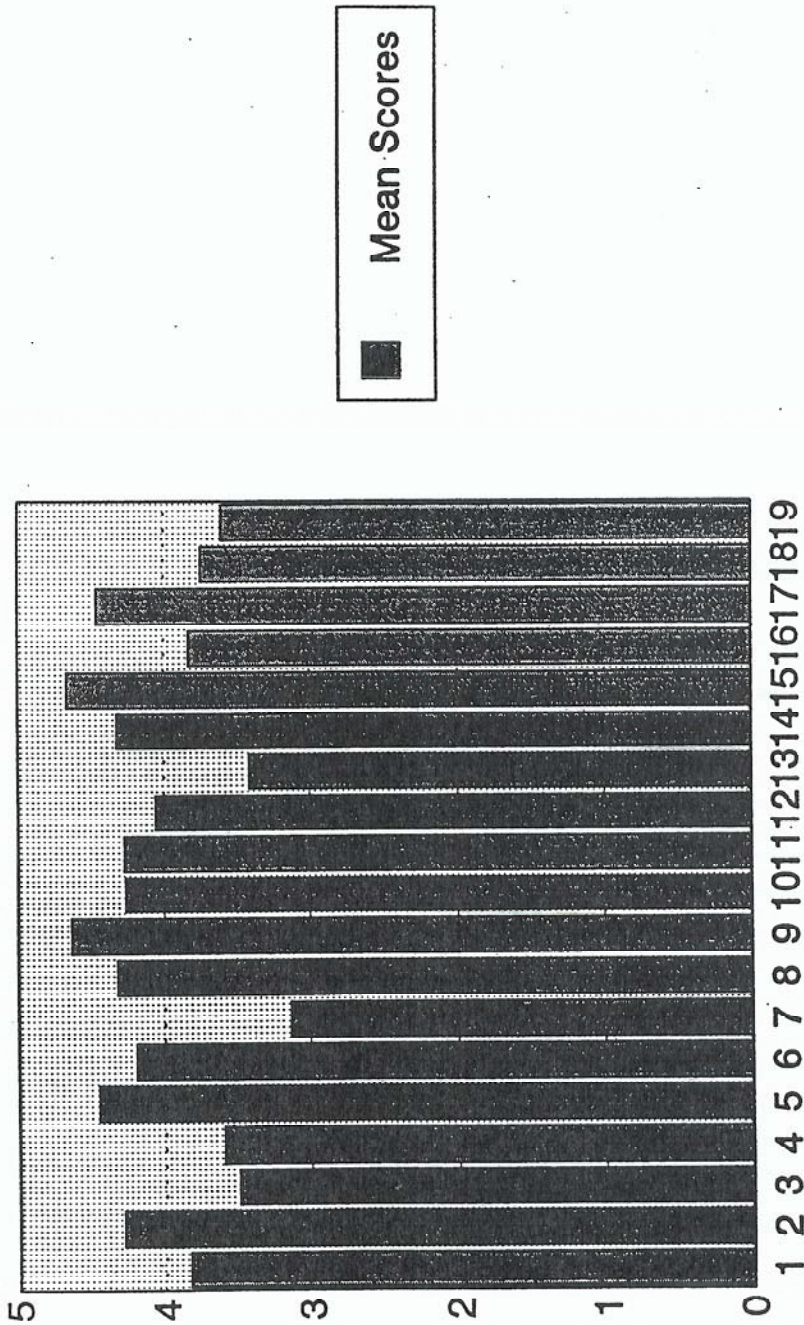
**QUESTION 9: INTEREST IN WORKSHOPS FOR BYWAY MANAGEMENT**  
(n=299; DISAGGREGATED BY 19 BYWAYS)



INTERPRETATION PLANNING WORKSHOP

**QUESTION 9: INTEREST IN WORKSHOPS FOR BYWAY MANAGEMENT**

(n=299; DISAGGREGATED BY 19 BYWAYS)



**MARKETING AND PROMOTION WORKSHOP**

PART 3:

RESULTS FOR RESPONDENTS BY TRAVEL REGIONS

## DISCUSSION:

## RESULTS FOR RESPONDENTS BY STATE TRAVEL REGIONS

As noted in the Introduction, the survey research discussed in this report had four specific goals: (a) to assess levels of community awareness, involvement and interest in each Colorado byway; (b) to determine whether and to what extent key recreation and tourism sectors were represented in local byway activities; (c) to determine whether critical elements of the Byway Management Planning Framework had been or were currently being addressed in each byway's planning meetings; and (d) to assess whether respondents felt a need for future skills-building workshops related to implementing the BMPF in their regions. Research results presented here are linked directly to survey questions related to these four research goals.

The data for State Travel Regions are exactly the same data (n=299 respondents) as presented in the state-wide summary of results -- but here, the data are sorted and grouped into six regional summaries. Data disaggregated by regions provides a more detailed look at the contributions of individual regions to the total state-wide results.

Disaggregation of data into six regions is somewhat more complicated than it sounds, since byways have a habit of crossing the boundaries of State Travel Regions! Decisions were made by study organizers to include certain byways in certain regions, and the list of these assignments (along with a map of State Travel Regions) is included in this section. In all of the following tables, regions generally appear in the same locations of each summary table. However, since some questions are very long and have many response items

(Questions 5 and 6 particularly), data for individual regions are presented on subsequent tables, rather than on the same individual table.

#### Question 1 (Tables 66-67)

All six regions are generally similar with respect to proportions of survey respondents from each job sector. The most divergent region is the Northeast, however, which has a smaller proportion of respondents from attractions (7%) and tourism organizations (about 7%), but has larger representation from government agencies (especially municipal (about 30%) and state (26%) personnel) than the other regions. The North Central region, with proportionally fewer respondents from the attractions sector (only about 9%), has slightly larger representation from advocacy groups and other local residents.

These data do not mean that byways are supported only by people who have jobs or positions in the sectors identified in Tables 66-67. These data provide insight only about the job situations of survey respondents who are involved in byway management -- not the jobs or positions of other local people (non-respondents to the survey) who may be committed to or interested in any given byway.

#### Question 2 (Table 68)

The Northeast region has a much larger proportion of paid professionals than other regions (89%), but the Southeast region has more volunteers (about 28%) than any other region. Data show that about 20% of respondents from the North Central and South Central regions are volunteers.

#### Question 3 (Table 69)

While over 92% of all respondents from five regions report they know about local byway designations, only about 81% of respondents from the Northwest region are aware that their local byways have been designated by the State Scenic and Historic Byways Commission.

#### Question 4 (Table 70)

Among survey respondents, those who live in the Southwest region are more likely than others to not be a member of local byway committees: only 32% are committee members, while 67% report they are not members. The North Central region had the largest proportion of respondents who said they were byway committee members (59%).

#### Question 4b (Table 71)

Across all regions, only 21-33% of respondents said they would like to become involved in their local byway committee. That is, only about a half or less of all respondents who said they were currently not members (Question 4) said they would like to become involved in local byway committees.

#### Question 4a (Table 72)

Respondents were asked to evaluate their roles in local byway management, ranging from "Keep informed" to "Provide development funding." For all regions, and across all variables, there are substantial numbers of non-respondents (36-70%), so caution is urged in the interpretation of the data for this question. However, the general pattern of responses identified in the State-wide summary is visible in the disaggregated regional data as well. That is, there is a decline in mean score values from the top variables in the table ("Keep informed," with mean scores for all regions in the range



of 4.72 to 4.94) to the bottom variables ("Provide promotional funding," with mean scores ranging from 2.31 to 3.77).

Among regions, the Southeast exhibits lower mean scores than all other regions on the last four variables (short-term leadership, long-term management, development and promotional funding). The South Central region, conversely, has mean scores above those for all other regions on six of seven variables (and is within a few hundredths of a percentage point of the highest for the first variable, "Keep informed").

#### Question 5 (Table 73)

Respondents were asked about their perceptions of which other partners (people and organizations) were involved in local byway organization. Consistent with the general patterns of data seen in the state-wide tables, metropolitan tourism organizations, the transportation industry, concessionaires, environmental organizations, local residents, landowners, and others, are not widely cited as "Very involved (5)" by any survey respondents. When state-wide data are disaggregated into six regions, however, some regional notable differences emerge.

The Southwest region had some of the lowest mean scores across all variables. This was especially evident in the categories of: sub-regional tourism organizations, destination resorts, local attractions, accommodations, restaurants, recreation user groups, landowners, and various government officials (city managers, county commissioners, regional and state government). In the Southwest region, only metropolitan tourism and environmental organizations received mean scores at or near the highest scores for all regions. Given that attractions, tourism organizations, and government agencies provided the highest proportions of returned surveys for

the Southwest region (see Question 1, Table 66), it appears that there are both perception and information dissemination inconsistencies in this region. (As noted above, the Southwest region also had the smallest proportion of respondents who were members of the local byway committee; about 67% were not members).

Interestingly, respondents in the Southeast region, along with those in the Northeast region, perceived economic development associations to be more involved locally than did respondents from any other region. Mean scores for both regions were above 3.70 (where (3) is "Moderately involved"), while the other four regions had means below 2.84 levels. Aside from these two high scores for EDA's, respondents across all regions perceived the federal government to have more involvement than any and all other partners in local byway organization (mean scores for this item for four byways are over 4.11, where (4) refers to "Substantially involved").

Other partners receiving a high proportion of "Very involved (5)" or "Substantially involved (4)" responses across all regions include: municipal tourism organizations (mean scores from 3.37 to 3.83 for all regions); historic preservation (with mean scores ranging from 3.09 for the North Central, region to 3.89 for the Northeast region); and state government (means range from 2.85 for the Southwest region, to 3.62 for the North Central region). The perceptions of "who" is involved in local byway organizations are not inconsistent with "who" actually returned completed surveys (see results for Question 1). What is interesting in these data are reports about missing partners, and perceptions of who is missing, by respondents in different regions.

#### Question 6 (Tables 74-79)

Comparisons of regions in terms of whether and to what extent byway management planning elements have been addressed provides a view of where regional byways are in the process of planning and management for critical issues. The Northwest region averaged higher mean scores than the other regions for addressing elements of "Byway Organization" (6a); it is followed by the South Central region, with both regions having mean scores between 3.69 and 4.08 (where the value (4) is associated with the response level "Somewhat addressed"). For this same category, other regions have mean scores that range from a low of below 3.00 (Southeast region) to 3.75 (North Central region).

The Northwest and South Central regions also have a majority of above-4.00 mean scores for elements in the category "Addressing Resources and Attractions" (6b), showing that these regions have given substantial attention to resources and attractions during planning processes. All other regions except the Southeast also reported that at least one element in this category (generally recreation, natural, or visual resources) had been "Somewhat addressed" in the management plan (that is, at least one element has a mean score above 4.00).

Data across all regions shows that all other elements of byway management plans have been, to this point, not as well addressed as elements in the first two categories, "Byway organization" (6a) and "Resources and Attractions" (6b). "Visitor Services" (6e) have received some attention from all regions, but difficulties exist in addressing "Marketing and Promotion" (6f) in the Southeast and North Central regions. "Visioning Processes" (6c) have been particularly poorly addressed in the Southeast and Southwest regions (mean scores are generally below 3.00, "Feel neutral"), though the South

Central and Northwest regions have made progress in these areas (both have mean scores between 3.44 and 3.95). Additionally, elements of "Product Development" (6d) have generally been "Somewhat not addressed (2)" by byways in the Southwest and North Central regions.

Low mean scores across all regions for the "Funding and Financing" (6g) and "Evaluation" (6h) categories illustrate the difficulties in planning for fiscal solvency and in evaluating byway goals and objectives. All regions report that their efforts in these categories have generally resulted in values that range between "Somewhat not addressed (2)" and "Feel neutral (3)" levels. These data suggest that local byway commissions in all six regions have found it easier to address immediate, short-term objectives such as identifying and listing resources, and organizing byway systems -- rather than addressing long-term, more complex issues such as funding, visions, and evaluation. In addition, as comments in Appendix B suggest, some survey respondents are interested in byway designation, but not in increased visitor use, marketing, or promotion of the byway.

#### Question 7 (Table 80)

Among all six regions, two stand out for having low rates of agreement on Question 7, which proposed that byway management plans should address growth and quality of life issues for neighboring communities. Respondents from the Northwest, Southwest, North Central and South Central regions generally agreed with this statement (67-77% answered "yes"). Only about half of all respondents from byways in the Southeast (52%) and Northeast (56%) regions answered this question in the affirmative. Given the small sample size for each of these two regions (n=27 and n=29, respectively), these results could be an artifact of the data, or could show real differences

between these and other byways. Without further information from respondents, it is unclear why differences on this issue might exist for the two easterly regions, though differences may be due to types of rural communities (plains vs. mountains), or composition or skills of local byway committees. Table 9 (below) may also shed some light on this issue: respondents from the Northeast and Southeast regions report higher levels of interest in several types of workshops than do respondents from other regions -- which may suggest that concern for quality of life and growth issues increases among byway respondents only after a certain level of byway planning has been reached, or development has occurred.

#### Question 8 (Tables 81-86)

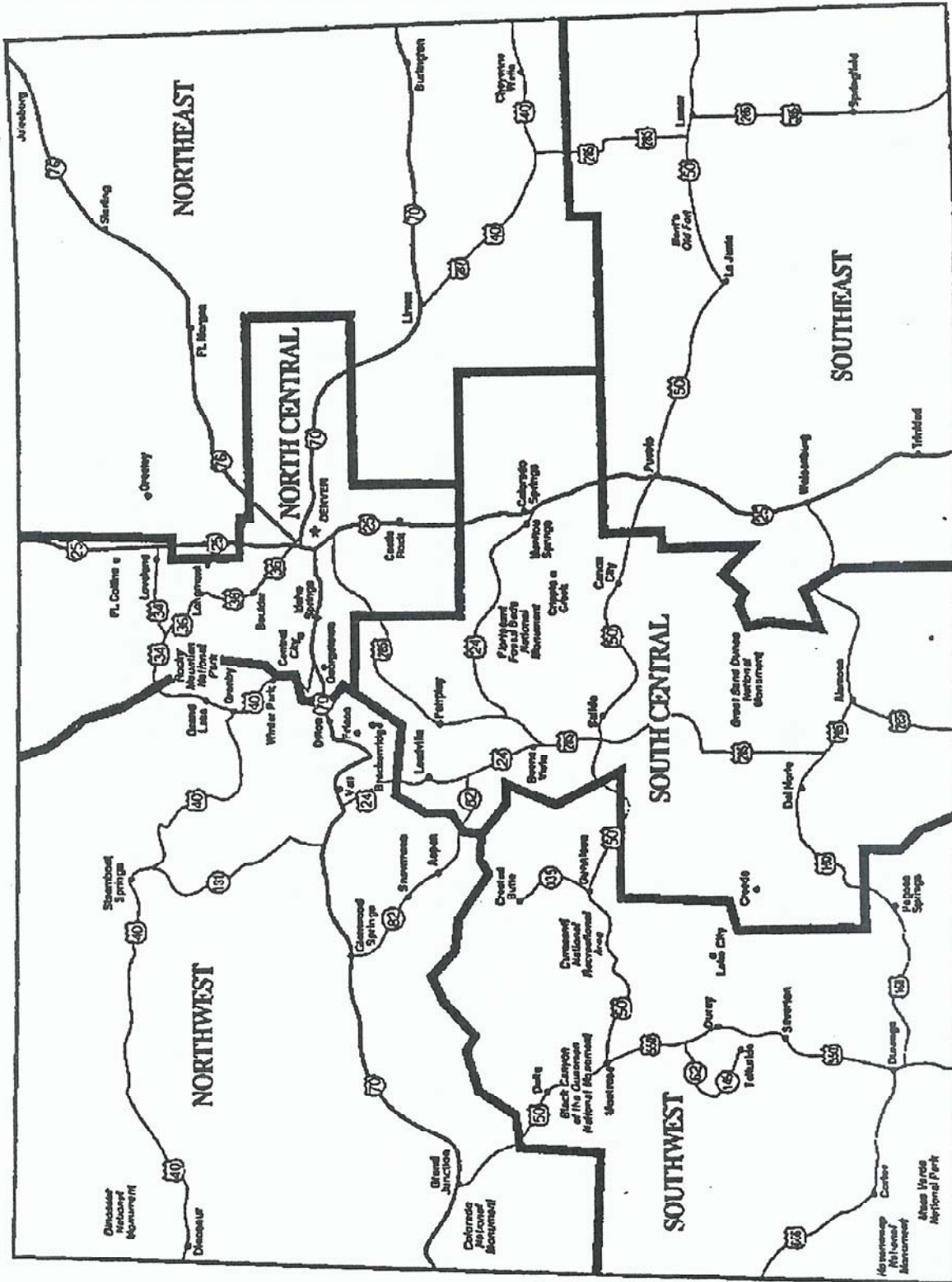
The Northwest region, having higher mean scores than other regions for several items in Question 6 (to what extent have elements been addressed in planning), had generally lower mean scores for almost all items of Question 8 (desired future assistance). It appears that the more planning and management progress made at local and regional levels, the more local confidence, and the less need for future externally-coordinated assistance and training. Conversely, higher mean scores were visible from responses to Question 8 from three regions, the South Central, the Northeast, and the Southeast.

For all regions, mean scores were generally higher for workshops at the byway level, rather than regional or state -- and regional workshops were desired more than state meetings. Additionally, all six regions had greater interest in option "8c: Enlist the assistance of other partners...then facilitate an actual planning exercise" than either of the other two options (mean scores for (8c), byway level, were higher than for any other score, ranging in value from 3.59 to 4.27), for all regions.

### Question 9 (Table 87)

All responses to all items in Question 9 received scores at the high end of the 5-to-1 scale, indicating interest -- strong for some items -- across all categories of proposed workshops (enhancement and protection workshop; infrastructure enhancement workshop; interpretation planning workshop; and marketing and promotion workshop). Specifically, values ranged from 3.44 at the low end (where (3) represents "Feel neutral"), to 4.53 (where (4) represents "Some interest" and (5) stands for "Very interested"). The graphics following the tables show that all six regions were generally similar in their patterns of responses.

The lowest levels of interest were consistently expressed by respondents from the Northwest and Southwest regions, who had lower overall mean scores for each of four items (ranging from 3.62 to 3.95). The highest levels of interest for two types of post-designation byway management workshops (infrastructure enhancement and interpretation planning) were expressed by respondents from the Northeast and Southeast regions (mean scores of 4.12 to 4.42). The South Central region consistently had high mean scores for all proposed meetings except the infrastructure enhancement workshop.



## TRAVEL REGION BYWAY ASSIGNMENTS

## NORTHWEST REGION

Colorado River Headwaters	16
Flat Tops Trail	10
Grand Mesa	11

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n= 37

## SOUTHWEST REGION

Alpine Loop	16
San Juan Skyway	26
Unaweep-Tabeguache	16
West Elk Loop	21

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n= 79

## NORTH CENTRAL REGION

Cache La Poudre-North Park	18
Guanella Pass	9
Mount Evans	13
Peak to Peak	18

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n= 58

## SOUTH CENTRAL REGION

Gold Belt Tour	23
Los Caminos Antiguos	13
Silver Thread	12
Top of the Rockies	21

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n= 69

## NORTHEAST REGION

Pawnee Pioneer Trail	20
South Platte River Trail	7

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n= 27

## SOUTHEAST REGION

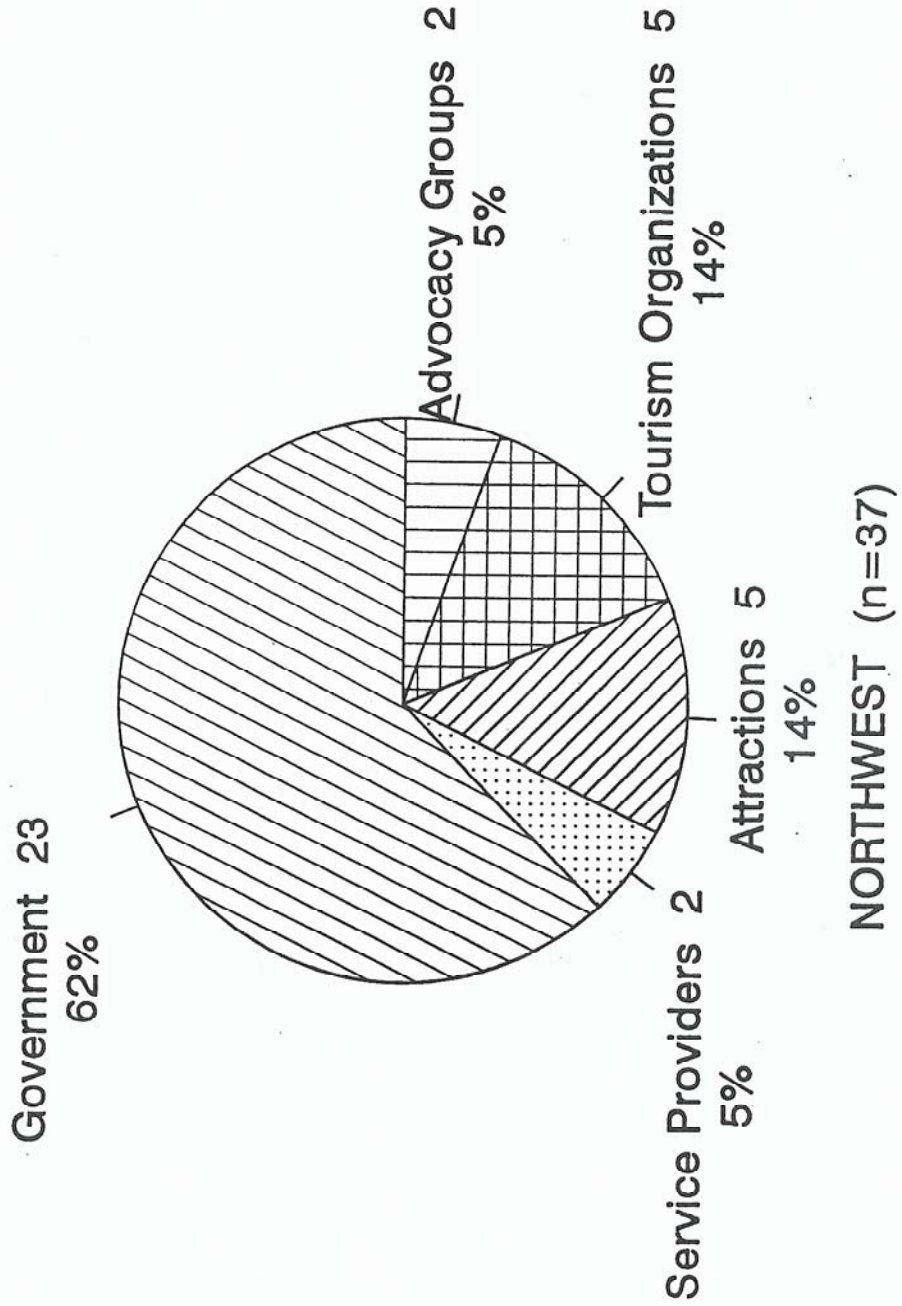
Highway of Legends	8
Santa Fe Trail	21

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n= 29



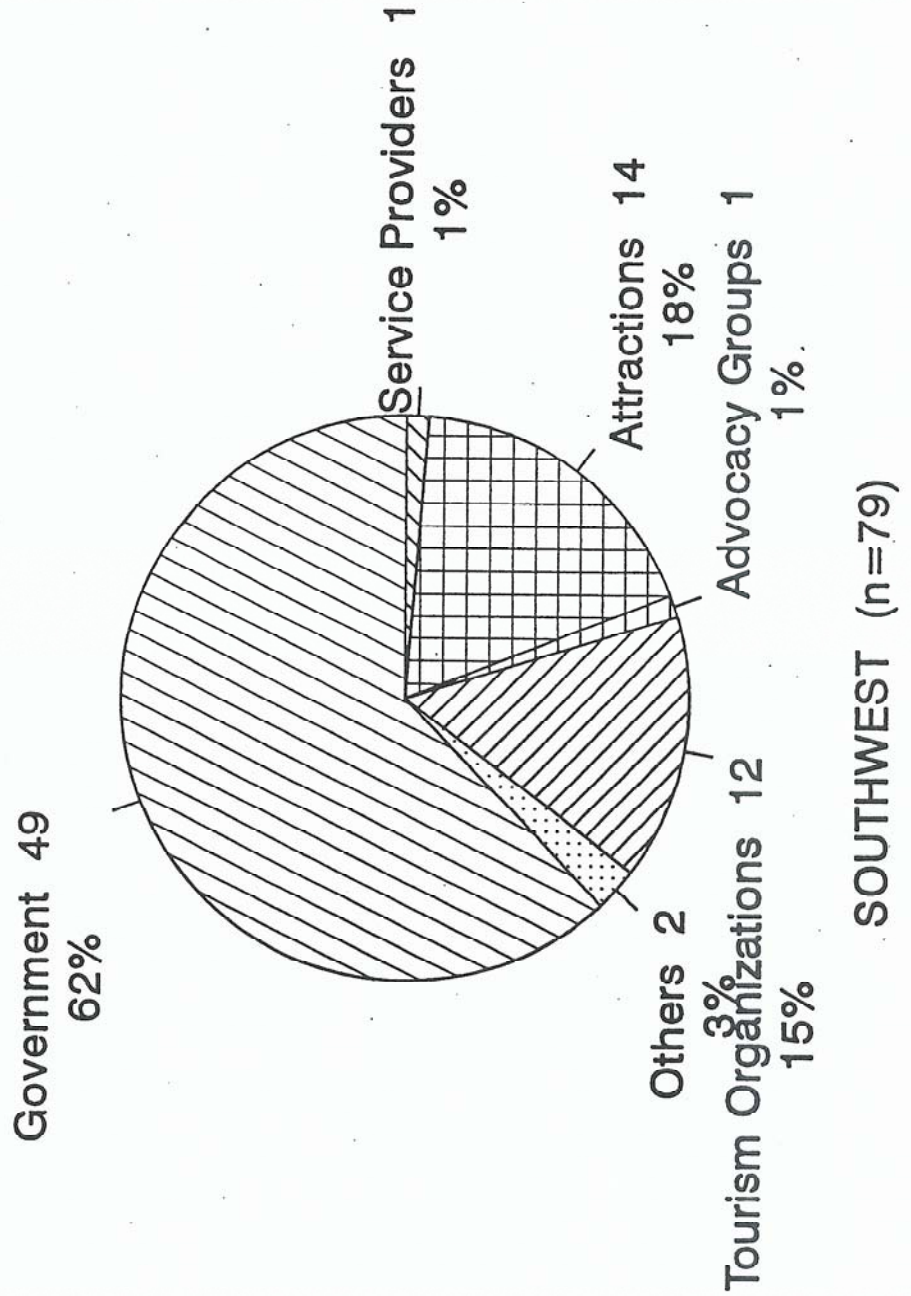
# QUESTION 1: JOBS OF RESPONDENTS

(n=299, DISAGGREGATED BY 6 REGIONS)



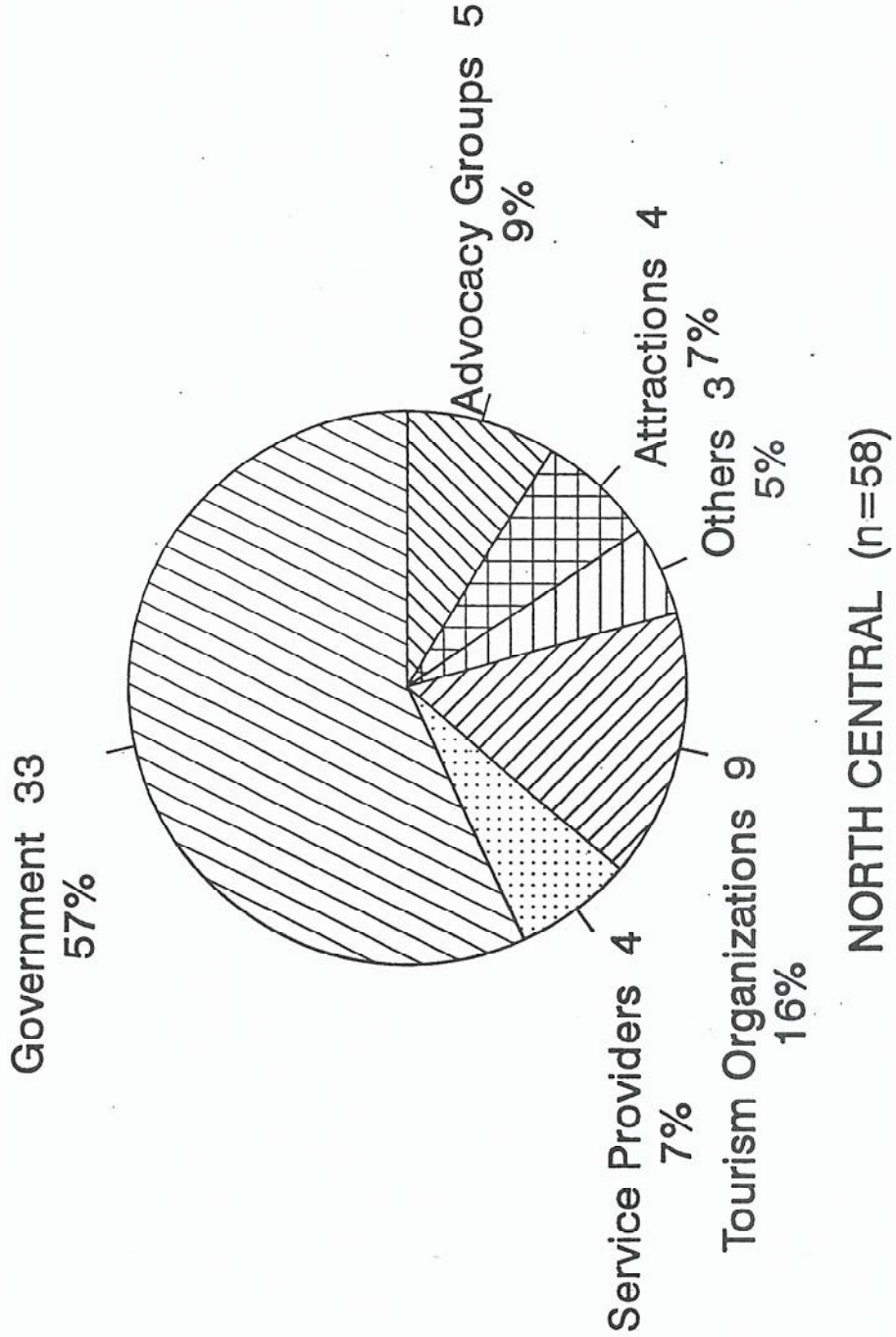
# QUESTION 1: JOBS OF RESPONDENTS

(n=299, DISAGGREGATED BY 6 REGIONS)



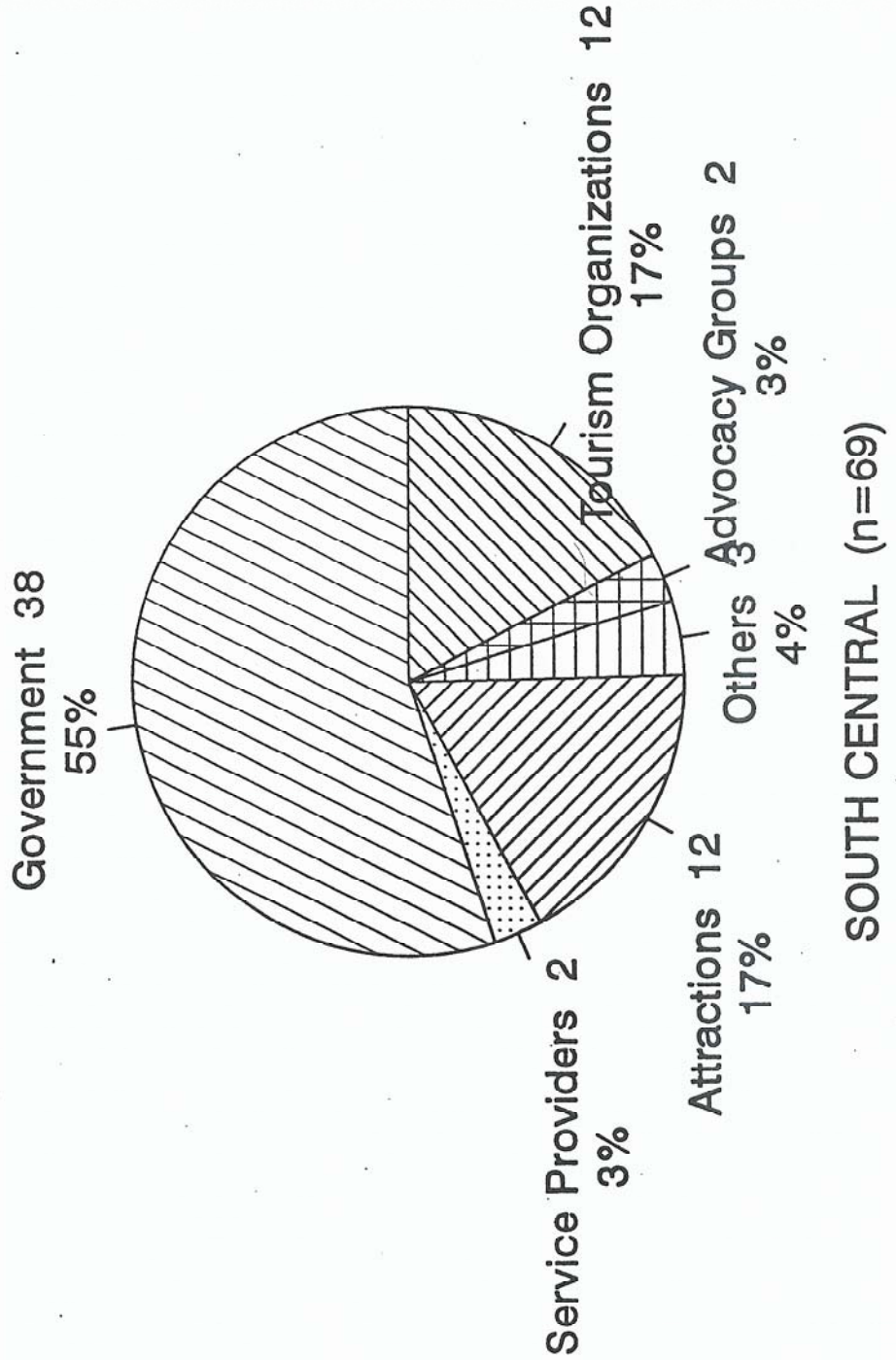
# QUESTION 1: JOBS OF RESPONDENTS

(n=299, DISAGGREGATED BY 6 REGIONS)



# QUESTION 1: JOBS OF RESPONDENTS

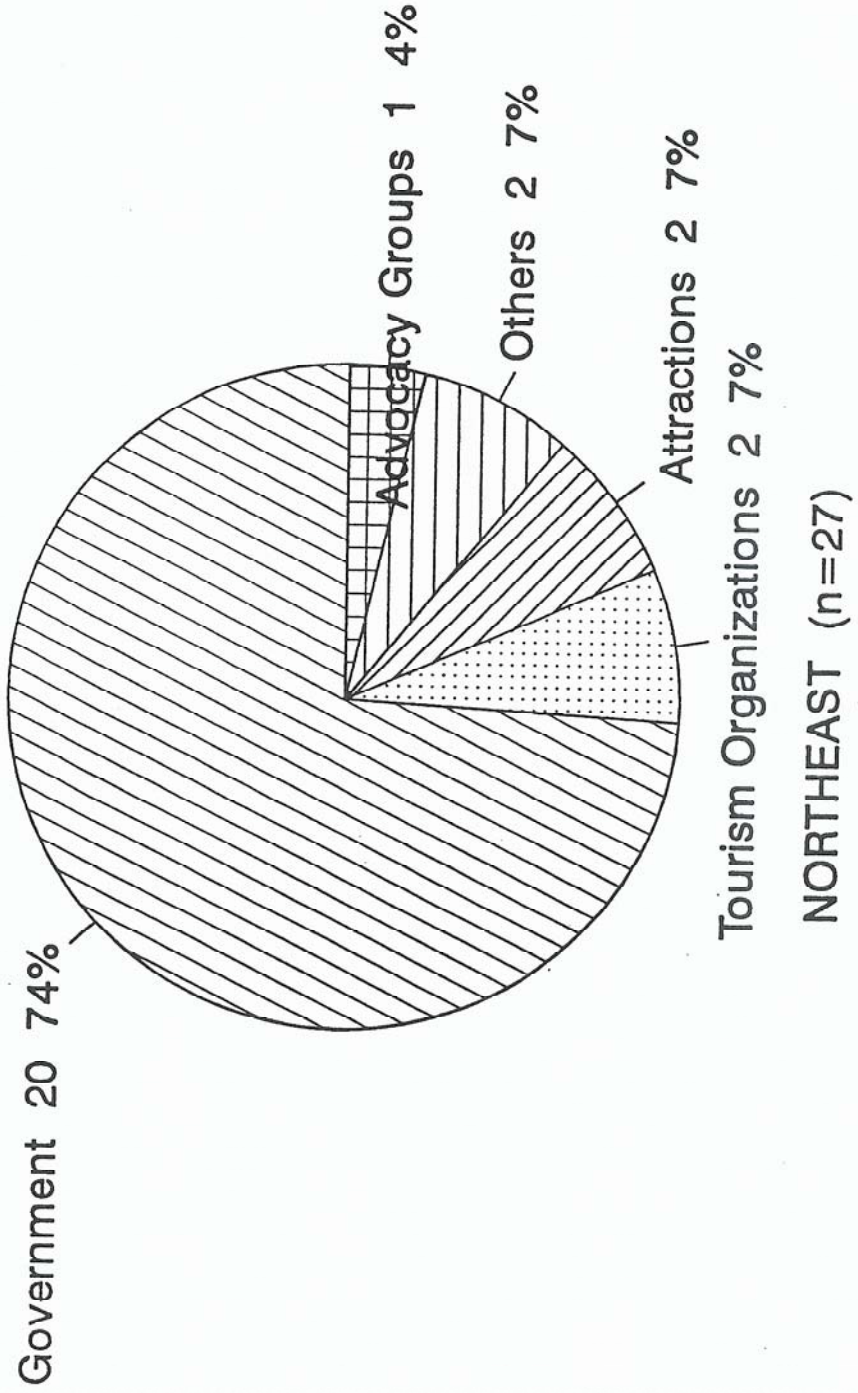
(n=299, DISAGGREGATED BY 6 REGIONS)



# QUESTION 1: JOBS OF RESPONDENTS

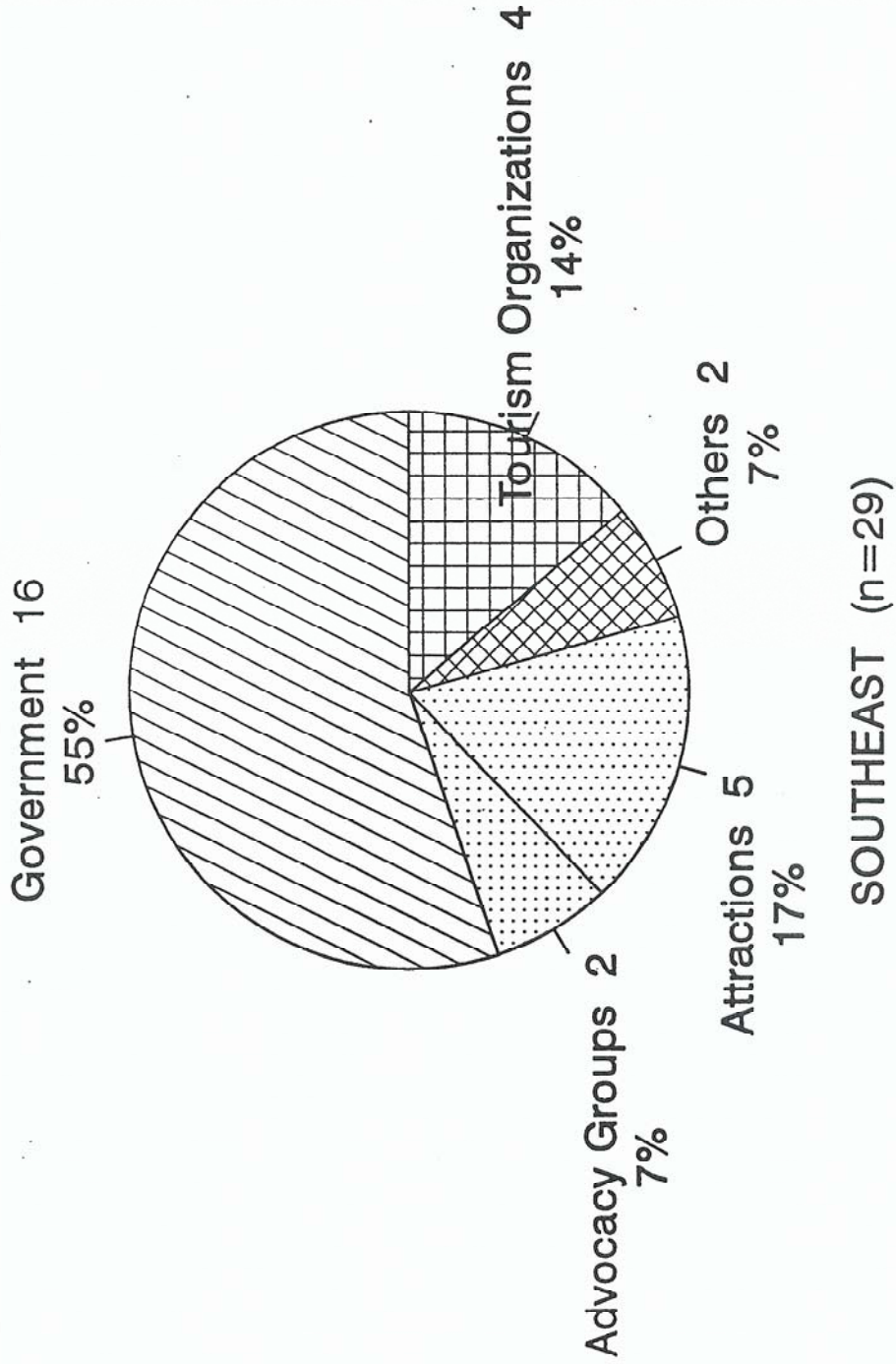
(n=299, DISAGGREGATED BY 6 REGIONS)

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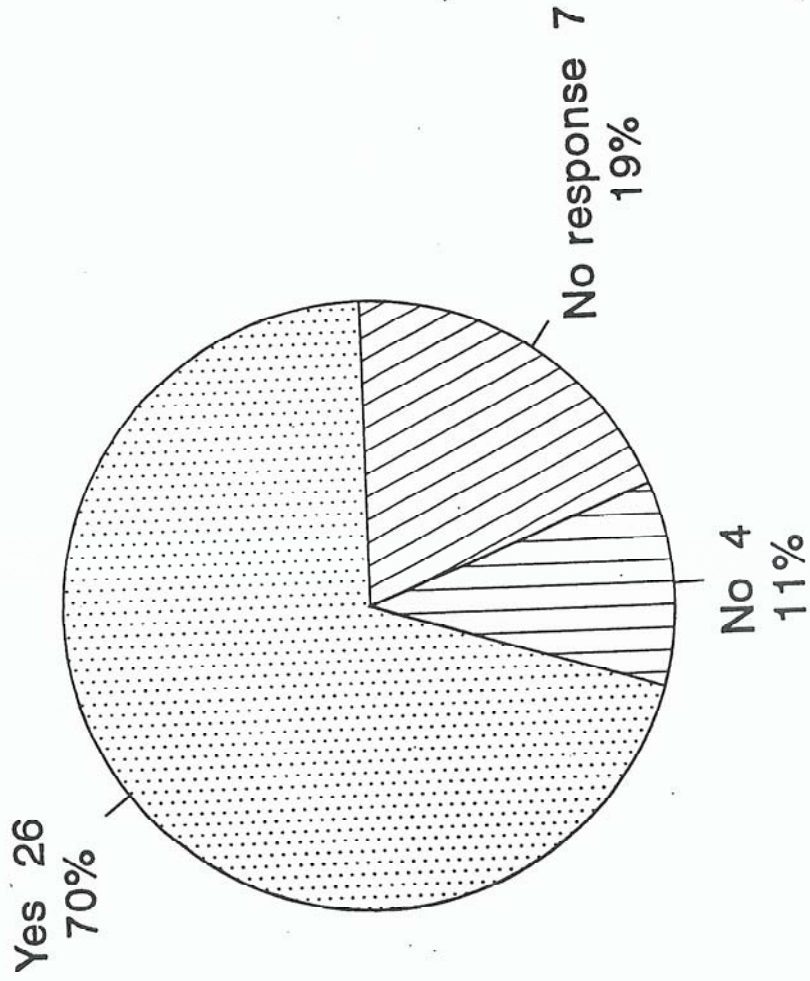


# QUESTION 1: JOBS OF RESPONDENTS

(n=299, DISAGGREGATED BY 6 REGIONS)



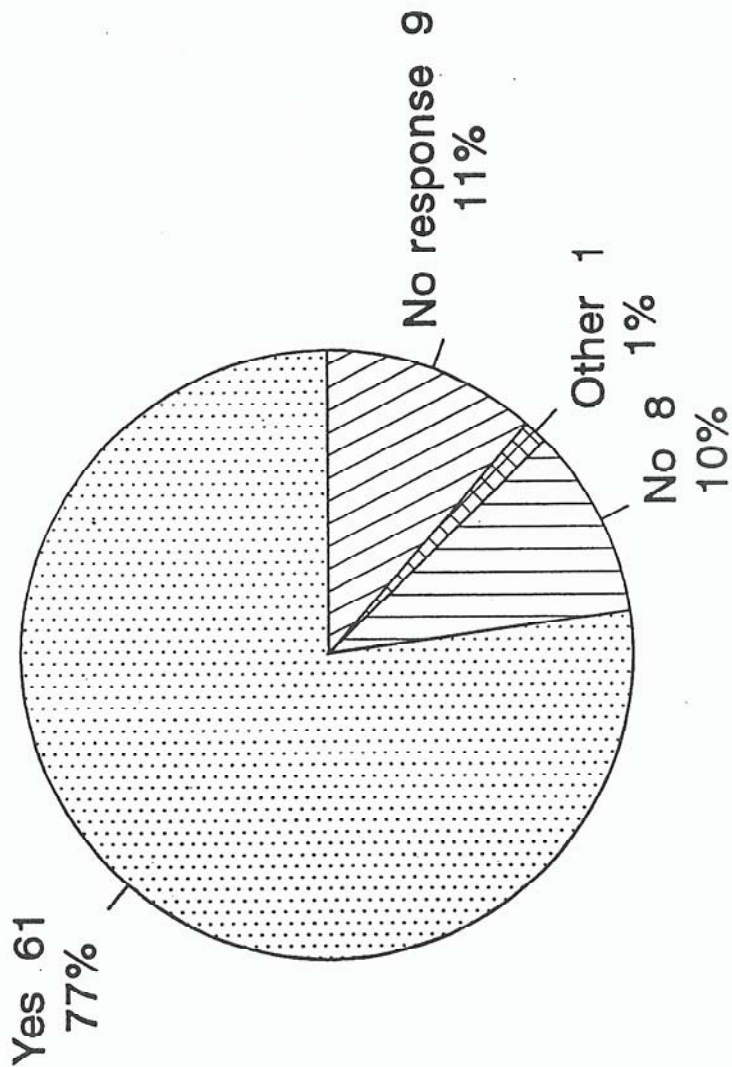
**ADDRESSING GROWTH & QUALITY OF LIFE ISSUES IN MGT. PLAN**  
(QUESTION 7; 289 RESPONDENTS, DISAGGREGATED BY 6 REGIONS)



**NORTHWEST REGION (n=37)**

**ADDRESSING GROWTH & QUALITY OF LIFE ISSUES IN MGT. PLAN**

(QUESTION 7; 299 RESPONDENTS, DISAGGREGATED BY 6 REGIONS)

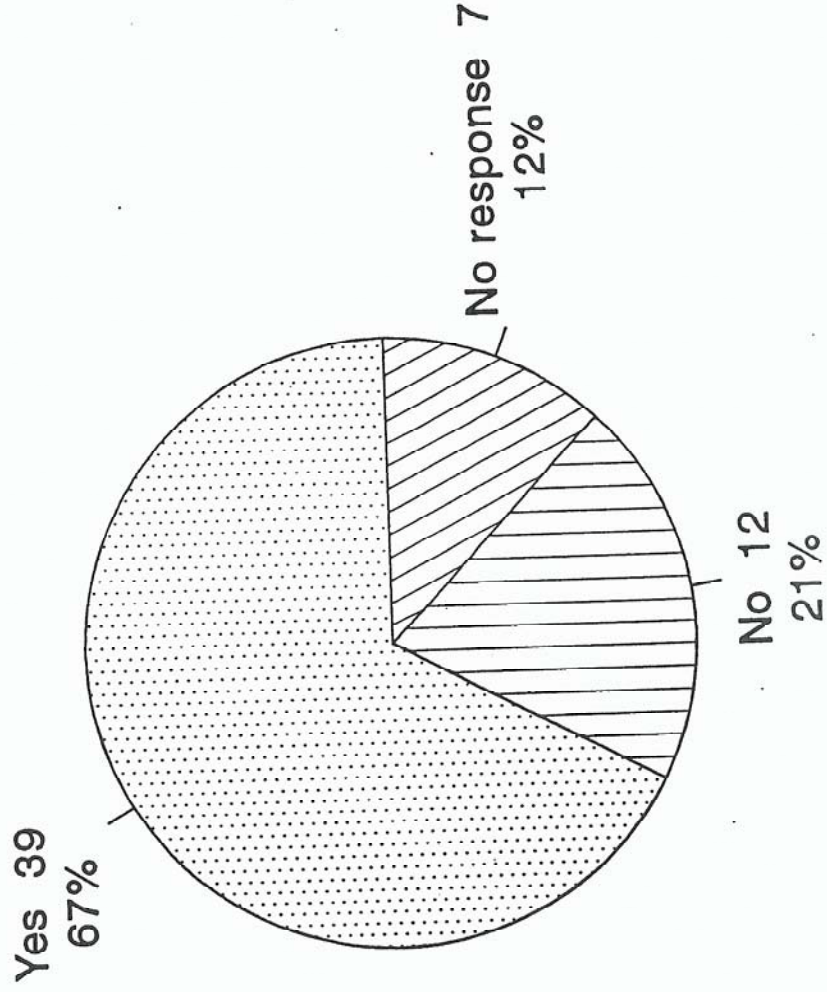


**SOUTHWEST REGION (n=79)**



**ADDRESSING GROWTH & QUALITY OF LIFE ISSUES IN MGT. PLAN**

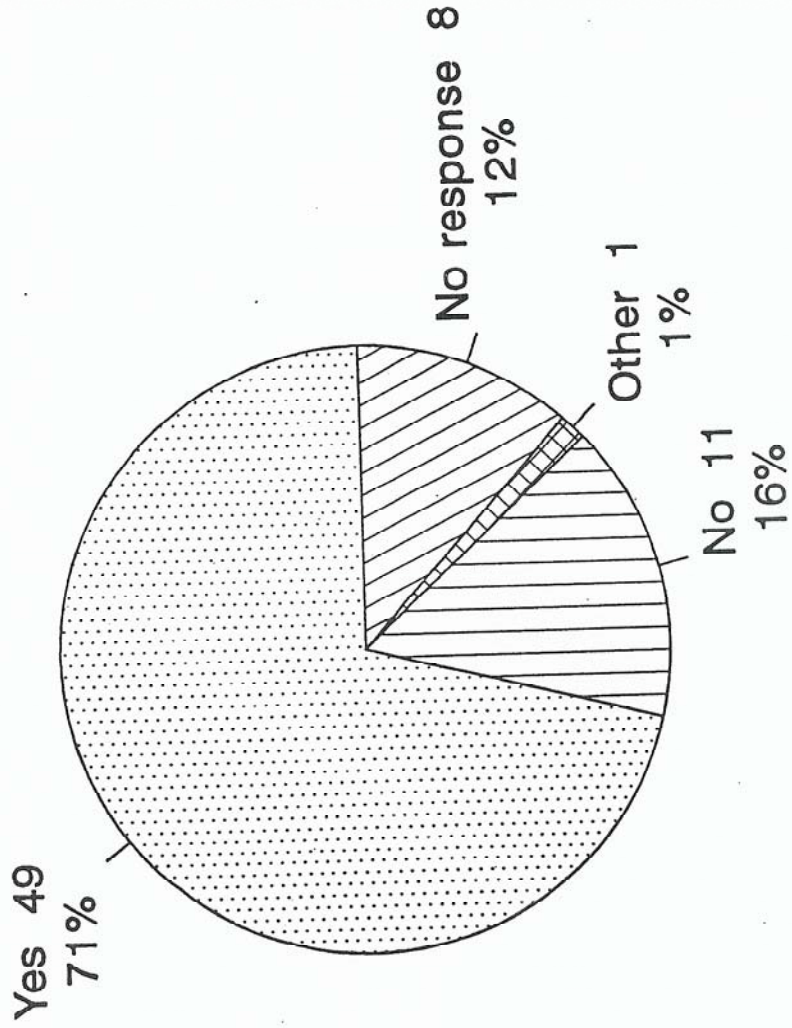
(QUESTION 7; 299 RESPONDENTS, DISAGGREGATED BY 6 REGIONS)



**NORTH CENTRAL REGION (n=58)**

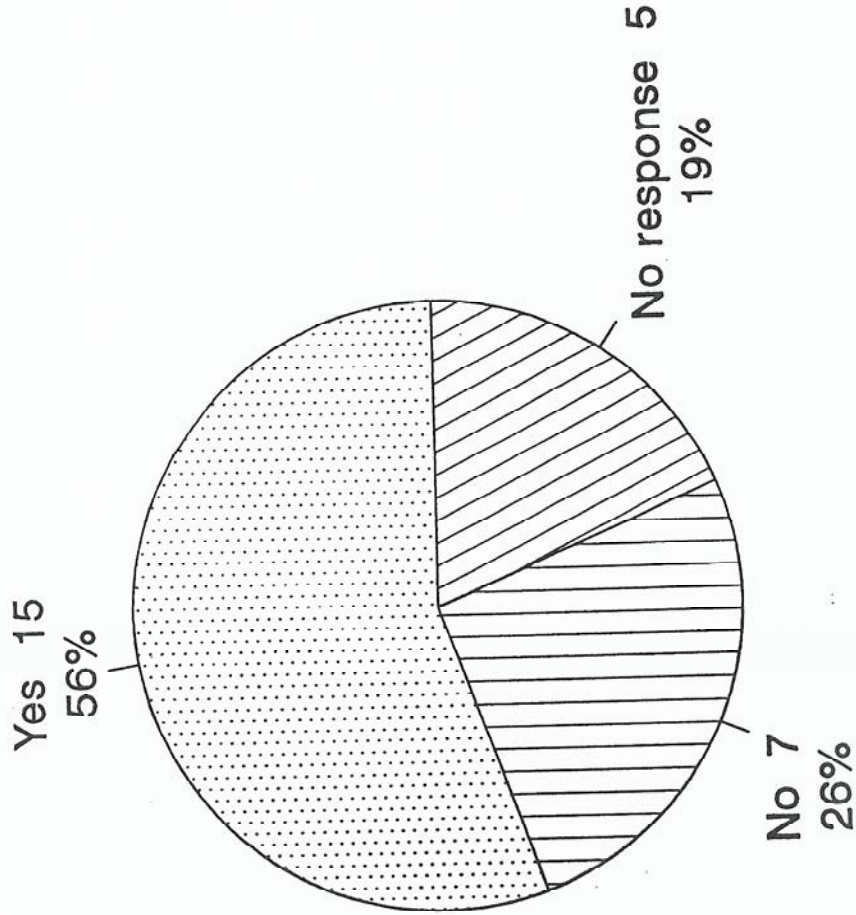
**ADDRESSING GROWTH & QUALITY OF LIFE ISSUES IN MGT. PLAN**

(QUESTION 7; 289 RESPONDENTS, DISAGGREGATED BY 6 REGIONS)



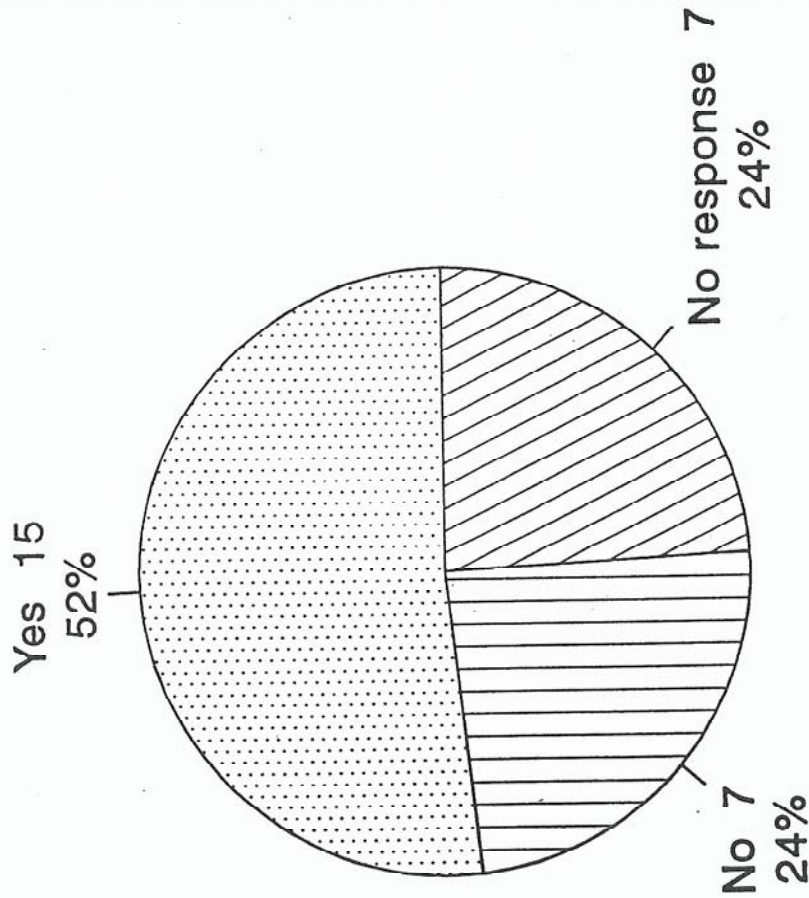
**SOUTH CENTRAL REGION (n=69)**

**ADDRESSING GROWTH & QUALITY OF LIFE ISSUES IN MGT. PLAN**  
(QUESTION 7: 299 RESPONDENTS, DISAGGREGATED BY 6 REGIONS)



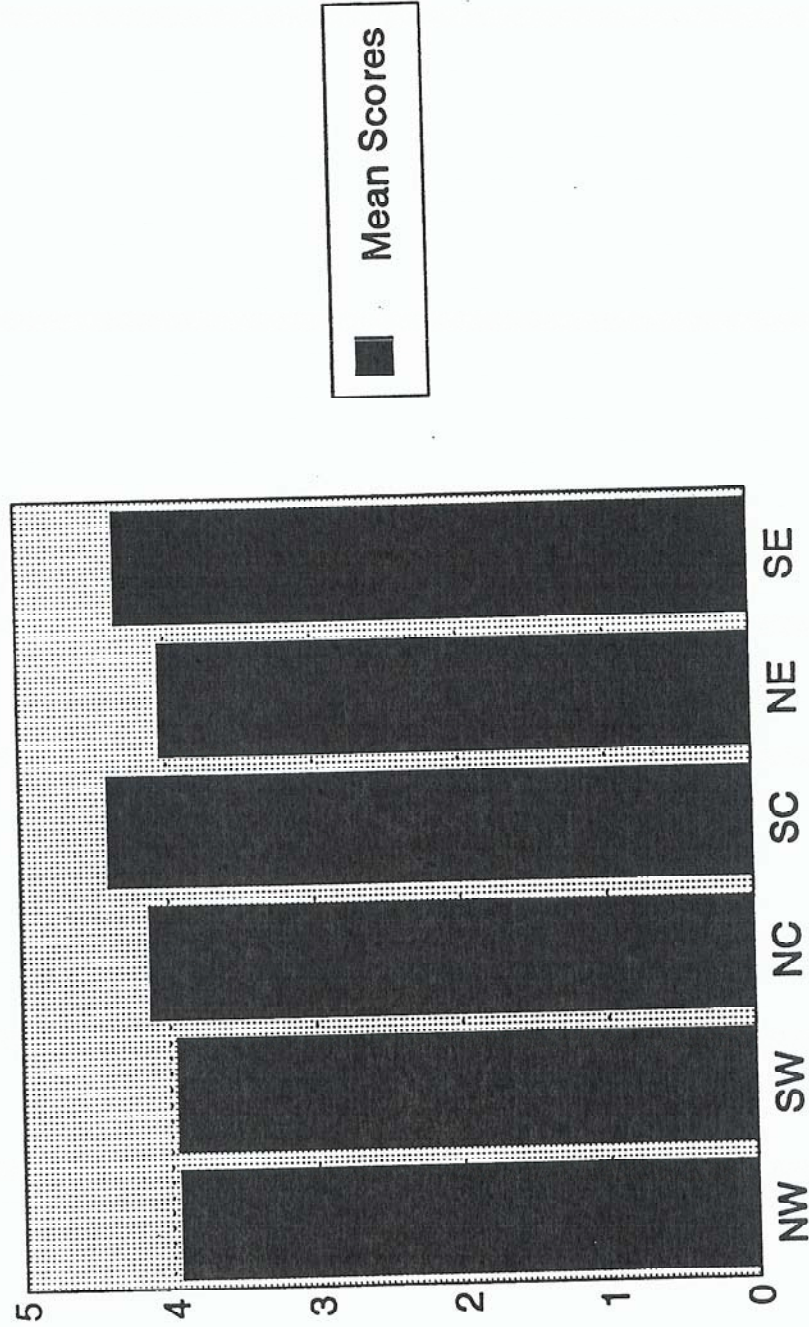
**NORTHEAST REGION (n=27)**

**ADDRESSING GROWTH & QUALITY OF LIFE ISSUES IN MGT. PLAN**  
(QUESTION 7; 299 RESPONDENTS, DISAGGREGATED BY 6 REGIONS)



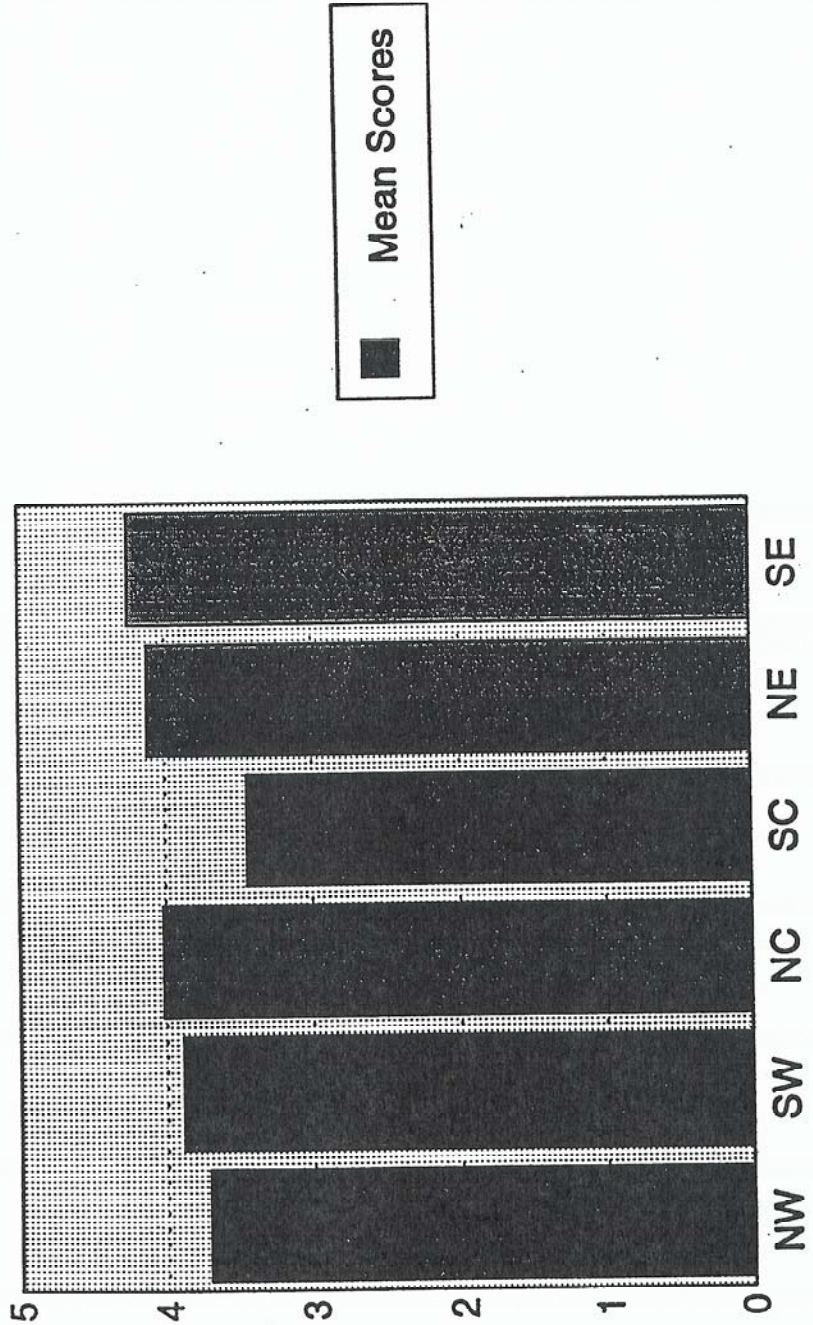
**SOUTHEAST REGION (n=29)**

**QUESTION 9: INTEREST IN WORKSHOPS FOR BYWAY MANAGEMENT**  
(n=299; DISAGGREGATED BY 6 REGIONS)



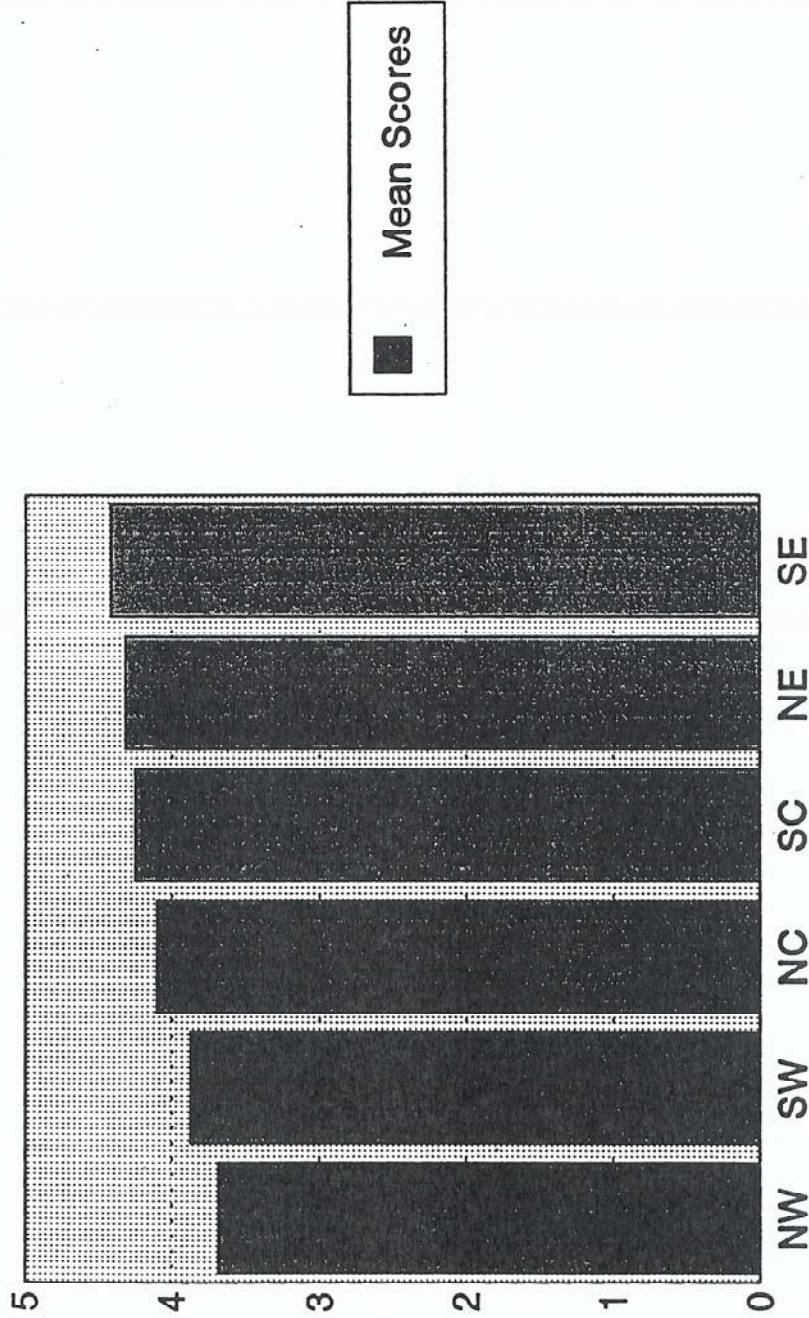
ENHANCEMENT AND PROTECTION WORKSHOP

**QUESTION 9: INTEREST IN WORKSHOPS FOR BYWAY MANAGEMENT**  
(n=299; DISAGGREGATED BY 6 REGIONS)



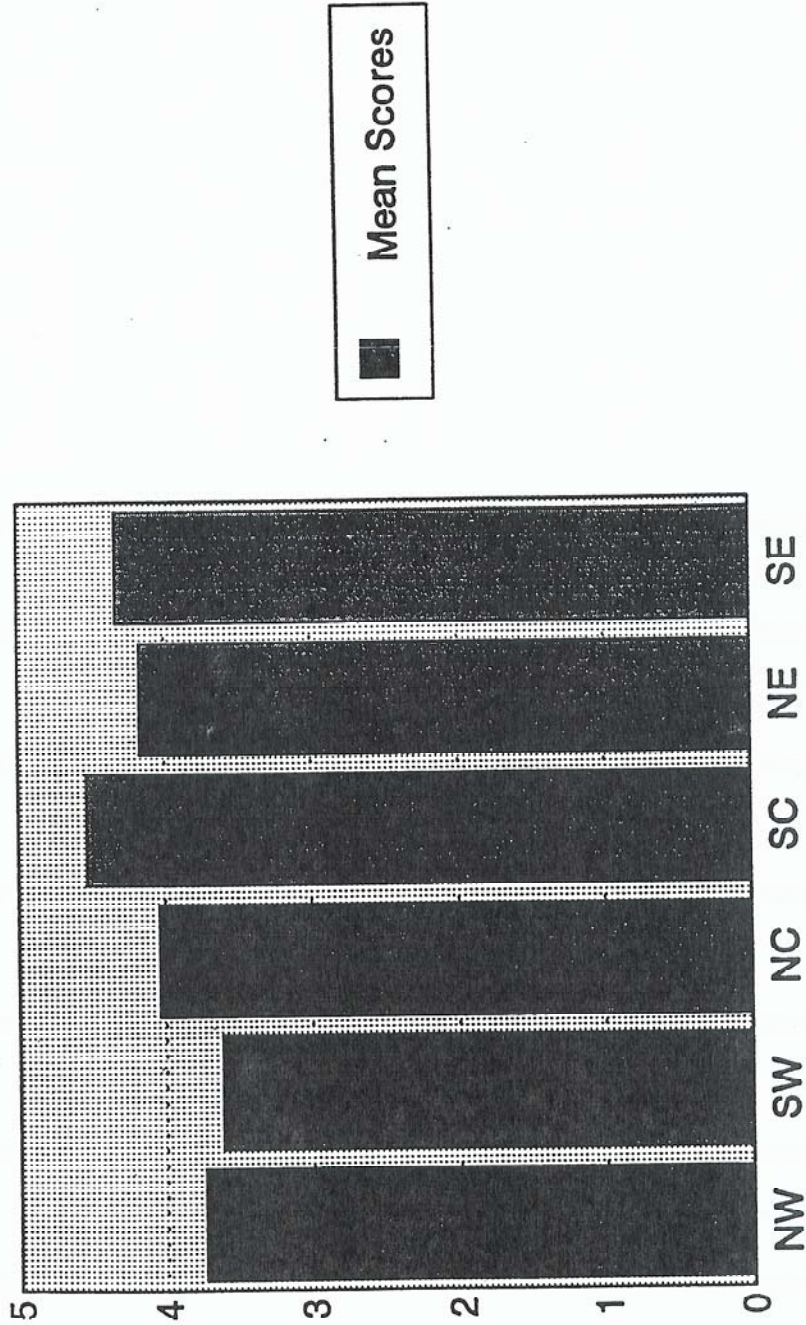
**INFRASTRUCTURE ENHANCEMENT WORKSHOP**

**QUESTION 9: INTEREST IN WORKSHOPS FOR BYWAY MANAGEMENT**  
(n=299; DISAGGREGATED BY 6 REGIONS)



**INTERPRETATION PLANNING WORKSHOP**

**QUESTION 9: INTEREST IN WORKSHOPS FOR BYWAY MANAGEMENT**  
(n=299; DISAGGREGATED BY 6 REGIONS)



MARKETING AND PROMOTION WORKSHOP



APPENDIX A

BYWAY PARTNERS QUESTIONNAIRE

**ASSESSMENT OF PROGRESS**  
**In Developing Corridor Management Plans**  
**for Each of Colorado's Scenic & Historic Byways**

We Need Your Help

**YOU PLAY A KEY ROLE IN THE DEVELOPMENT AND PROMOTION OF TOURISM AND RECREATION IN YOUR COMMUNITY. THE COLORADO SCENIC AND HISTORIC BYWAYS COMMISSION NEEDS TO KNOW YOUR VIEWS TO HELP CHOOSE A COURSE OF ACTION THAT HAS THE GREATEST BENEFIT TO YOUR COMMUNITY AND BYWAY. YOUR ANSWERS MAY ALSO HELP INFLUENCE FUTURE FUNDING.**

Background

*Each of the existing byways within Colorado's Scenic and Historic Byway system have met the Commission's nomination requirements. These included providing strong local support involving:*

- Counties,
- Communities,
- Agencies,
- Land Owners (including federal and state),
- Private Citizens.

*Criteria required conceptual plans addressing:*

- How the byway would be developed, marketed, and managed;
- Available financial resources;
- Strategies for maintaining distinctive scenic and historic characteristics.

*All "grass roots" byway committees further agreed to use the Byway Management Planning Framework developed at the October 20, 1992 Boulder workshop to complete individual Corridor Management Plans. These guidelines shift each byway committee's emphasis beyond designation to full implementation.*

Purpose of this Assessment

*At last fall's workshop, the Commission and all byway committees jointly explored planning strategies to help each byway formulate and implement sustainable post-designation management. Subsequently, the Commission applied for planning funds from the 1993 ISTEA (Intermodal Surface Transportation Efficiency Act) Interim Grant Program. In the event that funding becomes available, the results of this questionnaire will help the Commission ensure that it is spent wisely to yield the greatest public benefit.*

Please take a few moments to complete this questionnaire  
 and return it in the self-addressed stamped envelope  
 or to the following address:

The Colorado Scenic and Historic Byways Survey  
 Colorado Department of Transportation  
 4201 East Arkansas Avenue, Room 284  
 Denver, Colorado 80222

The deadline is August 15, 1993!

Please consider the following questions  
as they apply to the \_\_\_\_\_ Byway!

1. Which of the following best describes where you best fit within your community or regional recreation-tourism infrastructure? (Please check only one)

- |  |  |
|--|--|
| <p><u>Service Providers</u></p> <p><input type="checkbox"/> Accommodations</p> <p><input type="checkbox"/> Restaurants</p> <p><input type="checkbox"/> Transportation</p> <p><input type="checkbox"/> Concessionaire</p> <p><input type="checkbox"/> Retail</p> <p><u>Attractions</u></p> <p><input type="checkbox"/> Local Attraction</p> <p><input type="checkbox"/> Destination Resort</p> <p><input type="checkbox"/> (Write-in): _____</p> <p><u>Advocacy Groups</u></p> <p><input type="checkbox"/> Historic Preservation</p> <p><input type="checkbox"/> Environmental Organization</p> <p><input type="checkbox"/> Recreation User Group</p> <p><u>Other</u></p> <p><input type="checkbox"/> Landowners</p> <p><input type="checkbox"/> Local Resident</p> <p><input type="checkbox"/> (Write-in): _____</p> | <p><u>Tourism Organizations</u></p> <p><input type="checkbox"/> Local (e.g., Chambers of Commerce)</p> <p><input type="checkbox"/> Metropolitan (e.g., Convention &amp; Visitors Bureaus)</p> <p><input type="checkbox"/> Sub-Regional (i.e., Area Tourism Councils)</p> <p><input type="checkbox"/> Regional (e.g., State Travel Regions)</p> <p><u>Governments and Agencies</u></p> <p><input type="checkbox"/> Municipal Government</p> <p><input type="checkbox"/> County Government</p> <p><input type="checkbox"/> Planning Offices</p> <p><input type="checkbox"/> Regional Government (e.g., Councils of Government)</p> <p><input type="checkbox"/> Economic Development Associations</p> <p><input type="checkbox"/> State Government</p> <p><input type="checkbox"/> --Agency: _____</p> <p><input type="checkbox"/> Federal Government</p> <p><input type="checkbox"/> --Agency: _____</p> |
|--|--|

2. Are you...

- a. A volunteer?  Yes  No      b. Paid Professional?  Yes  No

3. Did you know that the Colorado Scenic and Historic Byways Commission has designated the above byway?  Yes  No

4. Are you presently an active member of the community's scenic byway committee?  Yes  No

a. If "Yes," to what degree do each of the following phrases describe the most appropriate role for you?

	Agree Strong- ly	Agree Slight- ly	Feel Neu- tral	Dis- agree Slight- ly	Dis- agree Strong- ly
- Want to be kept INFORMED	+2	+1	0	-1	-2
- REVIEW Plans & Actions	+2	+1	0	-1	-2
- PARTICIPATE in Local Byway Committee Decisions	+2	+1	0	-1	-2
- PROVIDE Short-Term Professional COMMITTEE LEADERSHIP FROM PAID STAFF	+2	+1	0	-1	-2
- Commit to PROVIDE Long-Term On-the-Ground IMPLEMENTATION & MANAGEMENT SUPPORT FROM PAID STAFF	+2	+1	0	-1	-2
- Provide DEVELOPMENT FUNDING	+2	+1	0	-1	-2
- Provide PROMOTIONAL FUNDING	+2	+1	0	-1	-2

b. If "No," would you like to be involved?

- Yes  No

Why or Why Not?

Note: If you are not currently an active member of the community scenic byway committee, complete only those remaining sections with which you are familiar!

5. A key element in the success of Colorado's Scenic and Historic Byways program is its emphasis on partnerships. Since byways are a community affair, the involvement and commitment of key sectors of the recreation-tourism infrastructure is critical. To the extent of your knowledge, please indicate to what degree each of the following key partners are PRESENTLY INVOLVED in the partnership by circling the number that best represents how you feel.

	Very Much In- volved	Sub- stan- tially In- volved	Mod- erate- ly In- volved	Some- what In- volved	Not at all In- volved	Not Ap- pli- cable
a. Regional Tourism Organization (i.e., Travel Region)	5	4	3	2	1	0
b. Sub-Regional Tourism Organization (i.e., Area Tourism Councils)	5	4	3	2	1	0
c. Nearby Metropolitan Tourism Offices (i.e., Convention & Visitors Bureau)	5	4	3	2	1	0
d. Local Municipal Tourism Organization (i.e., Chambers of Commerce)	5	4	3	2	1	0
e. Nearby Destination Resort	5	4	3	2	1	0
f. Local Attraction	5	4	3	2	1	0
g. Local Accommodations	5	4	3	2	1	0
h. Local Restaurants	5	4	3	2	1	0
i. Transportation Industry (e.g., Tour Operators/Bus/Airport/Railroad, etc.)	5	4	3	2	1	0
j. Concessionaires	5	4	3	2	1	0
k. Historic Preservation Interests (e.g., Historical Societies, Landmark Commissions, etc.)	5	4	3	2	1	0
l. Environmental Organizations	5	4	3	2	1	0
m. Recreation User Groups (e.g., bikes, trails, rivers, etc.)	5	4	3	2	1	0
n. Landowners Along the Byway	5	4	3	2	1	0
o. Local Residents	5	4	3	2	1	0
p. City Managers	5	4	3	2	1	0
q. County Commissioners	5	4	3	2	1	0
r. Planning Offices	5	4	3	2	1	0
s. Regional Government (e.g., Councils of Government)	5	4	3	2	1	0
t. Economic Development Associations	5	4	3	2	1	0
u. State Government Agencies (e.g., State Parks, Div. Wildlife, etc.)	5	4	3	2	1	0
v. Federal Government Agencies (e.g., USDA Forest Service, BLM, etc.)	5	4	3	2	1	0
w. Other	5	4	3	2	1	0

6. The Byway Management Planning framework identifies essential elements to be addressed in each byway Corridor Management Plan. Please indicate, from your own knowledge, to what degree you feel these elements have been addressed.

	Very Well Add- ressed	Some- what Add- ressed	Feel Neu- tral	Some- what Add- ressed	Not Very Well Add- ressed
<b>a. BALANCED BYWAY ORGANIZATION:</b>					
• Form & Structure of Organization	+2	+1	0	-1	-2
• Types & Sources of Support	+2	+1	0	-1	-2
• Identification of Required Services	+2	+1	0	-1	-2
<b>b. IDENTIFICATION &amp; EVALUATION OF RESOURCES/ATTRACTIONS:</b>					
• Natural Resources	+2	+1	0	-1	-2
• Cultural Resources	+2	+1	0	-1	-2
• Visual Resources	+2	+1	0	-1	-2
• Recreation Resources	+2	+1	0	-1	-2
• Hospitality Resources	+2	+1	0	-1	-2
• Attractions/Entertainment	+2	+1	0	-1	-2
<b>c. VISIONING PROCESS:</b>					
• Community Values/Attitudes Inventory	+2	+1	0	-1	-2
• Desired Future Community: Desired Life styles & Quality of Life	+2	+1	0	-1	-2
• Identification of PRODUCT "NICHE" (The distinctiveness of your product within the Colorado byway system)	+2	+1	0	-1	-2
• Management Goals & OBJECTIVES	+2	+1	0	-1	-2

	Very Well Add-ressed	Some-what Add-ressed	Feel Neu-tral	Some-what Add-ressed	Not Very Well Add-ressed
<b>d. PRODUCT DEVELOPMENT:</b>					
• <u>Enhancement &amp; Protection</u>					
-- Enhancement of Resource Quality	+2	+1	0	-1	-2
-- Maintenance	+2	+1	0	-1	-2
-- Monitoring & Protection	+2	+1	0	-1	-2
• <u>Infrastructure Enhancement</u>					
-- Infrastructure Maintenance and Development	+2	+1	0	-1	-2
o Accommodations	+2	+1	0	-1	-2
o Restaurants	+2	+1	0	-1	-2
o Transportation/Traffic	+2	+1	0	-1	-2
o Medical/Police/Fire	+2	+1	0	-1	-2
<b>e. VISITOR SERVICES:</b>					
• Interpretive Plan	+2	+1	0	-1	-2
• On-site byway Support Facilities	+2	+1	0	-1	-2
<b>f. MARKETING &amp; PROMOTION</b>					
• Identify Markets (Assess area/regional visitor desires & profiles)	+2	+1	0	-1	-2
• Establish General Marketing Strategy and Techniques	+2	+1	0	-1	-2
• Establish a Promotion Program	+2	+1	0	-1	-2
<b>g. FUNDING &amp; FINANCING:</b>					
• Types & Sources of Funding/Revenue	+2	+1	0	-1	-2
• Budget/Funding Program	+2	+1	0	-1	-2
• Fund Leveraging	+2	+1	0	-1	-2
• Financial Projections	+2	+1	0	-1	-2
<b>h. EVALUATION:</b>					
	+2	+1	0	-1	-2
<b>i. Other: _____</b>					
	+2	+1	0	-1	-2

7. Do you believe that the byway Corridor Management Plan must address quality of life issues, growth or no growth philosophies, and the desired future character of adjacent communities?

\_\_\_ Yes \_\_\_ No

8. At the Boulder workshop, a need was discussed for follow-on assistance to help each byway committee develop its own Corridor Management Plan. This assistance could be provided in a variety of ways. Please indicate your interest in each of the following options:

	Very Inter-ested	Some-what Inter-ested	Feel Neu-tral	Some-what Inter-ested	Not Very Inter-ested
<b>a. Conduct another TRAINING WORKSHOP showing how to develop a Corridor Management Plan</b>					
• For this byway only	+2	+1	0	-1	-2
• For this and all other byways within this State Travel Region	+2	+1	0	-1	-2
• For all byways Statewide	+2	+1	0	-1	-2
<b>b. Facilitate an actual PLANNING EXERCISE to begin or further develop a Corridor Management Plan</b>					
• For this byway only	+2	+1	0	-1	-2
• For this and all other byways within this State Travel Region	+2	+1	0	-1	-2
• For all byways Statewide	+2	+1	0	-1	-2

Very Inter-ested    Some-what Inter-ested    Feel Neu-tral    Some-what Inter-ested    Not Inter-ested Very Inter-ested

c. Enlist the ASSISTANCE OF OTHER PARTNERS (especially paid professionals already salaried by their organization or business) & then facilitate an actual PLANNING EXERCISE to begin or further develop a Corridor Management Plan

- For this byway only
- For this and all other byways within this State Travel Region
- For all byways Statewide

5	4	3	2	1
+2	+1	0	-1	-2
+1	+1	0	-1	-2
+2	+1	0	-1	-2

9. The Colorado Scenic and Historic Byways Commission identified four key post designation elements of the program. To provide your byway committee with the skills to address these important elements, how interested are you in seeing a statewide training workshop conducted by outside professionals for:

Very Inter-ested    Some-what Inter-ested    Feel Neu-tral    Some-what Inter-ested    Not Inter-ested Very Inter-ested

- a. Enhancement and Protection
- b. Infrastructure Enhancement
- c. Interpretation Plan
- d. Marketing and Promotion

5	4	3	2	1
+2	+1	0	-1	-2
+2	+1	0	-1	-2
+2	+1	0	-1	-2

10. Please use the space below to write in any other comments you would like to make.

Thank You For Your Help!

APPENDIX B

COMMENTS AND RESPONSES TO OPEN-ENDED QUESTIONS

QUESTION 1:  
"Other" category (write-in)

Operate research sites along byway (Mount Evans)

Tribe (San Juan Skyway)

Media (Gold Belt Tour)

Universities/Higher Education  
(Pawnee Pioneer Trails)  
(Peak to Peak)  
(Unaweeep-Tabeguache)

Sanitation District (Top of the Rockies)



QUESTION 4:  
Are you a member of community byway commission?

Yes; Hopefully. (planning office, Guanella Pass)

Yes; Hopefully. (planning office, Mount Evans)

Yes; Have been inactive because I am writing a book. (landowners, Cache La Poudre-North Park)

No; But I want to be! (destination resort, Colorado River Headwaters)

We are unaware that there is one. (accommodations provider, Guanella Pass)

Yes; Interagency planning committee. (federal agency, Mount Evans)

Yes; To the extent that I can participate with time limitations. (local tourism organization, Peak to Peak)

No; One does not exist. (municipal government, San Juan Skyway)

No answer; I don't think we have a scenic byway committee. (municipal government, San Juan Skyway)

Yes; Through Southeast Colorado Economic Development. (federal government, Santa Fe Trail)

No; The committee is not currently active. (county government, Unaweep-Tabeguache)

No; Town did have another representative for a while. (municipal government, Flat Tops Trail)

Yes and No; Organization's goal facility will be on the byway. (historic preservation, Gold Belt Tour)

No; Don't think there is one for Summit County. (federal government, Top of the Rockies)

Yes; As Chairperson. (landowner, Pawnee Pioneer Trails)

QUESTION 4a:  
Miscellaneous comments

I would have circled #2 above for all items if the Southwest Travel Region work program had this work as a specific activity for me. (regional tourism, San Juan Skyway)

(In response to last two items re: funding) We are financially unable to contribute. (local tourism, Flat Tops Trail)

(Re: Participate in local byway decisions) If my time allows. (landowners, Cache La Poudre-North Park)

Above groups doing this are City Planning Commission and Parks and Recreation Advisory Board. (municipal government, Pawnee Pioneer Trails)

Am involved from time to time based on the potential for funding assistance from DOLA. Above (answers to Q4a) outlines potential for involvement. (Pawnee Pioneer Trails, and South Platte River Trail; both state government)

(Re: last two items "Provide development funding; Provide promotional funding") As funding permits. (federal government, San Juan Skyway)

## QUESTION 4b:

"Would you like to be involved? Why or why not?"

No; Not enough time. (state government, Alpine Loop)

No; Not an appropriate role in my position. (state government, Colorado River Headwaters)

Yes; Want to be kept informed, particularly when land use issues are involved. (county government, Colorado River Headwaters)

No; Limited amount of time. (destination resort, Colorado River Headwaters)

No; Not enough time. (state government, Flat Tops Trail)

No; Not an appropriate role for my position. (state government, Flat Tops Trail)

No; Not enough time. (state government, Grand Mesa)

No; Not enough time. (state government, Silver Thread)

No; Not an appropriate role. (state government, Top of the Rockies)

Yes; Kept informed of land use related issues. (county government, Top of the Rockies)

No; Don't have the time. (state government, Unaweep-Tabeguache)

No; Not appropriate role in my job. (state government, West Elk Loop)

No; Don't have the time. (state government, West Elk Loop)

Yes; Not on the Ranger District that I work on. This is (name) baby on Cebolla. I have enough work on my own district. (federal agency, Alpine Loop)

Yes; To provide technical assistance, if necessary. (state government, Gold Belt)

No answer; Might be involved through Surface Creek Valley Historical Society. (147, historic preservation, Grand Mesa)

Yes; I would like to be involved given the time and financial resources to pay for my efforts. (regional tourism, Grand Mesa)

Yes; To provide technical assistance, if necessary. (state government, Los Caminos Antiguos)

Yes; I am the (County official). Long range planning is my duty. (planning office, Mount Evans)

Yes; To provide technical assistance, if necessary. (state government, Silver Thread)

Yes; To be kept informed and provide technical assistance if necessary. (state government, Top of the Rockies)

Yes; Would need financial resources to pay for time. (regional tourism, Unaweeep-Tabeguache)

Yes; Yes, given time and financial resources to pay for my time. (regional tourism, West Elk Loop)

Yes; Tourism has become the largest industry in Ouray County. (county government, Alpine Loop)

No; I am not certain that development of the Alpine Loop is in the best interests of local residents. (county government, Alpine Loop)

Yes (minimally); I am very busy with other projects right now. (landowners, Cache La Poudre-North Park)

Yes; To help coordinate activities, and ensure success. (municipal government, Colorado River Headwaters)

No; Our Chamber Executive Director is involved. (sub-regional tourism, Gold Belt Tour)

No; Too many commitments locally in Denver and nationally in Washington. (local attraction, Gold Belt Tour)

Yes; The Denver Parks and Recreation Department may already be involved. I'm not aware of the level of participation at this time. (municipal government, Mount Evans)

Yes; Tourism is the largest industry in Ouray County. (county government, San Juan Skyway)

No; Involvement only to the degree that the byway is located in the Southwest Travel region. (local tourism organization, Grand Mesa)

No; Only to the degree that this byway is in the Southwest Travel Region. (local tourism organization, Silver Thread)

No response; Only to the extent that the byway is within the Southwest Travel Region. (local tourism organization, Unaweeep-Tabeguache)

No response; Located within Southwest Travel region. (local tourism organization, West Elk Loop)

Yes and No; I am already involved in the byway to a degree (on a local committee). (municipal government, Alpine Loop)

Yes; The Alpine Loop and the San Juan Skyway are both located on the Ouray Ranger District. (federal government, Alpine Loop)

No; Time constraints. (regional government, Alpine Loop)

Yes; Hinsdale County government played a primary role in the creation and development of the byway. (county government, Alpine Loop)

Yes; CDOT should be involved to evaluate the impacts to the state highway system. (state government, Alpine Loop)

Yes; Our county and (business) depends on Highway 14 for year around use by all. (county government, Cache La Poudre-North park)

No; Too busy, would help though. (historic preservation, Cache La Poudre-North Park)

No answer; Fort Collins Historical Society Board member (has the duty). (Historic preservation, Cache La Poudre-North Park)

No; The Board of Directors of North Park Pioneer Association feel that we cannot include any more committee work. Our active members (those who attend meetings) are almost all well past retirement age. We are interested but not able to work. (historic preservation, Cache La Poudre-North Park)

Yes; Would like to be kept informed, review plans and actions, and possibly participate. (federal government, Colorado Rivers Headwaters)

Yes; This issue and its many ramifications are critically important to our resort and community. (destination resort, Colorado River Headwaters)

No answer; Possibly on a limited basis. (destination resort, Colorado River Headwaters)

No; Too busy already. (historic preservation, Colorado River Headwaters)

No answer; May have insight -- on-site, 57 years. (local attraction, Colorado River Headwaters)

No answer; Probably not; Travel expense and time away from work. (municipal government, Flat Tops Trail)

Yes; Major impact on businesses in Canon City due to intent to remove all signs from existing attractions, restaurants, motels, campgrounds!! (local attraction, Gold Belt Tour)

Yes; To be kept informed and review plans. (county government, Grand Mesa)

Yes; Our Chamber (Platte Canyon area) of Commerce unanimously backed application for the byway. (local tourism organization, Guanella Pass)

Yes; As needed to assist. (state government, Highway of Legends)

No; No time. (historic preservation, Highway of Legends)

Yes; But time available is limited. (state government, Mount Evans)

No; Too many job commitments, no time. (state government, Los Caminos Antiguos)

No answer; Most of the time not informed by committee. (local attraction, Los Caminos Antiguos)

No; Tourism activities have been defined as work the Chamber of Commerce will be the community voice (sic). (municipal government, Pawnee Pioneer Trails)

Yes; Part of my job. (other: higher education, Pawnee Pioneer Trails)

Yes; To help promote our state and local areas. (local attraction, Pawnee Pioneer Trails)

Yes; Historic Boulder is the historic preservation membership organization in Boulder County. We are frequently consulted by communities on the byway. I am advisor for (organization) am also frequently called for assistance by communities and individuals. (historic preservation, Peak to Peak)

Yes; Keep informed, review plans and actions, might be some staff time available to assist if projects relate closely enough to our mission. (local attraction, Peak to Peak)

No; None exists (Note: a community scenic byway commission). (municipal government, San Juan Skyway)

Yes; To assist in protection and interpretation of archeological and historical resources; to increase visitation at Anasazi Heritage Center. (federal government, San Juan Skyway)

No; We have our own tribal park to work with. (other: tribe, San Juan Skyway)

No; We hate being on a byway as it brings more traffic. (destination resort, San Juan Skyway)

Yes; We seem to do some of the above under "a" on an ad-hoc basis. (municipal government, San Juan Skyway)

Maybe; In order for me to get involved in any more committees, etc., there will need to be a direct benefit (or indirect) for the museum. (local attraction, San Juan Skyway)

Yes; As needed for assistance. (state government, Santa Fe Trail)

No; Adequate community representation; no time! (municipal government, Santa Fe trail)

No; Do not have the time needed. (local tourism organization, Santa Fe Trail)

No; I am involved with the Mountain Branch Association of Santa Fe Trail. Do not have time for another committee. (state government, Santa Fe trail)

Yes; John Martin Reservoir in the Corps of Engineers is a land management area with a large recreation visitation while providing protection for cultural, natural, and historic resources. (federal government, Santa Fe trail)

Both checked; As a member of County committee, I am already involved to a degree. (municipal government, Silver Thread)

Yes; Many of the typical enhancements on the scenic byway system directly impact the state highway system, its operation, and the safety of the motorist. (state government, Silver Thread)

No; Too busy. We have excellent Economic Development rep. in this area. (local tourism organization, South Platte River)

No; No time. (transportation provider, Top of the Rockies)

Yes; Economic development of Leadville. (other: sanitation district, Top of the Rockies)

Yes; Help promote tourism. (local attraction, Top of the Rockies)

No; I just don't have enough time for all the activities. (accommodations provider, Top of the Rockies)

Yes; I believe that good corridor management is critical! (accommodations provider, Top of the Rockies)

No; No time. (local tourism organization, Top of the Rockies)

Yes; As the key tourism entity for the community, I feel that it is extremely important that the Chamber of Commerce be involved in the marketing/promotion, and I would like to become active as a member of the committee. (local tourism organization, Top of the Rockies)

No answer; I am very interested in the scenic byways, however, I am unable to serve on any additional committees right now. (county government, Unaweep-Tabeguache)

No; Live in Crested Butte; inability to commit time. (regional government, Unaweep-Tabeguache)

No; Although I would like to be informed and help out, present time demands preclude active involvement. (accommodation provider, Unaweep-Tabeguache)

No; Involvement with the local museum and other community activities are as much as a 77 year old should attempt. (local attraction, Unaweep-Tabeguache)

Yes; Many of the typical enhancements on the scenic byway system directly impact the state highway system, its operation, and the safety of the motorist. (state government, Unaweep-Tabeguache)

No; My schedule is busy. (municipal government, West Elk Loop)

No; Time. (municipal government, West Elk Loop)

No answer; I am very interested in the scenic byways, however I am unable to serve on any additional committed right now. (county government, West Elk Loop)

No; Time constraints. (regional government, West Elk Loop)

Yes; To be kept informed and involved in decisions. (local attraction, West Elk Loop)

No; My 20 volunteer hours a month are devoted to the (museum). (local attraction, West Elk Loop)

No answer; I was involved early in the process; we are represented. (county government, West Elk Loop)

No answer; The Town would like to have some involvement. (municipal government, Flat Tops Trail)

Yes; Enjoy involvement with the community. (state government, Pawnee Pioneer Trails)

Yes; Scenic Byways are not a formal committee...groups doing this are City Planning Commission and Parks and Recreation Advisory Board. (municipal government, Pawnee Pioneer Trails)

No; I don't have much time. (municipal government, South Platte River)

No; Not actually on West Elk Loop. (destination resort, West Elk Loop)

No; Time limitations (no time). (local museum attraction, Los Caminos Antiguos)

No; Already peripherally involved through city. (municipal government, Pawnee Pioneer Trails)

No; Office in transition phase -- maybe after things get settled. (local tourism organization, Pawnee Pioneer Trails)

No; I do not have the time to dedicate to this project, however, I am sure there are other locals who could. (municipal government, San Juan Skyway)

No; Other priorities. (county government, San Juan Skyway)

Yes; Informational. (county government, San Juan Skyway)

Yes; Dovetails with USFS recreation mission, appropriate for us to be part. Our office is convenient "hub" for byway. (federal government, Top of the Rockies)

Yes; To be kept informed. (federal government, Unaweep-Tabeguache)

Yes; We would love to complement the traveller's experience along this important corridor. (municipal government, Pawnee Pioneer Trails)



QUESTION 5:  
Partnership members involvement

I am new to my position and am not familiar with who is involved. (federal government, Colorado River Headwaters)

I am sorry but I don't know. (municipal government, Flat Tops Trail)

Can speak for Dinosaur Discovery Center which will be on the byway -- not the byway itself! (historic preservation, Gold Belt Tour)

Unknown on all below. (local attraction, Gold Belt Tour)

Region 4 has not been involved with this byway, so we don't know the involvement levels of any of these. (state government, Pawnee Pioneer Trails)

Region 4 has not been involved with this byway, so we don't know the involvement levels of any of these. (state government, South Platte River Trail)

For 5d: Local municipal tourism organization)

COEDC. (planning office, Guanella Pass)

COEDC. (planning office, Mount Evans)

For 5e: Destination resort; 5f: Local attraction; and 5k: Historic preservation interests)

Redstone. (local tourism org, West Elk Loop)

For 5e-h

Not asked to be involved. (local attraction, Gold Belt Tour)

For 5f: Local attraction

Casinos/tourism. (local attraction, Peak to Peak)

For 5m: Recreation user groups

For Gilpin County area. (local attraction, Peak to Peak)

For 5e-5j

Don't know the extent of their involvement. Would guess it is minimal.  
(municipal government, San Juan Skyway)

For 5q: County commissioners

Lake County, not Eagle. (county government, Top of the Rockies)

[Respondent crossed out commissioners and added "members"] (municipal government, Gold Belt Tour)

For 5p: City Managers

No manager. (Other: university, Unaweeep-Tabeguache)

[Respondent crossed out managers and added "members"] (municipal government, Gold Belt Tour)

No City Manager at this time, but have municipal staff involved.  
(municipal government, Pawnee Pioneer Trails)

For 5w: Other

NPS. (local attraction, Colorado River Headwaters)

White River Forest Association. (federal government, Flat Tops Trail)

Political support. (historic preservation, Gold Belt Tour)

Physically challenged. (federal government, Gold Belt Tour)

Private sector businesses were not consulted re: byways. (local attraction, Gold Belt Tour, Grand Mesa)

Interpretive associations. (municipal government, Grand Mesa)

DU and other colleges nationally. (state government, Mount Evans)

Universities. (federal government, Mount Evans, Mount Evans)

Denver Mountain Parks, Botanical Gardens, CSU, CDOT. (federal government, Mount Evans)

Denver Mountain Parks. (sub-regional tourism org, Mount Evans)

Community Colleges; Small Business Development Centers (Pawnee Pioneer Trails, and South Platte River Trail, both state government)

Universities: CSU, CU. (other: university, Peak to Peak)

Dude ranch. (destination resort, San Juan Skyway)

Guest Ranch Association (destination resort, San Juan Skyway)

County governments. (county government, West Elk Loop)

QUESTION 6:  
Addressing elements of Corridor Management Plan

Not familiar. (federal government, Alpine Loop)

(Comment written across Questions 5 and 6) Unfamiliar. (federal government, Alpine Loop)

Plan not completed, NA at this point. (federal government, Cache La Poudre-North Park)

This corridor has only been approved for a couple months. To the best of my knowledge, there is no Corridor Management Plan. (municipal government, Colorado River Headwaters)

I am sorry that I don't have much information about this. The person who attended the meetings is no longer working for the town of Meeker. (municipal government, Flat Tops Trail)

[Respondent notes that they are speaking for the byway as a whole, and writes "getting better quickly" across all columns except first, "very well addressed"] (historic preservation, Gold Belt Tour)

Recently developed a Draft Interim Management Plan. (municipal government, Grand Mesa)

Do not know since not informed. (local attraction, Los Caminos Antiguos)

Still in planning phase but to date the following are being analyzed and addressed. (federal government, Mount Evans)

Not enough background to answer all. (local attraction, Peak to Peak)

Don't know. (state government, South Platte River Trail)

Not familiar with Corridor Management Plan. (destination resort, West Elk Loop)

Not knowledgeable. (local attraction, West Elk Loop)

Don't know. (state government, Pawnee Pioneer Trails)

For 6b: Identification and evaluation of resources

Information not disseminated. (local attraction, Peak to Peak)

For 6c: Management goals and objectives

Will be addressed. (other: university, Peak to Peak)

For 6d: Product Development

Forest Service. (municipal government, Pawnee Pioneer Trails)

[Respondent gave two answers for some questions, 6d and 6e, marking some "public properties" and some "private lands". (federal government, Santa Fe Trail)

For 6e: Visitor services

Most important concern. (local attraction, Peak to Peak)

Need new ideas here. (local tourism org, San Juan Skyway)

For 6f: Marketing and promotion

Too defined! (federal government, Cache La Poudre-North Park)

Identify markets via travel region. (Other: university, Peak to Peak)

Don't know about it. (local attraction, Unaweep-Tabeguache)

For 6g: Funding and financing

Gilpin County. (local attraction, Peak to Peak)

Unknown. (county government, Alpine Loop)

For 6i: Other

Needs help!! (municipal government, Cache La Poudre-North Park)

The Fort Collins Public Library has received no copies of this draft information for public review. (municipal government, Cache La Poudre-North Park)

Population of current byway. (local tourism organization, Peak to Peak)

Marketing and promotion needs to address desires of different towns. Some wish less traffic, do not want to promote heavily. Some wish fewer large interpretation sites, printed material instead. (local tourism org, San Juan Skyway)

QUESTION 7:  
Quality of life issues

Quality of life -- yes. Growth/no growth -- no, unless it is in terms of capacity of facilities. Desired future conditions -- yes. (federal government, Alpine Loop)

(Did not check either yes or no) I believe this is one facet certainly. (municipal government, Flat Tops Trail)

Yes; In a general sense only. (federal government, Flat Tops Trail)

No; Defer to local government comprehensive plans and land use ordinances. (Guanella Pass, Gold Belt, Mount Evans, Peak to Peak; all state government)

No; The communities need to decide these issues and they need to use the byway plan to help in the decision. This is a definite influence and involvement. (federal government, Mount Evans)

[Respondent noted that a "yes" answer would pertain to "quality of life issues", but has marked a "no" answer to refer to "growth/no growth philosophies" and "desired future character of adjacent communities" parts of question.] (municipal government, Pawnee Pioneer Trails)

No; We already have. (municipal government, Pawnee Pioneer Trails)

Yes; To the point it is considered in such area's comprehensive or master plan. (municipal government, Pawnee Pioneer Trails)

Yes; Local resident's desires must be considered. (federal government, Pawnee Pioneer Trails)

No; Duplication. (historic preservation, Peak to Peak)

No; This plan should not try to be all things to all people. (local attraction, San Juan Skyway)

No; We need growth. (municipal government, South Platte River Trail)

No; Not here. (county government, South Platte River Trail)

No; Duty of local governments. (local attraction, West Elk Loop)

No; Communities are not effectively doing this, so byways would get bogged down taking this on. (regional tourism organization, Grand Mesa)

QUESTION 8:  
Follow-up assistance

Need to get the stakeholders involved; No one wants to get to the meat of writing it, only want to express their problems. (federal government, Cache La Poudre-North Park)

[Respondent re-numbered the first two columns, "Very interested" and "Somewhat interested" as "Yes" and "No"] (local tourism organization; county government, both Gold Belt Tour)

For 8a: Training workshops

Coordination of management plans among byways in area? (federal government, Pawnee Pioneer Trails)

[Respondent wrote in next to "another":] initial. (local resident, Top of the Rockies)

Was not informed of workshop. (county government, West Elk Loop)

We did, but no action has been taken. (sub-regional tourism org, Cache La Poudre-North Park)

At Middle Park Fair, Sept. 17-18-19. (local attraction, Colorado River Headwaters)

QUESTION 9:  
Issues about statewide training workshop

Respondent added a category under 9a-9d: 9e. Development of Resource Base (\$), and marked it: +2 (Very interested). (other: operate research sites along byway; Mount Evans)



QUESTION 10:  
General comments

I feel my husband (name) would be more valuable on this committee than I. He was (position) for 30 years and is used to such planning -- also, he has more time, especially during winter months. Sorry I couldn't help you more. (landowners, Cache La Poudre-North Park)

There needs to be a study looking at the true impact of tourism on the small communities along the byways (short term and longer term). Then a workbook needs to be developed to give examples of projects and programs, how should look at undertaking (from simple to more complex projects showing cost to construct and cost to maintain and possible dollars generated). (other: higher education, Unaweeep-Tabeguache)

It may be useful to determine some of the key concerns/barriers each byway is experiencing (e.g., leadership, volunteer burnout, lack of resources, getting the work done, etc.).

The planning "exercise" should be each byway's situation -- played out -- so they can make progress.

Our plan is moving along, however it takes a long time and a tremendous commitment of energy and resources.

Case examples and specifics as to what works and doesn't work, and where to place priorities, are important items to consider. (other: higher education, Peak to Peak)

Know very little about the structure and planning of this byway. (local tourism organization, West Elk Loop)

Know very little about the structure and planning of this byway. (local tourism organization, Unaweeep-Tabeguache)

Know very little about the structure and planning of this byway. (local tourism organization, Silver Thread)

I would be most interested in participation. I don't feel as though the city has been asked to be involved to the extent we should. My association with the Chamber of Commerce and the city may be of beneficial use to this endeavor. (municipal government, Santa Fe trail)

I am sorry this is so-o-o late. Hope my input is still welcomed. (recreation user group, Mount Evans)

This is the most complicated, hard-to-understand questionnaire I have ever been asked to fill out. I'm still not sure what I have indicated on any part of it! (accommodations provider, Cache La Poudre-North Park)

The reason I have not responded sooner is that I am somewhat of a newcomer to the scenic byway. Many of the answers are based on perception. (local tourism organization, Flat Tops Trail)

Your opening statement, "You play a key role in the development and promotion of tourism and recreation in your community" assumes that the development and promotion of tourism is a good thing. I take strong exception to that.

I do not personally believe that tourism is a good thing for all local residents, only the business community who happen to be quite vocal and powerful.

Further, I do not believe that the promotion of tourism should be a government function. (county government, Alpine Loop)

The above options for assisting local byways develop their own corridor management plans neglects a key consideration: How may the Colorado Commission be of greatest assistance to local byway representatives?

The issue is not whether the Commission should conduct another workshop or facilitate a planning "exercise." Rather, the issue is what each entity which comprises the Byway Commission is willing to commit toward planning, enhancement, protection, marketing and promotion, in partnership with the local byway committees. The Commission's role as a facilitator of planning exercises can only be effective if it is accompanied by a tangible commitment (fiscal and technical) to the end product, not just the process. The Commission's current approach assumes that:

1. Local alternatives for preparing management plans and generating partnerships have not already been pursued to some reasonable end; and
2. Local byway committees are comprised of individuals who can dedicate substantial additional time and resources toward planning, fund raising, constituency-building and administration.

It is the opinion of this byway representative that the Commission would more effectively assist each byway, and enhance the state system as a whole, if it collectively viewed this phase of the program as a partnership rather than a benevolent exercise.

It seems logical from a consumer (visitor) standpoint, as well as from a byway-system standpoint, for the Scenic Byways Commission to initiate the preparation of a state-wide management plan, interpretive plan, promotional campaign and computer data base, with the cooperation and participation of the byway communities. (county government, Guanella Pass)

I think you sent this to the wrong ranger. On Oct. 1, the Taylor Reservoir and Cebolla RD's will temporarily combine and (name) will assume leadership. (Name) will be providing forest-wide leadership for partnerships and environmental education. In my new job, I will be working with you on this byway, perhaps. (federal government, Alpine Loop)

I wish the tourism board would promote the entire byway program in the news (TV and newspaper). Most of our local people don't understand the entire program. It's all the same old problem: money-money-money! It really is a great program for promoting the areas we live in. We just have to be patient. (historic preservation, Pawnee Pioneer Trails)

Develop funding alternatives for communities that cannot afford in-kind match but are willing to provide donated materials and labor. (federal government, West Elk Loop)

I am supportive of the West Elk Loop but am concerned about the lack of process. Went to a meeting last fall and haven't had anything since. (county government, West Elk Loop)

Much of the information requested has not been provided due to lack of sufficient information. There is strong interest, however, in these areas.

I will be trying to develop further information, but did not have time to do so before submitting the survey. (municipal government, West Elk Loop)

The Byways program depends essentially entirely on volunteers. Even the "paid professional already salaried by their organizations" (such as the Forest Service) are essentially volunteers because the Byways program is just one of many programs competing for their attention and resources. Comprehensive Byway Corridor Management planning simply will not happen on any usable time schedule unless specific funding is made available, and enough of it to get the job done. (federal government, West Elk Loop)

The West Elk Loop, Crystal River segment, committee is making reasonable progress through the use of volunteers and under the direction of (name) USFS coordinator. More local involvement is needed, and the committee members are attempting to provide more info to local residents and businesses to increase involvement and support. (local tourism organization, West Elk Loop)

The role of the (name) Historical Society has been to promote the scenic characteristics of the area, to preserve and make public the history and important artifacts which point out the uniqueness of the region. (local attraction, Unaweep-Tabeguache)

Less bureaucracy, more \$\$\$. (local attraction, Unaweep-Tabeguache)

I have (obviously) extremely limited knowledge of the "hows and whys" of having a byway designated and the ongoing support required. I would be interested in some basic information to build some fundamental knowledge of the process, if it is available. (accommodations provider, Unaweep-Tabeguache)

Unawep is, as we know, a very unique byway. Very small, rural communities with little or no capability to find "paid professionals," or pay travel for volunteers to attend statewide meetings/workshops. The Commission should look seriously at grants for such situations so that "paid professionals" (i.e., other management agency personnel) can work within the communities to develop plans. (federal government, Unawep-Tabeguache)

I would be very interested in an area workshop for the above elements. (municipal government, Unawep-Tabeguache)

Continued communication and cooperation between state and local groups is critical to the byway program. Any actions taken to improve these are beneficial. Do not lump byways by travel regions; many byways bisect travel regions, and byways in the same regions may have very different needs. (county government, Top of the Rockies)

I am pleased and excited about the possibility of our local highways becoming a Scenic and Historic Byway. (historic preservation, Top of the Rockies)

Forest Service was supposed to invest at least \$1.5 million over a five-year period. There is little evidence in the 30 miles (total 75 miles to byway) in Hinsdale County of monies being spent. I have not been informed of a committee meeting in approximately 1 year. (county government, Silver Thread)

I'm relatively new to the area, so I'm somewhat limited in my knowledge. However, I see great strides toward the development of these byways. I need to become more aware of the proceedings, but it seems that Colorado is on the right track. (local tourism organization, Silver Thread)

We have a corridor plan and interpretive plan and Interpretive Master Plan. I am not interested in much more planning on our byway. (federal government, Silver Thread)

If it were not for the US Forest Service our Scenic Byway would not have got off the ground; we did not receive State help. (county government, Silver Thread)

State Parks and Recreation Department should take a lead to work with the National Park Service, SW Regional Office, for the Colorado segment of the Santa Fe National Historic Trail. There needs to be a managing entity; the all "volunteer army" has limits of time and resources. (federal government, Santa Fe Trail)

How do we keep heavy traffic off the scenic byways? (destination resort, San Juan Skyway)

A comprehensive management plan should be developed by professionals and the interested public outlining specific goals and management objectives with developmental initiatives and site specific projects. Personnel at John Martin Reservoir are very much interested in the Scenic Byways program and especially the Santa Fe Trail and would like to be included in committee memberships and any information exchange concerning these areas of interest. (federal government, Santa Fe trail)

Our committee was moving along quite nicely then a meeting was canceled and another was never scheduled. I believe there is conflict between the Southeast CO Enterprise Zone that is stalling the committee's goals and objectives. Promotion for the trail, marketing, etc., has been severely crippled by this conflict. (federal government, Santa Fe Trail)

The Mt. Branch of the Santa Fe Trail is a very long trail. A cohesive plan that covers the whole trail seems to be a problem.

The Trinidad area runs from the New Mexico state line to the Comanche National Grasslands. That area is doing it's own planning, which is fine, then the rest of the route encompasses the flatter plains that seems to be doing their own thing. I believe the trail needs some guidance. (economic development association, Santa Fe Trail)

Re: Question #9: I don't know what "key post designation elements" are, nor what four were identified. But I do know that our committee is desperately in need of direction and cohesion. (local resident, Santa Fe Trail)

Unfortunately, I know very little about the activities of any local group involved with the San Juan Skyway. I believe much ought to be done to provide interpretation of cultural resources along the route and certainly museum, professionals like ourselves should be part of the process. (local attraction, San Juan Skyway)

Re: Questions #8-10: I'm not sure I interpreted them correctly. I tried to answer them in a manner that reflects my belief that paid (not volunteered) professional assistance should be provided to each byway in its own individual workshop. Statewide workshops are too general. Each byway has its own, complex issues which should be addressed with the assistance of a professional who can provide full attention and follow-up to an issue. Paid professionals as described in "c" are limited in the assistance they can provide.

The Forest Service has shouldered much of the load of our byway which has provided many benefits that result from federal government resources. The resource that appears to suffer from this is the minimal local government participation.

I am very concerned about the implied increase in vehicular traffic that results from byway designation if no mitigating efforts are undertaken to address auto congestion, air quality, road quality, or impacts on non-vehicular traffic. This aspect should be emphasized in Byway corridor plans. (municipal government, San Juan Skyway)

I think statewide workshops can't begin to address individual needs. Byways should have resources available throughout the state for their consideration and use at the local level. Will eliminate wasted time spent on issues that don't affect them. Can keep abreast of entire byway system by newsletter. (local tourism organization, San Juan Skyway)

We need close communication on opportunities in state and federal programs that could enhance community planning, funding and implementation of byway enhancement. We need forethought on how to fast (track?) byway community upgrades for visitors when support is available, and community planning is in place. This would keep the people involved, energized and effective. (local tourism organization, San Juan Skyway)

The process of placing an interpretive sign at the Cortez Welcome Center has been an exercise in frustration. The city has basically been waiting on USFS for almost 2 years. The space is assigned, the pad has been poured, the papers have been signed, and nothing has happened.

The planning process for the pullout at Molas Pass from what I have learned sounds to be a full scale disaster. To have wasted over \$500,000 because of a failure to agree on design criteria and lanes and parking for semi-trailers. If this had happened at the local level, people would be quickly and permanently un-employed. (municipal government, San Juan Skyway)

Take better advantage of currently existing resources like museums, historical agencies, etc. (local attraction, Peak to Peak)

Historic Boulder has not been contacted by the Byways Peak to Peak Commission. We were not included in the Boulder workshops, yet individuals and communities along the byways contact our organization for information and assistance. We work closely with the County Historic Preservation Advisory Commission. (historic preservation, Peak to Peak)

We've never been contacted before.  
 Yes, we're interested.  
 Yes, we'll help.  
 (destination resort, Peak to Peak)

Most people have very limited time for participation in workshops/seminars and meetings, especially when they are already working as a paid professional in their community. It would appear much wiser to get those businesses and residents located along the byway to develop and implement plans, as they can feel ownership in all they accomplish. (local tourism organization, Peak to Peak)

For Question #6, I started answering the questions based on what has been identified by the committee to this stage of the project. I did not answer questions that are beyond the current step in our process. (federal government, Peak to Peak)

Byway planning should include liability, incorporation, tax exempt status, 501(c)(3). Thanks. Sorry for the delay in returning this -- was on vacation. (federal government, Pawnee Pioneer Trails)

I was on the initial forming committee. Since then, the managing of our byways has taken on a completely different twist. To my knowledge, I do not know of any paid professional staff from governmental entities or tourism-related professionals on the Byway Committee. They need to inform the "public" on what is going on, no minutes delivered, etc. I think they probably need some technical assistance on marketing and getting started. For the past year, I haven't been a part of this group (most of the time I do not know when they meet) so am probably not the best person to evaluate this byway. (municipal government, Pawnee Pioneer Trails)

I feel that the Byway Commission has left this byway out of the information loop. A newsletter or some type of informational material could be developed to keep all byways informed on issues such as: ISTEAs funding, State promotional efforts, other byways (significant events, etc.) (municipal government, Los Caminos Antiguos)

I've had a lot of contact through Mt. Evans corridor plan team and corridor group. I believe there is currently a lot of exchange with these groups and the scenic byway group -- thus our input should be represented. Would be glad to give some input/DOW views but my time is limited by other district duties. Thanks. (state government, Mount Evans)

Mt. Evans is quite unique, in that the SH 5 corridor lies within a designated wilderness. Environmental protection then becomes the highest priority in all planning and/or development schemes. Some sites actually require "un" development to right historic and present land use wrongs. Thanks! (state government, Mount Evans)

I've been involved with the Mt. Evans planning team for 2 years. One of the things we are trying to do is develop a non-profit friends group to coordinate the multiple agency's missions, provide a greater degree of quality assurance to visitors and develop a funding base. If you were to offer a training course and/or partnerships to facilitate this it would be good.

Another things we are looking at is a shuttle system from Echo Lake to the summit. Purpose is to reduce resource impacts, provide quality recreation experience and reduce traffic problems. Since the road is a state highway, this plan is questionable. If you were to provide training or assistance on how to implement non-traditional uses this would be good too. (federal government, Mount Evans)

The Scenic Highway of Legends (Hwy 12) designation has and is a great asset to the Cuchara Valley, drawing many visitors. (local tourism organization, Highway of Legends)

Thanks for including us in your questionnaire. Sorry we are unable to answer much of it as we have previously not been advised of these activities and studies. We are very interested and would like to be involved. We were unaware of a community byway committee.

I received the columbine signs from CDOT to replace those removed or destroyed last year and working with USFS, for their installation. I'm also working with (name) on a quote to reprint Guanella Pass tour guide through the Government Printing Office, I have quotes from (printers). (Name) has agreed to help solicit money for the printing from various agencies and organizations. Please let us know what we can do. (accommodations provider, Guanella Pass)

I feel that we do not have the in-depth information to answer some of these questions.

We used the Guanella Pass Byway booklet to inform visitors about the trip. It was an excellent tool -- not available this summer. There are signs for the brochure, but no brochure available anymore! (concessionaire provider, Guanella Pass)

As member of the Byway Management Committee, our group felt that we were only capable of putting together "Interim Management Plan"; following approval from the Grand Mesa Byway Association, the committee will develop a process for public meetings, where we will address the needs of all people and communities along the Byway. Enclosed is a copy of our Interim Plan. (municipal government, Grand Mesa)

We need all the help we can get to develop this project. (subregional tourism organization, Gold Belt)

Comments:

1. Early assistance: The Gold Belt Tour Corridor Plan is well underway and the draft should be done by the end of the year. Since we are further along in the process, will we be able to receive assistance early to fit with our planning schedule?

2. State Byway Regulations: It is very important that byway rules and guidelines remain consistent. In order to prepare and implement a joint corridor plan, many entities have provided input and bought into the local byway. It is difficult when we have program changes (State Transportation Plan, National Program, Billboard issues, etc.) that bring in new issues to the byway program.

3. National Program Funding: If backcountry byways are not eligible because of 2-wheel drive only restrictions, does that mean that the Gold Belt Tour will lose funding?

(federal government, Gold Belt)



The local BLM office in Canon City, CO., has been working overtime with regard to the Gold Belt Byway. We have representatives from Canon City, Florence, Cripple Creek, Victor, Florissant, Fremont County and Teller Counties that meet monthly to brainstorm all areas of the byway, and I might add that we have been most successful in these meetings. (local tourism organization, Gold Belt)

I believe the local byways committees need state assistance in completion of the management plan specific to each byway or linked region of byways. A large meeting of all the byways is not as effective to actually create the required management plan. (economic development association, Flat Tops Trail)

Really not familiar with the byway committee program at all. (destination resort, Colorado River Headwaters)

Certainly our byway has its own characteristics apart from other byways, but there needs to be a networking system with neighboring byways (which may be outside our travel region) and then additional linkages made for all the byways in the state. This will form better management plans through the system and also allow visitors a level of expectation from any byway they visit.

Although the byway was developed for economic growth for Grand County through tourism, the area's heritage and cultural importance must also take a front seat in management planning. (economic development association, Colorado River Headwaters)

I have read articles on the byway in the newspaper and the Fort Collins Historical Society received an invitation to participate in a workshop in April. However, the workshop was not going to talk about cultural resources. I hope this will be included in future workshops, and I will certainly provide people with information on the byway if it is submitted to the Fort Collins Public Library Local History. (municipal government, Cache La Poudre-North park)

Not very familiar with who is involved or what has been done other than the actual designation of a byway here and the discussion over where to start it. (historic preservation, Cache La Poudre-North Park)

We had a workshop in March, as of this time I have heard no more about our progress. (subregional tourism organization, Cache La Poudre-North Park)

I think it is too early to be making long range plans for use and development. Let supply and demand take care of itself. (county government, cache La Poudre-North park)

The USFS has several plans already for the corridor: Wild and Scenic River plan, Interpretive Plan, Forest Plan. However, the portals of the Cache La Poudre/North Park Scenic Byway need leadership and no one is willing to take the ball and run with it. We had a vision for the future workshop sponsored by Larimer County Planning and the ball was dropped big time and no one has picked it up yet. So the big question is who will coordinate the other areas, i.e., N. Park, Fort Collins, and put it all together. No funds have perpetuated no one. (federal government, Cache La Poudre-North Park)

Our byway already has a corridor management plan of sorts in place. That could stand to be updated in a few years but first we would like to complete a visitor preference survey to support a rethinking of management priorities. We are also starting on an interpretive plan for the area. Our expertise in interpretation is limited so a training session that is aimed at intermediate to advanced level topics would be very helpful. (federal government, Alpine Loop)

Sorry -- we're not much help since we are not at all familiar with what you're trying to accomplish. (destination resort, West Elk Loop)

I'm unfortunately not very familiar with the Byway Committee's work on Question #6 so am leaving it blank. (state government, Santa Fe Trail)

Where this "Byway" was established as a peak to valley, instead of peak to peak, it has a serious initial flaw.

For this Byway to be properly promoted and used, it needs connections in this general area, to overnight accommodations in Coal Creek Canyon and Idaho Springs.

Depending on the amount of time a visitor allots, Squaw Peak Pass and Mt. Evans, would be worth while including on a 2-3 day itinerary.

(local attraction, Peak to Peak)

A. It is not clear at this time if the Mt. Evans Corridor Committee will continue to function.

B. If it does, it faces the challenges of establishing a funding base and integrating interests of multi-governmental agencies.

(Other: operate research sites along byway, Mount Evans)

We need somehow to get the businesses in our community to understand more fully what the byway means to our community. A public meeting with your staff explaining what all this means would be a great help. P.S. When will we be on the brochure? (local tourism organization, Gold Belt)

The Forest Service employees in the Leadville Office were very involved in this proposal. My office (Dillon R.D.) was not involved. (federal government, Top of the Rockies)

Pawnee Pioneer Trails got off to a bumpy start as local residents -- re: Weld County residents -- the folks who live in the Pawnee Buttes area are still not fully convinced it is a viable project.

Keeping some local control was helpful, but finding the funding is a major concern. Money for matching fund grants is not easy to come by, and the local opinion about getting or hiring an outsider to do grant writing does not set well.

I am hoping that the new or amended DOT-ISTEA program will not be so layered with paperwork so the PPT can make use of those funds.

The folks that wrote the original PPT plan certainly made little provision for funding the operations.

(landowners, Pawnee Pioneer Trails)

Sorry this was completed so late: Greeley is very supportive and interested in being kept advised of your progress. We are anxious to offer information and guidance to services/facilities in our community which would support the trail effort. (municipal government, Pawnee Pioneer Trails)

My answers to question 6 are not very informative since I have not been involved in the planning. (federal government, Top of the Rockies)

We really do not have any information on the Colorado Scenic and Historic Byway Program and would very much like to be informed. (county government, San Juan Skyway)

The planned interstate highway along the SH 160 corridor would be devastating to this community's quality of life. (county government, San Juan Skyway)

Very interested in follow-up training/management assistance. (Pawnee Pioneer Trails and South Platte River Trail, both state government)

Thank you! (landowners, Highway of Legends)

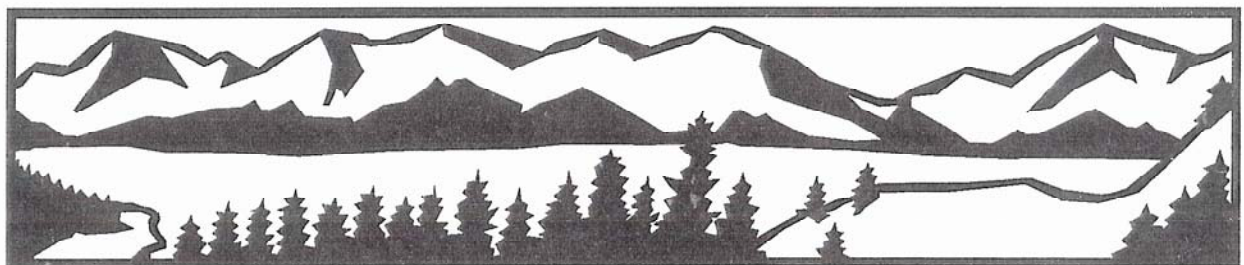
# Colorado Scenic and Historic Byways Traffic Analysis



*Prepared for:*  
Colorado Scenic and  
Historic Byways Commission

*Prepared by:*  
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Interim Report  
January 1996



# COLORADO SCENIC AND HISTORIC BYWAYS TRAFFIC ANALYSIS

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Colorado Center for Community Development,  
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Colorado Scenic and Historic Byways	

**Introduction** This interim report documents the most recent traffic counts on the Colorado highway system. The goal of this report is to:

- Document the changes in Colorado Scenic and Historic Byway traffic due to byway designation.
- Provide basic traffic data so byway management groups can improve the development and management of the byway.
- Evaluate other reasons for changes in traffic along the byway system.

In 1990, Governor Romer signed an executive order creating the Colorado Scenic and Historic Byways Commission. The goal of this commission was to create a scenic and historic byways program for the state. Over a four-year period, the Commission designated 21 Colorado Scenic and Historic Byways (Appendix A). While many of the local byway management groups are using the byway concept to generate local economic development activity, many local groups are using the byway concept to manage and direct tourism growth in the state.

Scenic byways and other scenic routes are specialized tourism attractions that rely on automobile traffic for their success. Part of the attraction of scenic byways is the drive in the country and seeing the beauty of an area. Colorado has many dramatic sites and drives that not only attract people from the state of Colorado but from all around the world.

### **Colorado Scenic and Historic Byways Marketing Efforts**

- The first statewide marketing effort began with the Channel 9 KMGH-TV byway video produced and shown during the spring and summer of 1995. Channel 9 produced a five minute segment for each of the byways that were designated before the fall of 1994. Channel 9 is also selling these tapes through local stores.
- In the summer of 1995, Total Petroleum, a Colorado Corporation, developed and distributed 600,000 marketing pieces that highlighted the 21 Colorado Scenic and Historic Byways. Most of these pieces were sent out in May of 1995 as inserts in a Sunday edition of *The Denver Post*. The remaining inserts were distributed at Total Petroleum Stations throughout the state.

- In the summer of 1995, the Colorado Byways Commission printed 150,000 marketing brochures for the 21 byways. These brochures are being distributed to the six Colorado Welcome Centers and the visitor centers along Colorado Scenic and Historic Byways.

## Limitations of the Data

This interim report will only provide an initial explanation of changes in traffic volumes along byway routes in Colorado because of the following limitations of the data. The report is general and does not provide an explanation of all sources of traffic generation on the byway routes.

- The major marketing efforts for the Colorado Scenic and Historic Byways were not conducted until the spring and summer of 1995. The impact of these efforts was not observed until late summer and fall of 1995 and some of the impact will not be noticeable until 1996.
- Traffic data from the Colorado Department of Transportation was not available for 1994 and 1995 data will not be available until the spring of 1996. All individual byway analysis will include traffic estimates through 1993. If a specific byway segment had one of the state's 60 permanent traffic counters, the analysis will include data through the summer of 1995.
- Alpine Loop Back Country, Flat Tops Trail, and Guanella Pass Byways are not included in this analysis because there are no traffic numbers for these roads. Most of these routes, or segments of these routes, are located on county road systems or gravel roads and do not have current traffic counts. Several byway segments are very short and there are no traffic volume estimates for these short routes.
- All the traffic data is reported as average annual daily traffic counts. These counts are derived from approximately 60 permanent traffic counters located throughout the state. These permanent traffic counters, along with intermittent traffic counters, are used to develop traffic counts for the Colorado state highway system. All Colorado roads are categorized according to a highway classification system. Highway classifications include: interstate, major arterial, minor arterial, major collector, and minor collector. Occasionally short duration traffic counts are made on specific highways on a "needs basis". These numbers are very general and may vary from actuarial traffic numbers by plus or minus 10 percent.

## Variables Affecting Traffic Patterns

In addition to the limitations of the data discussed in the previous section, the following variables may also affect the collection and analysis of the data. Traffic is a function of many variables including the rate of population growth of an area (Figure 1), the type and extent of economic activity, demographic characteristics of the local population, the type of through traffic, the types of visitor attractions that may attract outside visitors or economic activity, the density of people in an area, and the purpose of the trip. Examples of these variations are:



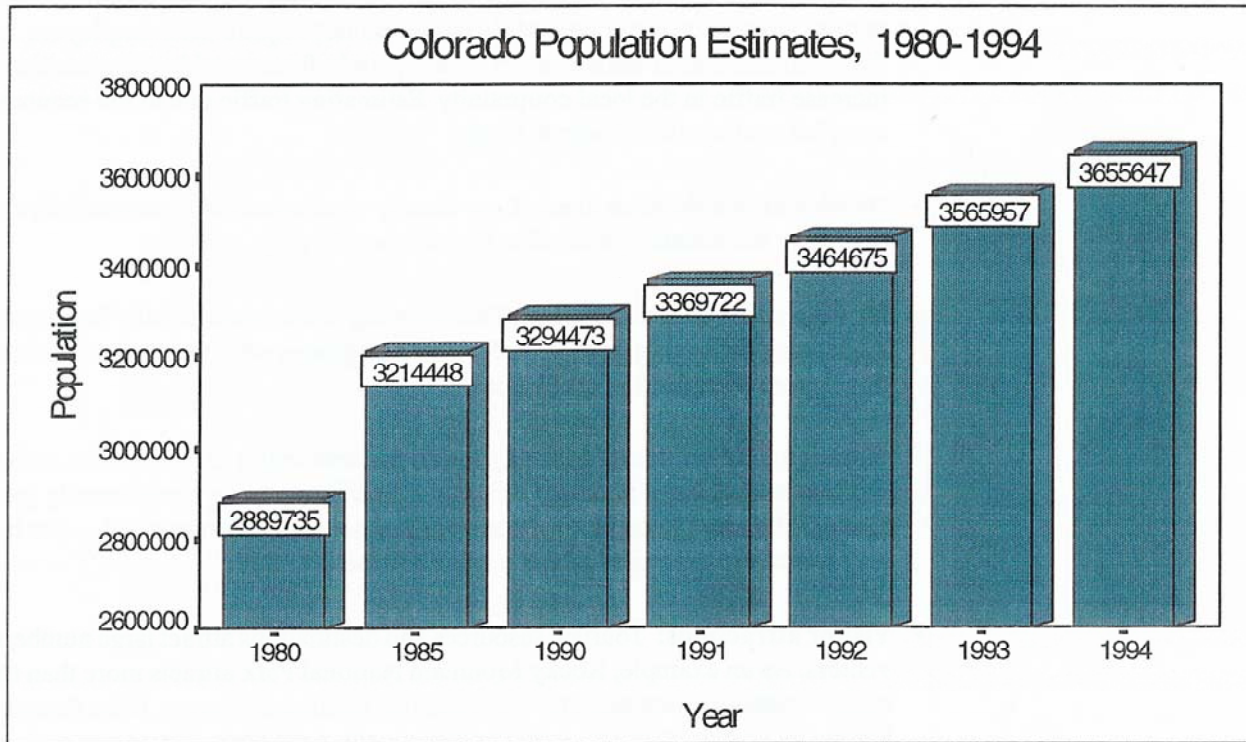
- **Type and extent of economic activity:** Some economic activity is seasonal and occurs at certain times of the year, such as the ski season. Fast growing urban areas often have more traffic due to extensive construction. Some industries require several trips per day while others do not require their employees leave the premises. Retail trade centers attract people from outside communities and increase traffic in the local community. Estimating traffic due to the economy is complex and requires in-depth study.
- **Density of people in an area:** Low-density rural areas may generate more traffic due to the distances needed to travel to work, shop, and play.
- **Demographic characteristics:** Fast-growing urban areas usually have a much higher proportion of people in mid-career age groups which contributes to higher travel rates compared to other areas.
- **Through traffic:** Many highway routes connect major urban centers or facilities that attract large numbers of people. Traffic on these roads usually passes through the area; stops in local communities are rare. Interstate and major highway routes are examples of these types of roads.
- **Visitor attractions:** Tourism resources and destinations attract large numbers of visitors. As an example, Rocky Mountain National Park attracts more than three million visitors a year and this visitation rate continues to grow. Even though the highways leading to the park go through mostly rural areas, they carry high traffic volumes.
- **Purpose of the trip:** Traffic volumes reflect vehicle traffic, not the number of people traveling in the vehicles. The lowest occupancy for most auto travel occurs in the home-to-work and return trip. Evening or weekend travel usually has a much higher occupancy.

Traffic numbers vary considerably from hour to hour, day to day, and week to week. These major variations are masked by an average annual daily traffic number computed on a monthly basis. Some of the traffic growth along the Colorado Scenic and Historic Byways is for reasons other than the growth of tourism, and some of these reasons will be described in the following sections.

## **Comparison of Traffic Movement in Low-Tourism and High- Tourism Areas**

Traffic volumes vary substantially by season and from highway to highway. Areas with heavy tourism traffic have different traffic patterns than areas with little tourism traffic. In order to illustrate these different traffic patterns, this study compares three high-tourism areas (US 40 east of Craig, US 285 south of Buena Vista, and Interstate 70 (I-70) at the Eisenhower Tunnel) with two rural, low-tourism routes (US 385 north of Burlington and SH 71 south of Brush). These routes were selected because they have permanent traffic counters that provide accurate hourly traffic data 365 days a year.

Figure 1



Average Annual Percent Change		
<u>1980-84</u>	<u>1985-89</u>	<u>1990-94</u>
2.05	0.52	2.48

Population growth has a direct impact on changes in traffic volumes. Total Colorado population has been growing at a very high rate since the mid-1980s, resulting in rapidly-growing traffic volumes in many parts of the state. Between 1980 and 1984, the state grew at an average annual rate of 2.05 percent. This rate slowed between 1985 through 1989, when it fell to an average annual rate of 0.52 percent. During the period between 1990 and 1994, the growth rate accelerated to 2.48 percent annually. In the last five years, Colorado has been one of the fastest growing states in the United States. Population growth also affects small communities throughout the state since many local residents recreate and vacation within the state. Even though small communities may not be growing, through traffic is increasing in these communities because of the growing population and number of state residents that are recreating and vacationing in the state.

The following data compare the ratio of summer traffic numbers (June, July, and August) with winter traffic numbers (December, January, and February) and the traffic growth rates of these five areas.

### High-Tourism Areas

- US 285 south of Buena Vista has a very large summer traffic volume compared to winter traffic (Figure 2A). Traffic was approximately 2.2 times greater in the summer compared to winter. This route experienced a growth rate of 5.29 percent annually between 1991 and 1994 (Table 1).
- Craig, Colorado is located in Moffat County in the far northwest corner of the state which has very low population densities (Figure 2B). However, US 40 is a major route between two rapidly growing urban areas (Denver and Salt Lake City, Utah). Steamboat Springs is also growing rapidly and many of the employees in Steamboat Springs are beginning to move to Craig because of its lower housing costs. These two trends have resulted in an annual growth rate of 4.4 percent between 1991 and 1994 (Table 1).
- The Eisenhower Tunnel is on a high tourism route and has an unusual traffic pattern. The two peak periods are the state's peak tourism season (June, July, August, and September) and the peak ski season in Summit County (February and March) (Figure 3). The weekend traffic is very high during the winter ski season months. Because ski season generates such large volumes of traffic, winter traffic almost equals the summer peak season (Table 1).

### Low-Tourism Areas

- The communities of Burlington and Brush are located in eastern rural Colorado where tourism travel is usually low. Despite the rural nature and minimal tourism industry, traffic in these communities is also growing rapidly (Figure 4A & 4B). The average annual traffic growth for US 385 north of Burlington and SH 71 south of Brush is 4.6 percent and 3.2 percent, respectfully (Table 1).

Table 1

Route	Summer to Winter Traffic Ratios & Growth Rates				
	1991	1992	1993	1994	Average Annual Growth Rate (91-94)
US 285 south of Buena Vista	2.2	2.2	2.3	2.1	5.3%
US 40 east of Craig	1.6	1.6	1.6	1.5	4.4%
I-70 at Eisenhower Tunnel	1.2	1.2	1.2	1.3	4.7%
US 385 north of Burlington	1.5	1.5	1.6	1.5	4.6%
SH 71 south of Brush	1.4	1.4	1.5	1.4	3.2%

Source: Division of Local Government, Department of Local Affairs, State of Colorado

On average, high-tourism areas have slightly higher summer to winter traffic ratios than rural low-tourism routes. For example, US 285 south of Buena Vista averages 2.2 times more traffic in the summer than in the winter while SH 71 south of Brush averages only 1.4 times more traffic in the summer than in the winter. These slightly higher traffic ratios may be attributed to people visiting these tourism and recreational areas.

The rural low-tourism areas have much lower traffic numbers, but seem to be growing at a rapid rate. This is probably in response to population growth in many areas throughout the state. The largest portion of this traffic growth can be attributed to population growth rather than tourism traffic. Traffic growth in some individual byways is due to growth in tourism traffic, however.

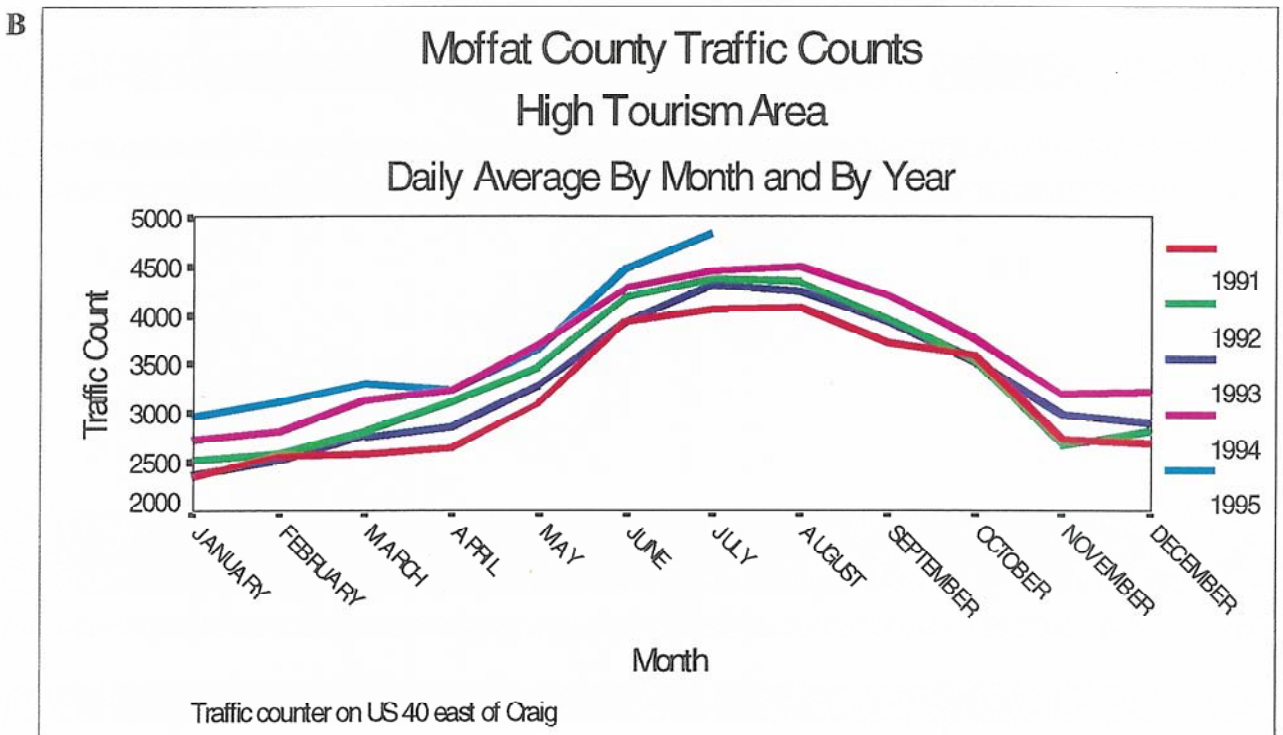
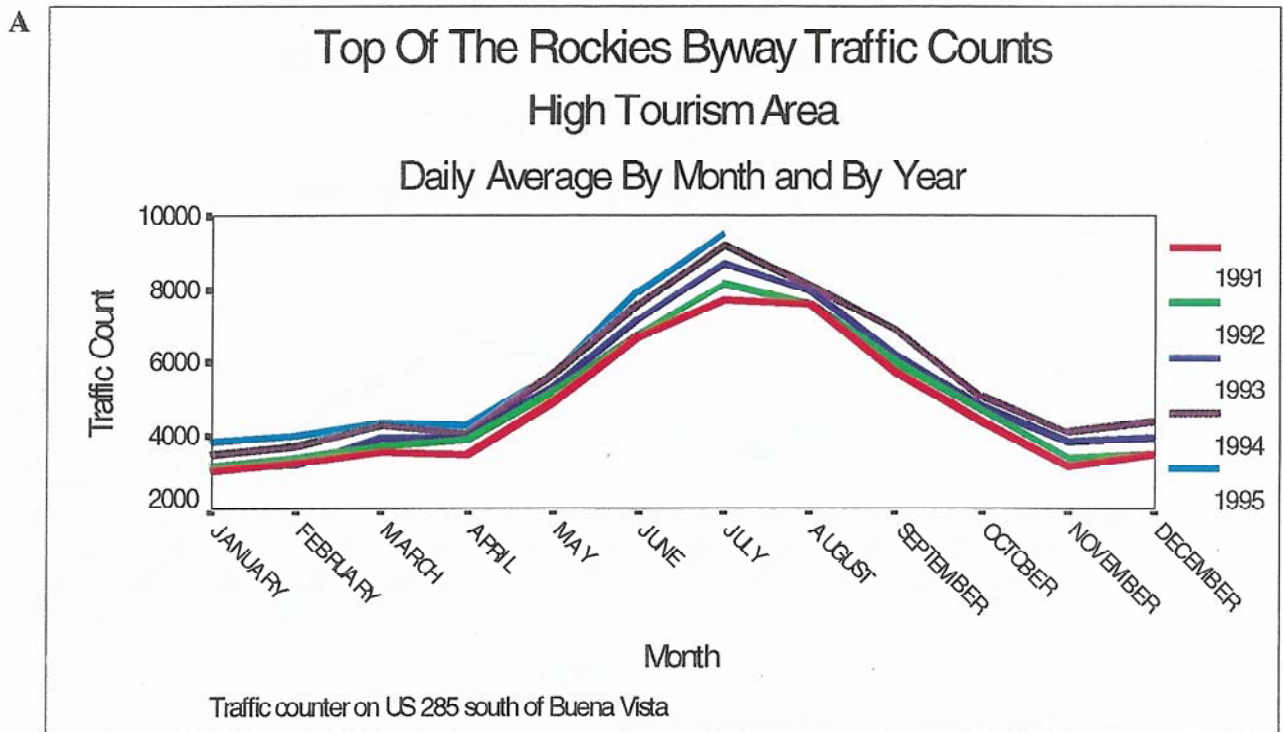
### Individual Byway Traffic Analysis

This report will provide the following three sets of information that will help individual byway groups interpret the traffic data:

- 1) Byway Program: byway description, date of byway designation, and byway management program.
- 2) Traffic Changes: traffic volume changes for the years 1990 to 1993.
- 3) Population Changes: population changes in the counties containing the byway route for the years 1980 to 1994.

Byway Name	1990	1991	1992	1993	Notes
US 285 south of Buena Vista	100	100	100	100	High-tourism area
SH 71 south of Brush	100	100	100	100	Rural low-tourism area

Figure 2



Source: Colorado Department of Transportation, Division of Transportation Development

Figure 3

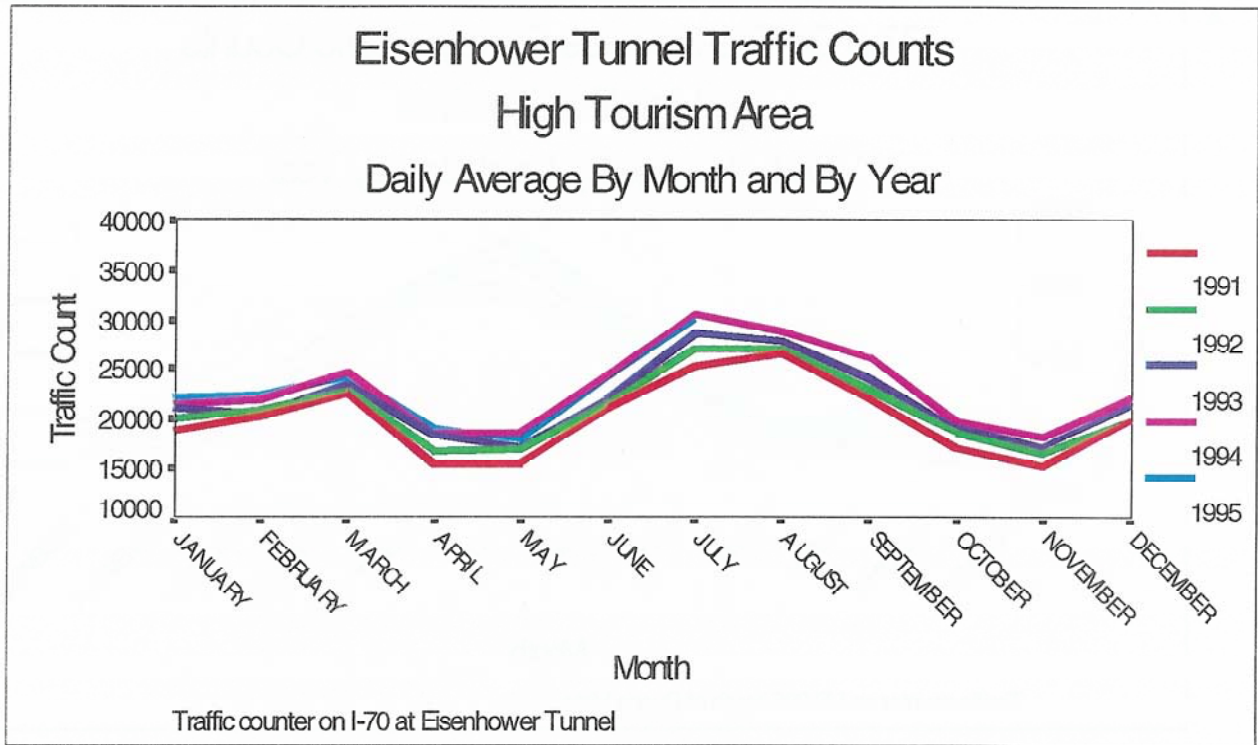
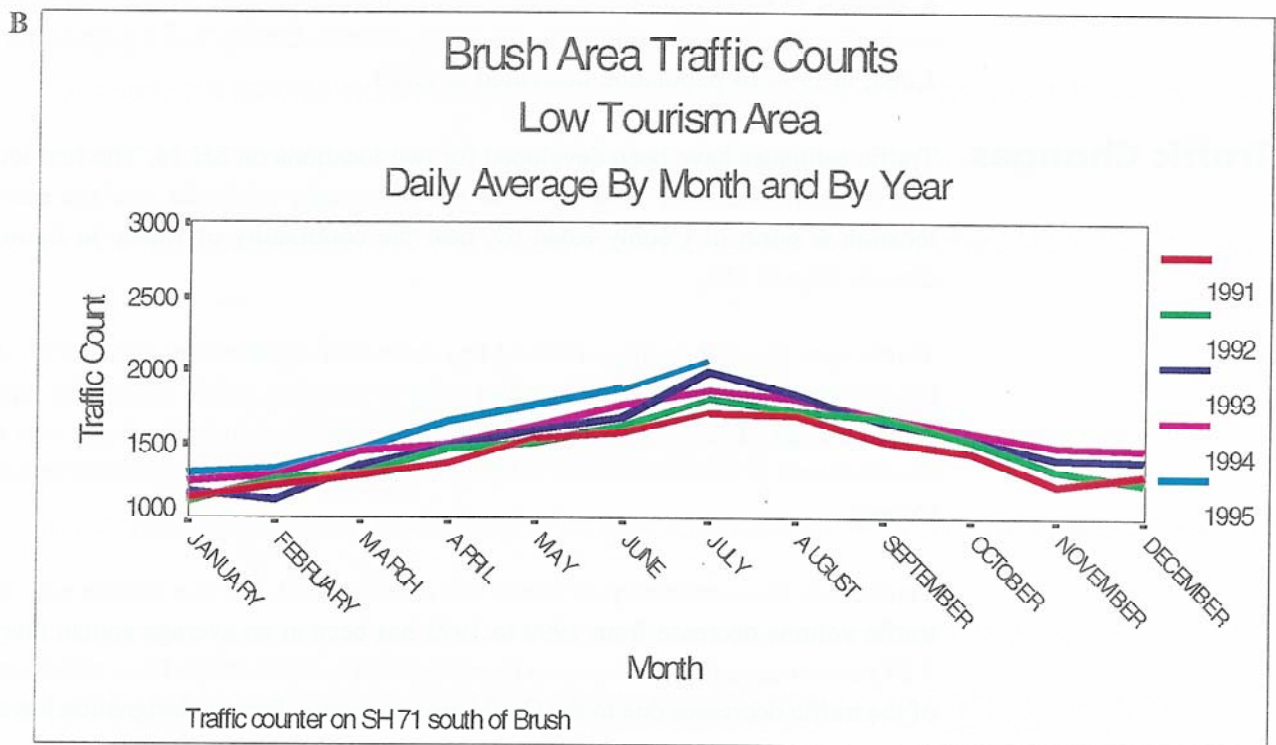
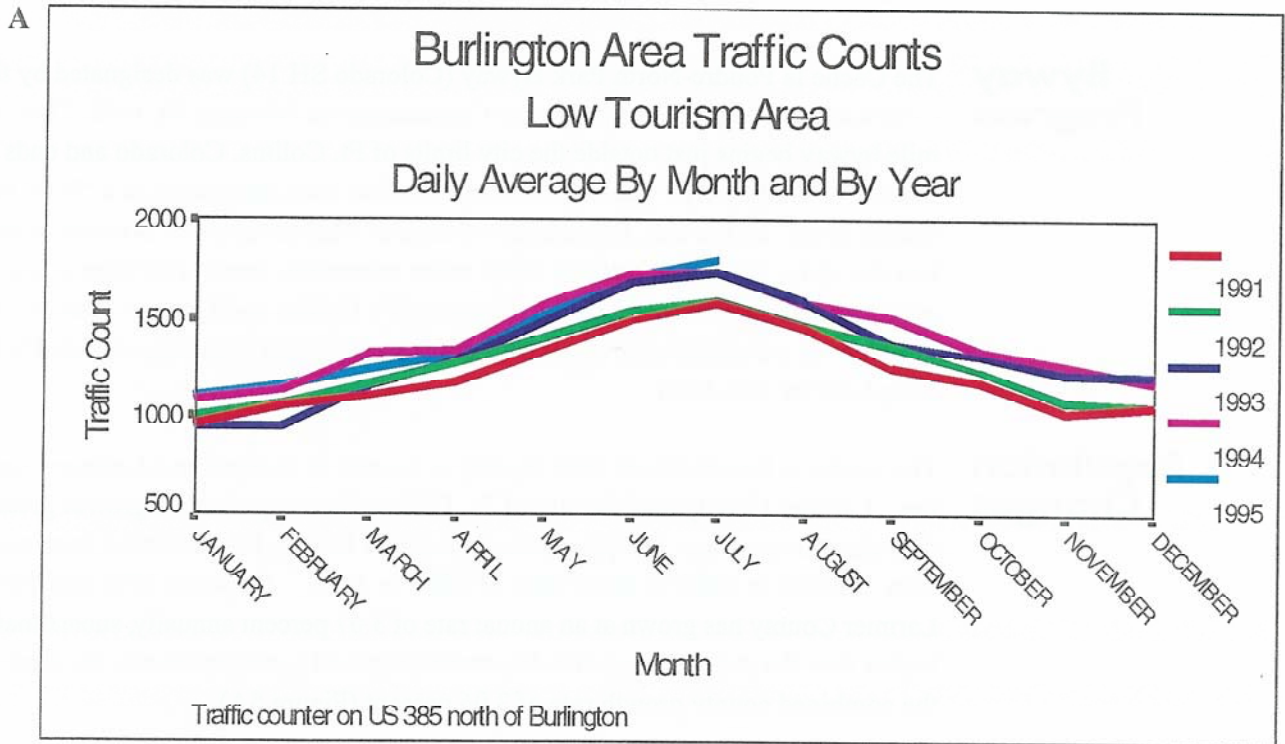


Figure 4



Source: Colorado Department of Transportation, Division of Transportation Development

## Cache la Poudre-North Park Byway

### Byway Program

The Cache la Poudre-North Park Byway (Colorado SH 14) was designated by the Colorado Scenic and Historic Byways Commission on February 20, 1992. This 101 mile byway begins just outside the city limits of Ft. Collins, Colorado and ends in the city of Walden. The Cache la Poudre River has been designated as a "Wild and Scenic River" by the U.S. Department of Interior. This designation is meant to protect the river, but it also attracts many water recreation users. The river is also a major recreational resource for the citizens of Ft. Collins and Larimer County. The local byway management group is beginning management planning, expected to be completed by mid-1996.

### Population Changes

The Cache la Poudre-North Park Byway is located in Jackson and Larimer Counties. Larimer County and the city of Ft. Collins have experienced growth greater than the state average. The population in Larimer County has increased from more than 149,000 in 1980 to more than 210,000 in 1994. Between 1990 and 1994, Larimer County has grown at an annual rate of 3.07 percent annually, substantially higher than the state average of 2.48 percent (Figure 1), and practically the same as the combined county growth rate of 3.06 percent (Figure 5A).

Jackson County, on the other hand, is a very small rural county that has experienced a decrease in population since 1980. Walden, the county seat, contains more than one-half of the county population. In 1980, Jackson County had a population of 1,863; in 1994 its population decreased to 1,733.

### Traffic Changes

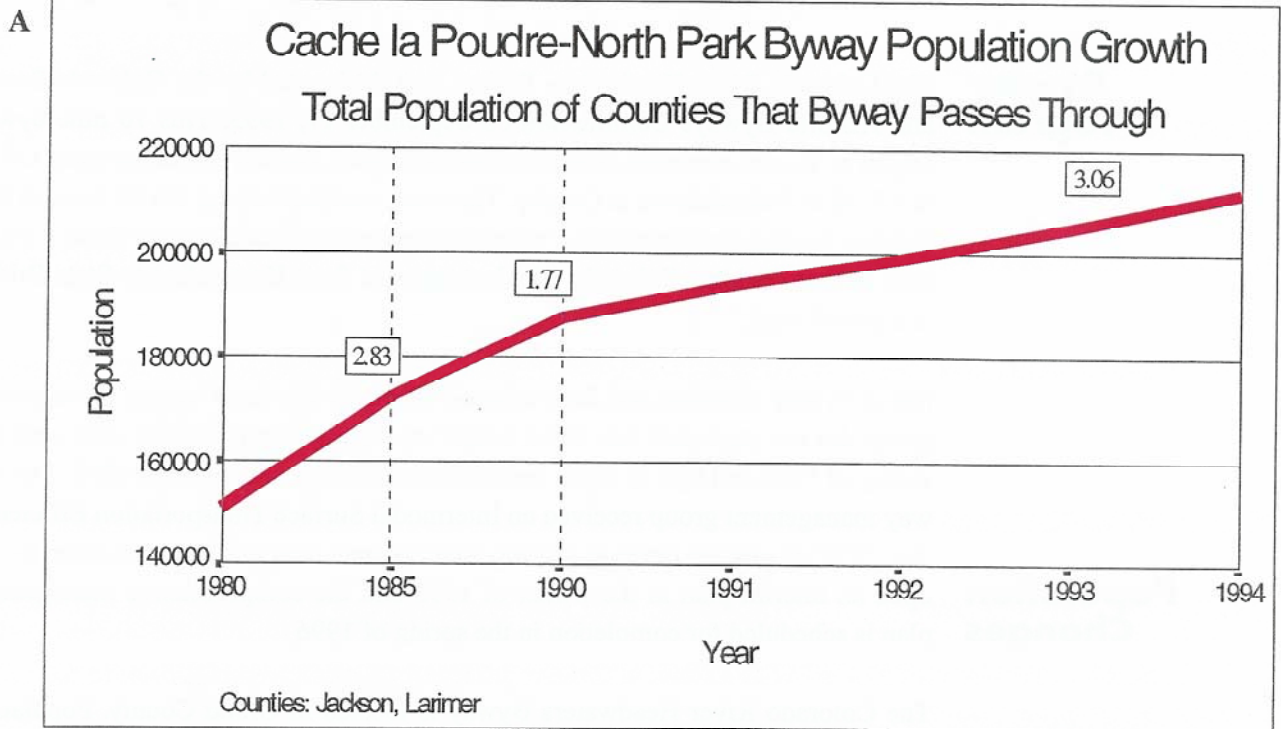
Traffic estimates have been developed for two locations on SH 14. The first location is south of County Road 21, near the community of Gould, and the second location is north of County Road 69, near the community of Rustic in Larimer County (Figure 5B).

Traffic near the community of Gould has decreased significantly since 1990, and has dropped from about 1,200 vehicles a day to less than 800 in 1993. This represented a drop of about 13.4 percent annually. Reduction in coal mining and the abandonment of the railroad has led to a decrease in the economic base of Jackson County.

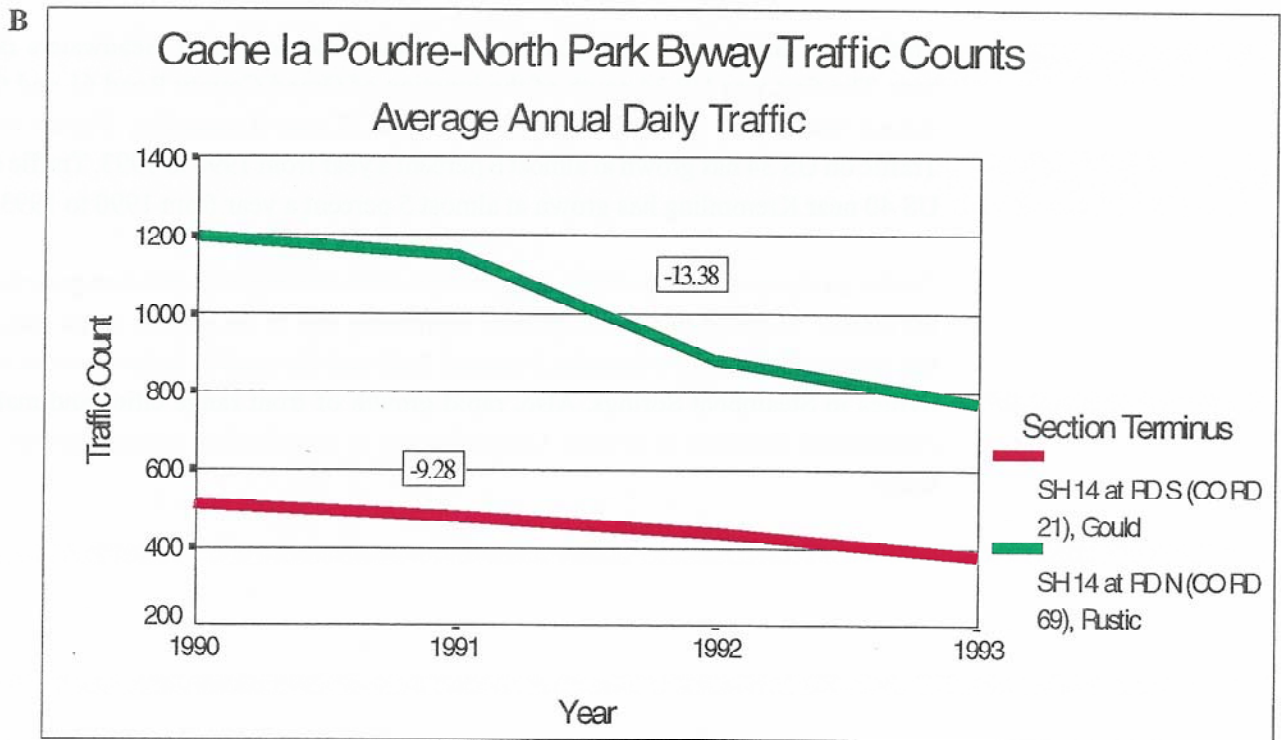
Traffic near the community of Rustic has also declined, but at a slower rate. The traffic volume decrease from 1990 to 1993 has been at an average annual rate of 9.28 percent annually. Increases in recreation and tourism traffic have offset some of the traffic decreases due to the Gould area economy. Byway designation has not compensated for the losses in other economic sectors.



Figure 5



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Colorado River Headwaters Byway

### Byway Program

The Colorado River Headwaters Byway was designated by the Colorado Scenic and Historic Byways Commission on September 17, 1993. This 70 mile byway begins at Rocky Mountain National Park in Grand Lake and continues along US 34 to US 40 at their junction in Granby. The route continues along US 40 through Hot Sulphur Springs and Kremmling where it changes into Grand County Road 1 which ends in State Bridge, Colorado. The last segment from Kremmling to State Bridge is a gravel road.

### Population Changes

Major byway planning and development efforts by the local byway management group did not start until late 1994. Major marketing efforts did not start until the spring of 1995 and byway signs were not erected until mid-summer 1995. The byway management group received an Intermodal Surface Transportation Efficiency Act (ISTEA) grant to develop a byway management plan in 1994. The group developed an interim plan in the winter of 1995 and the comprehensive management plan is scheduled for completion in the spring of 1996

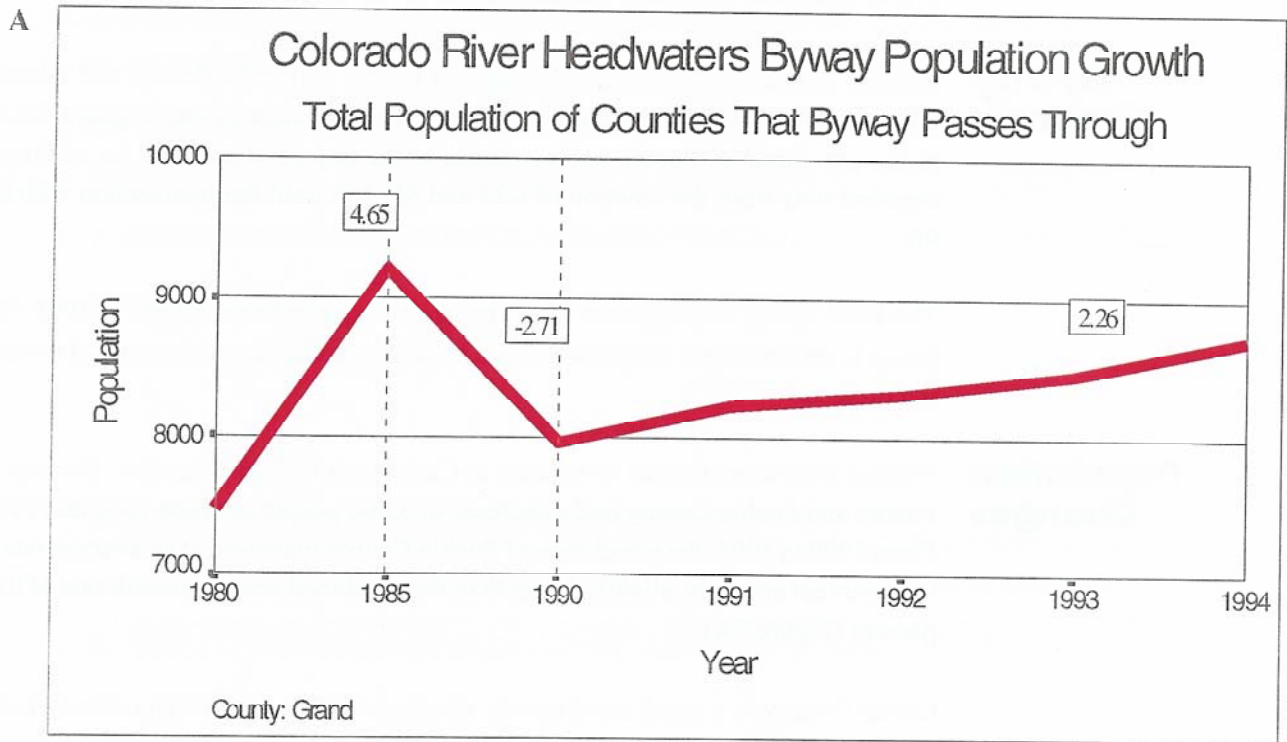
### Traffic Changes

The Colorado River Headwaters Byway is located in Grand County. Population growth peaked in 1985 and then decreased until 1990. From 1990 to 1994, the population grew 2.26 percent annually, yet the county has not regained the population that existed in 1985 (Figure 6A).

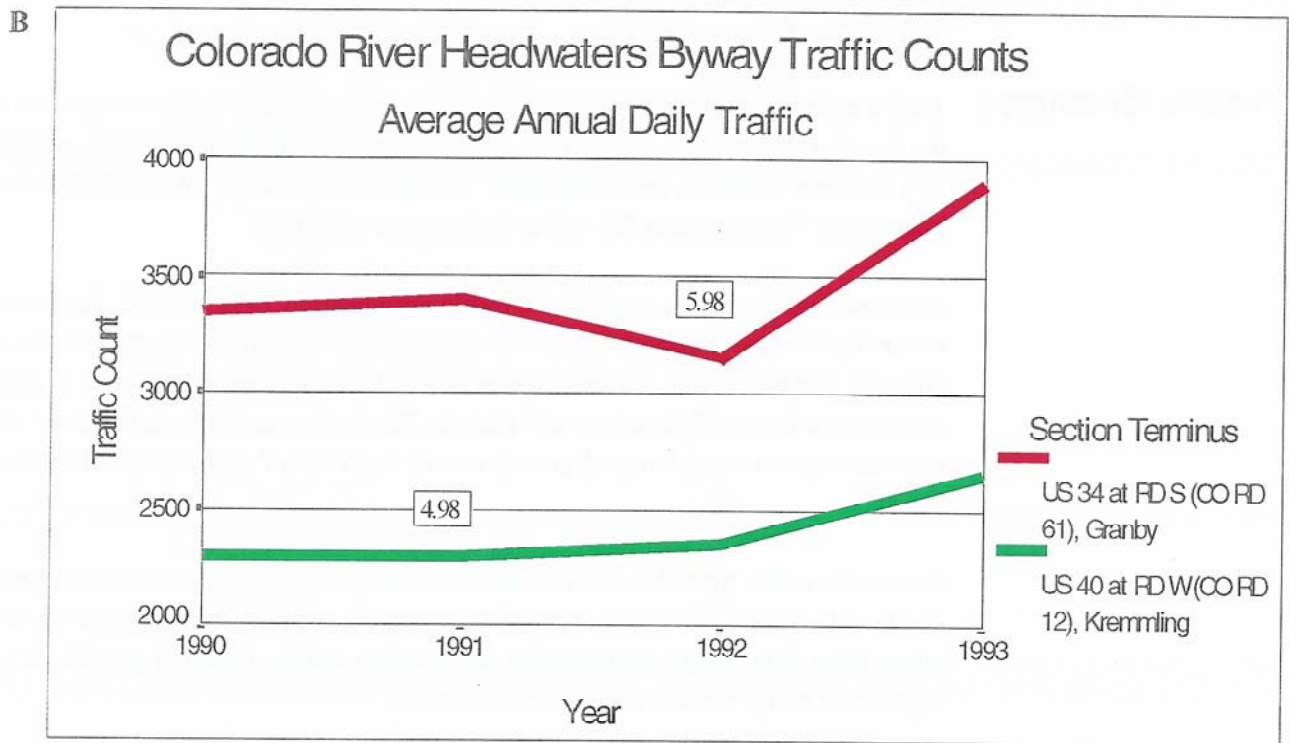
Traffic was analyzed in two locations along the Colorado River Headwaters Byway. The first was US 34 south of the junction of Grand County Road 61 and the second was US 40 west of Grand County Road 12 near Kremmling (Figure 6B). Traffic on US 34 has grown at almost 6 percent a year from 1990 to 1993. Traffic on US 40 near Kremmling has grown at almost 5 percent a year from 1990 to 1993.

Traffic on these roads is growing at more than twice the rate of population growth in the county. Much of this traffic growth is probably due to the growth of tourism at the west end of Rocky Mountain National Park and the growth in recreational activities in Steamboat Springs. Also, rapid growth of front range cities and major recreational facilities in or near Grand County is contributing to this upsurge in traffic.

Figure 6



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Frontier Pathways Byway

### Byway Program

Frontier Pathways Byway was designated by the Colorado Scenic and Historic Byways Commission on December 15, 1994. This 103 mile byway begins at SH 96 at the city limits of Pueblo and continues to the city of Westcliffe. An additional segment runs from the junction of I-25 and SH 165 until the intersection with SH 96.

The local byway management group began its organizational efforts in 1995. The group is making rapid progress and has initiated various development and marketing projects.

### Population Changes

Frontier Pathways Byway is located in Custer and Pueblo Counties. The city of Pueblo and Pueblo County had a decrease of 3,000 people between 1980 and 1985. From 1990 to 1994, the population of Pueblo County increased at an average rate of 0.88 percent annually, slightly lower than the combined county growth rate of 0.97 percent (Figure 7A).

Custer County is a small rural county of almost 2,500 people. The county had a rapid growth rate between 1980 and 1985. During the next five years the county experienced a decrease in population. Since 1990, the county has been growing at a rate of over 6 percent annually, over two times the rate of the state average of 2.48 percent (Figure 1), and over six times the rate of the combined county growth of 0.97 percent (Figure 7A).

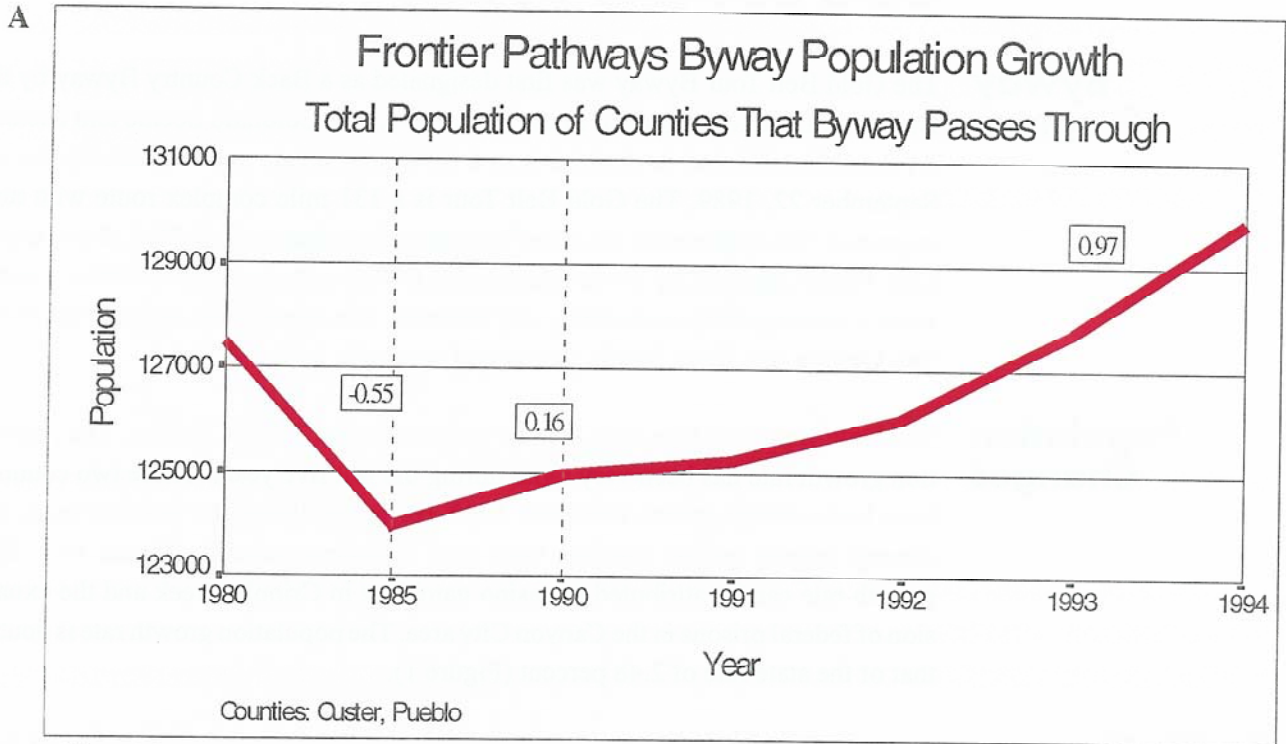
### Traffic Changes

Traffic estimates, before byway designation, have been made for three segments of the Frontier Pathways Byway. These segments include SH 96 at the junction of SH 165 between Wetmore and Westcliffe, SH 96 at the junction of SH 67 between Pueblo and Wetmore, and SH 165 at the junction of SH 78.

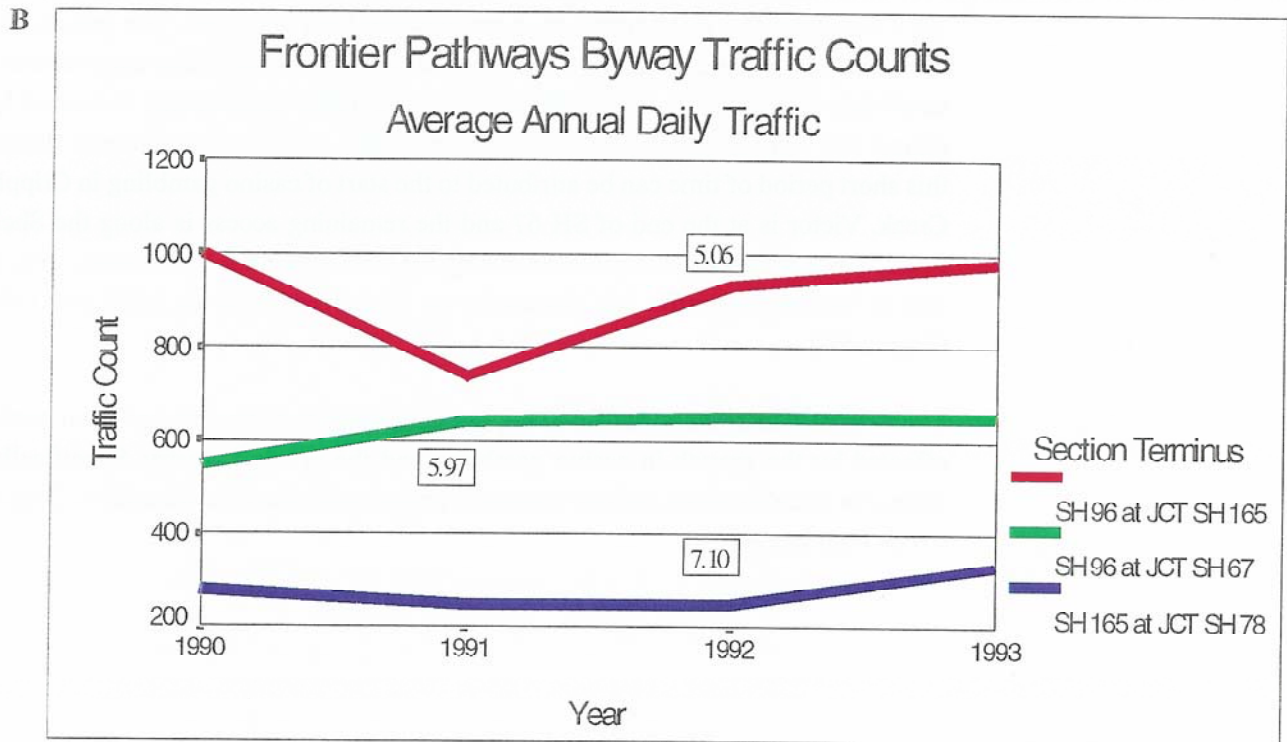
All three segments have had sizable traffic growth from 1990 to 1993. SH 96 between Pueblo and Wetmore experienced an average annual traffic growth rate of almost 6 percent. SH 96 between Wetmore and Westcliffe experienced an average annual growth rate of slightly over 5 percent. The byway segment on Highway 165 experienced an average annual growth rate of more than 7 percent over these four years.

Part of the traffic growth can be attributed to the increase in population of Pueblo and Pueblo County. However, most of the growth is probably due to increased visitation from front range communities and tourism traffic. Pueblo's growth rate is higher than many areas in the state of Colorado.

Figure 7



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Gold Belt Tour Byway

### Byway Program

The Gold Belt Tour Byway was first designated as a Back Country Byway by the Bureau of Land Management in the late 1980's. The Colorado Scenic and Historic Byways Commission designated it as a Colorado Scenic and Historic Byway on September 22, 1989. The Gold Belt Tour is a 131 mile complex route with nine segments. The major route starts in Florence and continues along SH 115 to Canyon City. From Canyon City, it continues along US 50 to the junction of Teller County Road 1 running to the community of Florissant. The byway also includes the Phantom Canyon and Shelf Roads, two gravel mountain trails.

### Population Changes

The Gold Belt Tour Byway is located in Fremont and Teller Counties. The population growth rate has been very rapid during the last five years. These two counties have had a steady growth rate since 1980. However, during the last five years, the average annual growth rate has been over 5 percent annually (Figure 8A). This growth rate can be attributed to casino gambling in Cripple Creek and the expansion of federal prisons in the Canyon City area. The population growth rate is double that of the state rate of 2.48 percent (Figure 1).

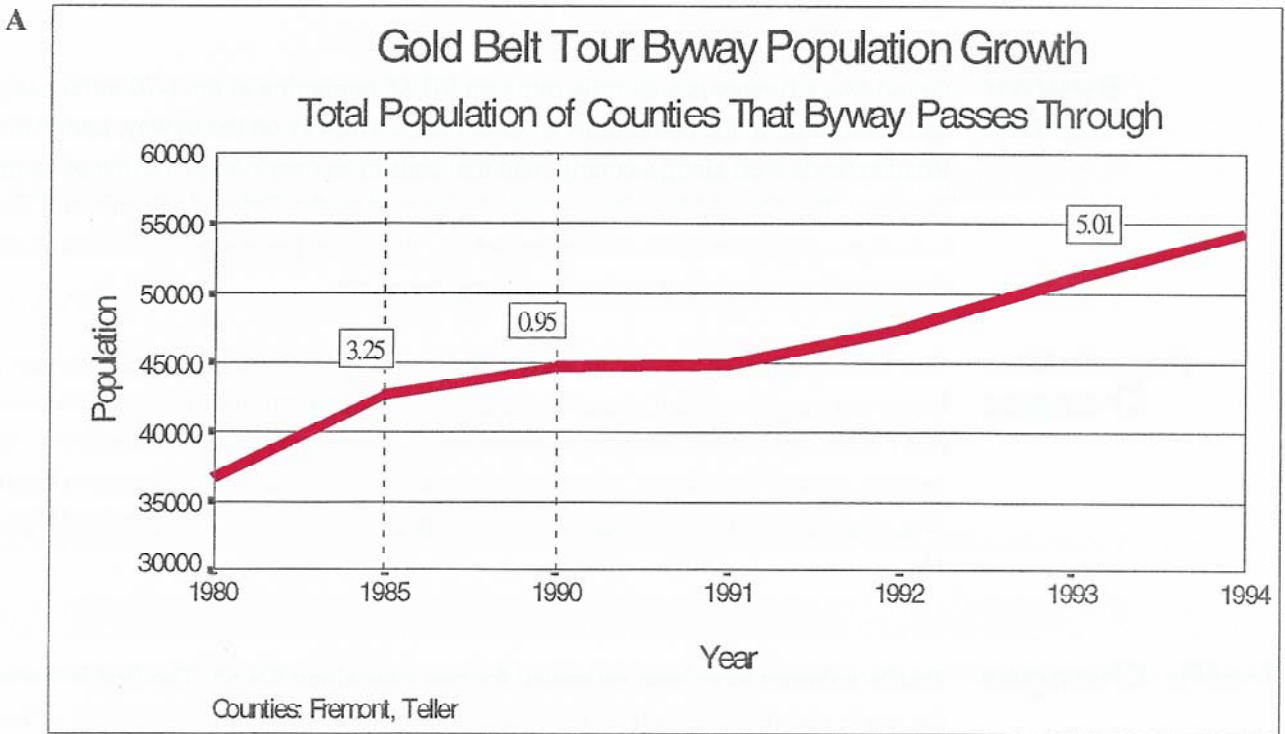
### Traffic Changes

Traffic volume estimates have been made for two segments along the Gold Belt Tour Byway. These segments are SH 9 near the junction of US 50 and SH 67 near the community of Victor.

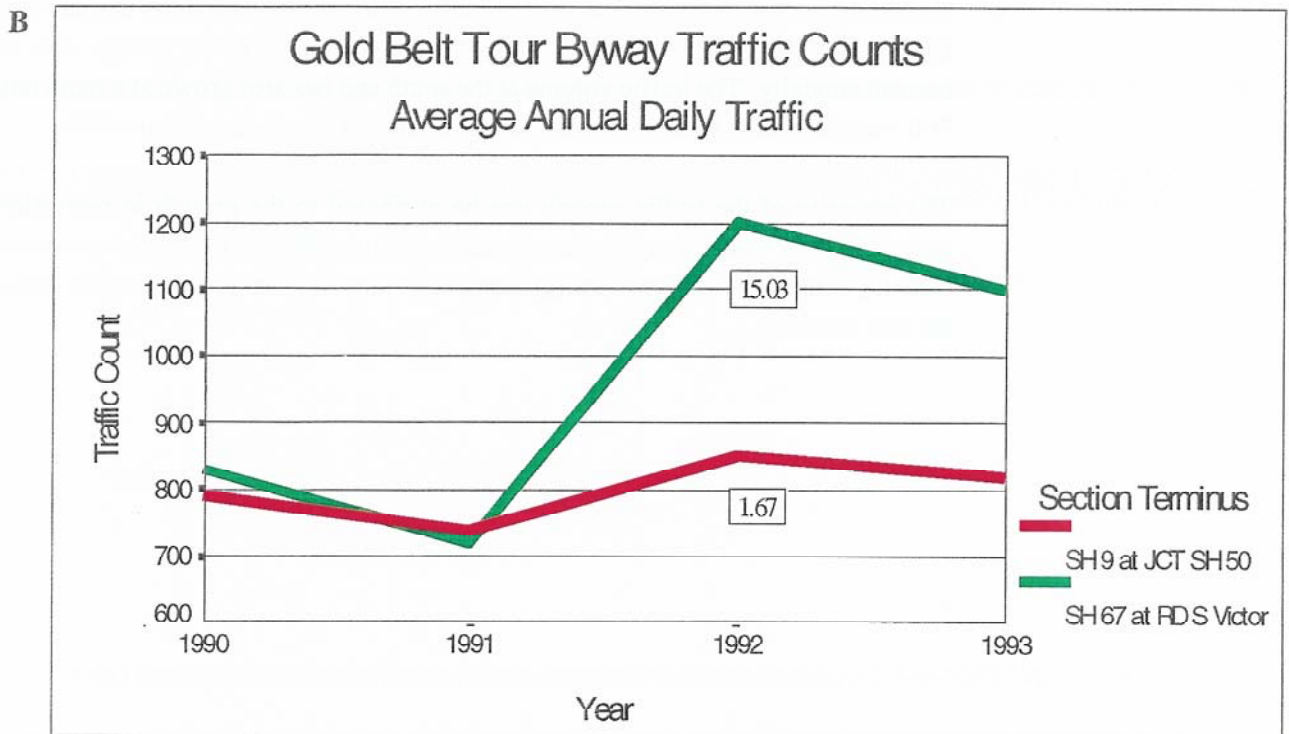
SH 9 experienced a small traffic increase between 1991 and 1993. The growth rate has been 1.67 percent annually. SH 67 near the community of Victor experienced a small decrease in traffic from 1990 to 1991. The traffic dramatically increased by almost 500 vehicles per day between 1991 and 1992. This dramatic increase during this short period of time can be attributed to the start of casino gambling in Cripple Creek. Victor is at the end of SH 67 and the remaining access is along the Shelf Road, a mountain trail that is closed during the winter months. The average annual rate of increase in traffic has averaged over 15 percent between 1990 and 1994 (Figure 8B).

The dramatic increase in traffic along the Gold Belt Tour Byway has been partly effected by the growth in casino gambling and the prison industry. Specifically, increases in traffic along the two mountain gravel roads can be attributed to Cripple Creek commuters.

Figure 8



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Grand Mesa Byway

### Byway Program

Grand Mesa Byway is a 63 mile route on SH 65 beginning at the I-70 interchange and continuing to the community of Cedaredge. Midway on the byway, Lands End Road extends west along a county road that ends in an overlook to the city of Grand Junction. The Grand Mesa Byway was designated by the Colorado Scenic and Historic Byways Commission on September 21, 1991. The Powderhorn Ski Resort and three small communities are located along this route.

### Population Changes

The Grand Mesa Byway is located in Delta and Mesa Counties. The Byway is located in rural areas and passes through the small communities of Mesa, Skyway, and Cedaredge. The two counties have had a steady growth rate since 1980. The average annual population growth rate since 1990 has been 2.67 percent (Figure 9A), slightly above the average annual state population rate of 2.48 percent (Figure 1).

### Traffic Changes

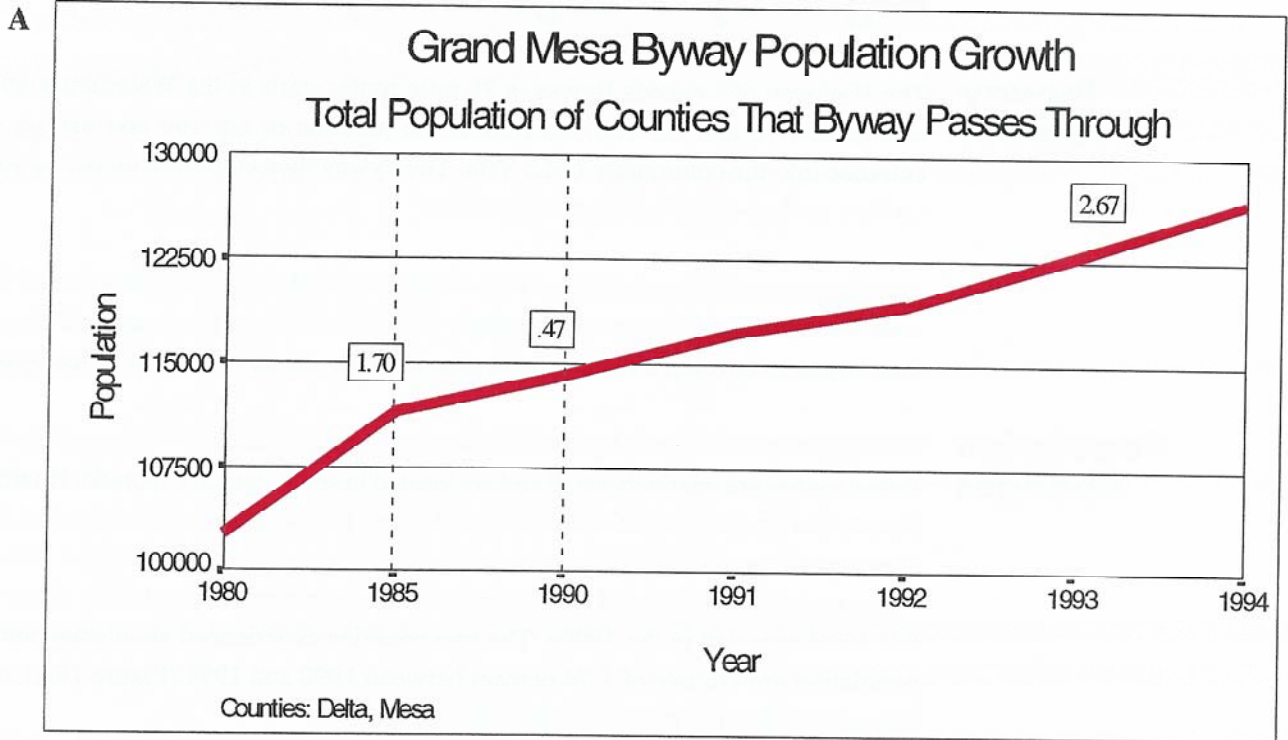
Traffic volumes have been estimated for two sites along SH 65. The first is toward the north end of the byway at the junction of SH 330 near the interchange of I-70 and the second is toward the south end of the byway near the town of Cedaredge.

The traffic volume growth rates have been quite dramatic and have increased at double digit rates from 1990 to 1993. Traffic at the north end of the Grand Mesa Byway has increased by more than 1,000 vehicles a day, a rate greater than 33 percent annually. The traffic volume at the south end has also grown at a rapid rate: 700 vehicles a day, an average annual rate of almost 20 percent (Figure 9B).

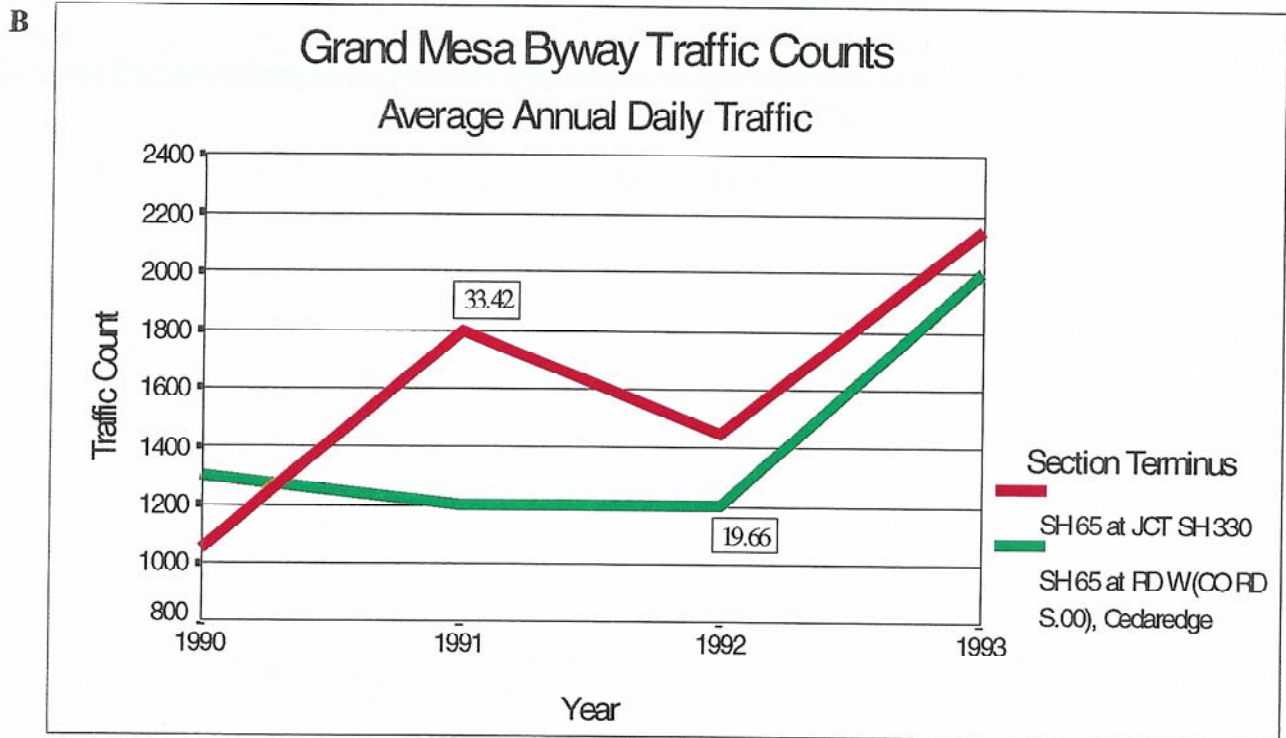
The majority of the traffic growth can be attributed to the growth in recreation, including the Powderhorn Ski Resort, and tourism traffic; the traditional economic base (agricultural, forestry, mining) along this route has not changed much during the last decade.



Figure 9



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Highway of Legends Byway

### Byway Program

The Highway of Legends Byway, a 75 mile route, starts at the Walsenburg interchange of I-70 and US 160 and runs to the junction of US 160 and SH 12, the entrance into the community of La Veta. The byway then continues on SH 12 from La Veta to the I-70 interchange in Trinidad.

The Highway of Legends Byway was designated by the Colorado Scenic and Historic Byways Commission on September 22, 1989. The byway management group then began to develop a management plan to guide the development of the byway.

### Population Changes

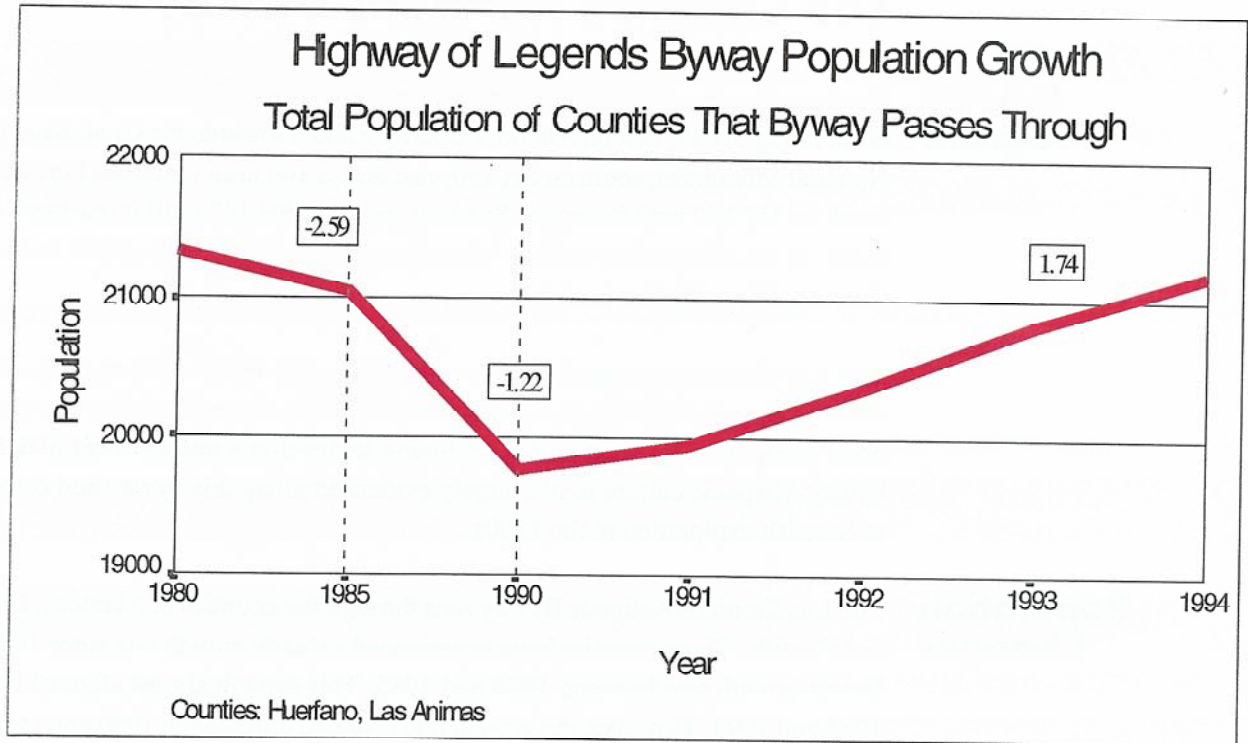
The Highway of Legends Byway is located in Huerfano and Las Animas Counties. Both counties are relatively small and are located in south-central Colorado. Huerfano County has a population of 6,515 and Las Animas County has a population of 14,671. The population of Trinidad accounts for over 60 percent of Las Animas County. These counties experienced small population decreases in the late 1980s. However, this trend reversed in the 1990s. The two counties experienced an average annual population growth rate of 1.74 percent between 1990 and 1994 (Figure 10A), considerably below the state average of 2.48 (Figure 1).

### Traffic Changes

Traffic volumes have been calculated for two locations along the byway; SH 12 near Pinchaven (La Veta end of the byway) and SH 12 near Weston (Trinidad end of the byway). SH 12 near Trinidad had a 0.66 percent average annual increase in traffic between 1990 and 1993. Traffic on the north segment of Highway 12 near La Veta had an average annual decrease of more than 12 percent during the same time period (Figure 10B).

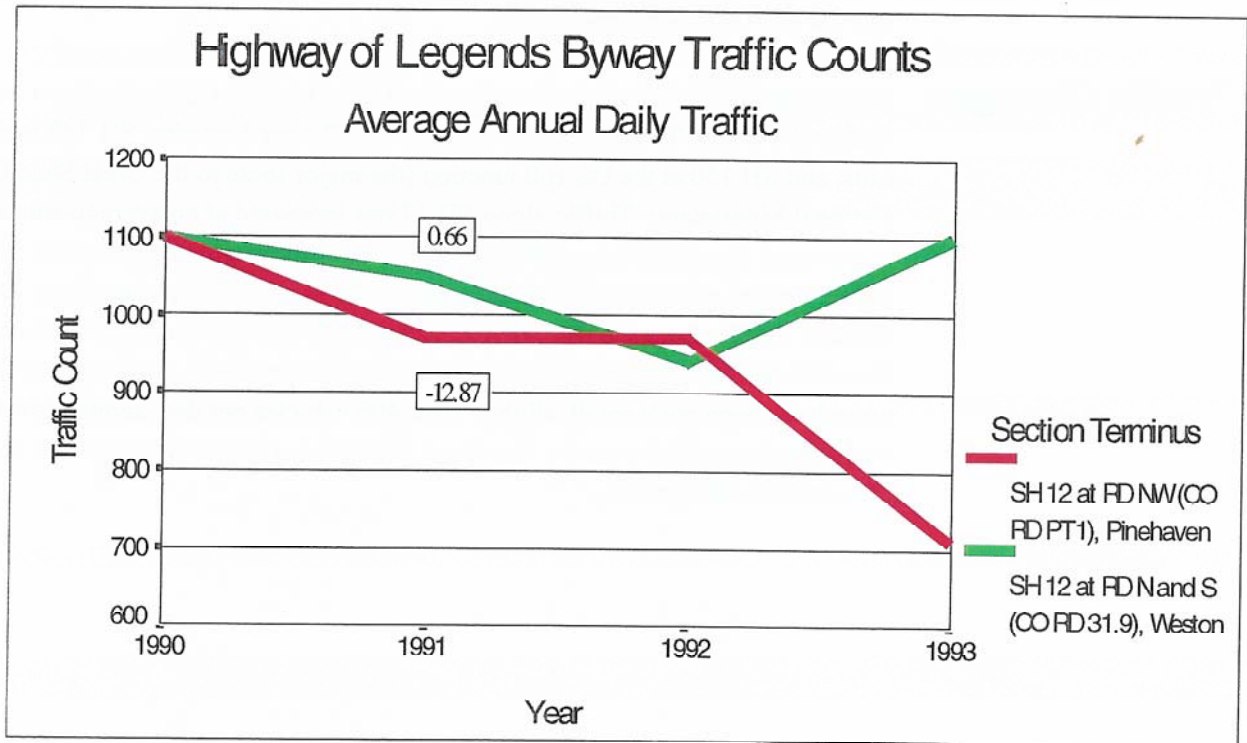
Figure 10

A



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.

B



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Los Caminos Antiguos Byway

### Byway Program

The Los Caminos Antiguos Byway begins in the city of Alamosa and continues north along SH 17, east on Alamosa County Road 6 towards the Great Sand Dunes National Monument, south on SH 150, east on US 160 until it reaches Fort Garland, south on US 159 until it reaches San Luis, west on SH 142 until it reaches Romeo, south on US 285 until it reaches Antonito, and west on SH 17 until it reaches the Colorado/New Mexico border.

The Los Caminos Antiguos Byway was designated by the Colorado Scenic and Historic Byways Commission on February 20, 1992. Recently, the byway management group has organized and is beginning to develop a management plan for the byway. Hispanic culture is still largely evidenced along this byway and dates back to Spanish exploration in the 1500s.

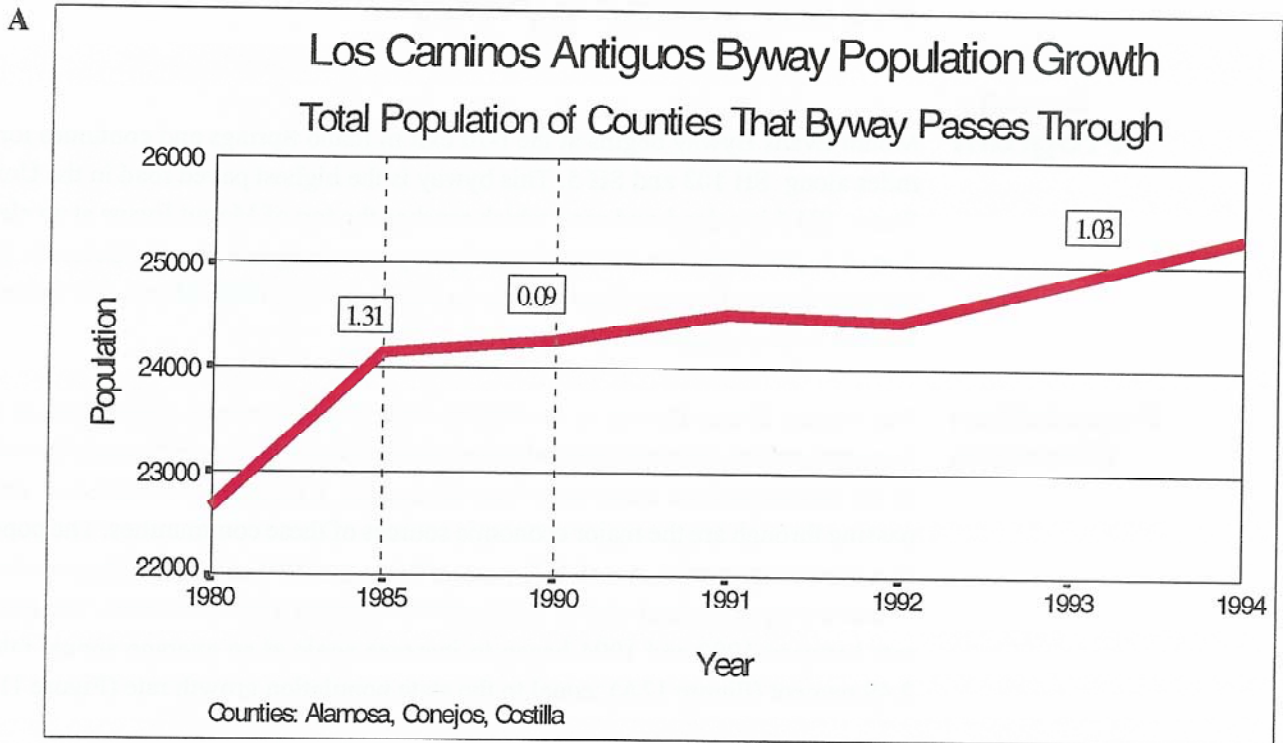
### Population Changes

The Los Caminos Antiguos Byway runs through the counties of Alamosa, Conejos, and Costilla. These counties have experienced a steady growth rate since 1980. The fastest growth was between 1980 and 1985. This growth almost stopped between 1985 and 1990. However, the growth rate resumed climbing in 1990 and grew at an average annual rate of 1.03 percent between 1990 and 1994 (Figure 11A). The major economic activities in this area are ranching and tourism. The tourism is generated by the Great Sand Dunes National Monument, the San Isabel National Forest, and the Rio Grand National Forest.

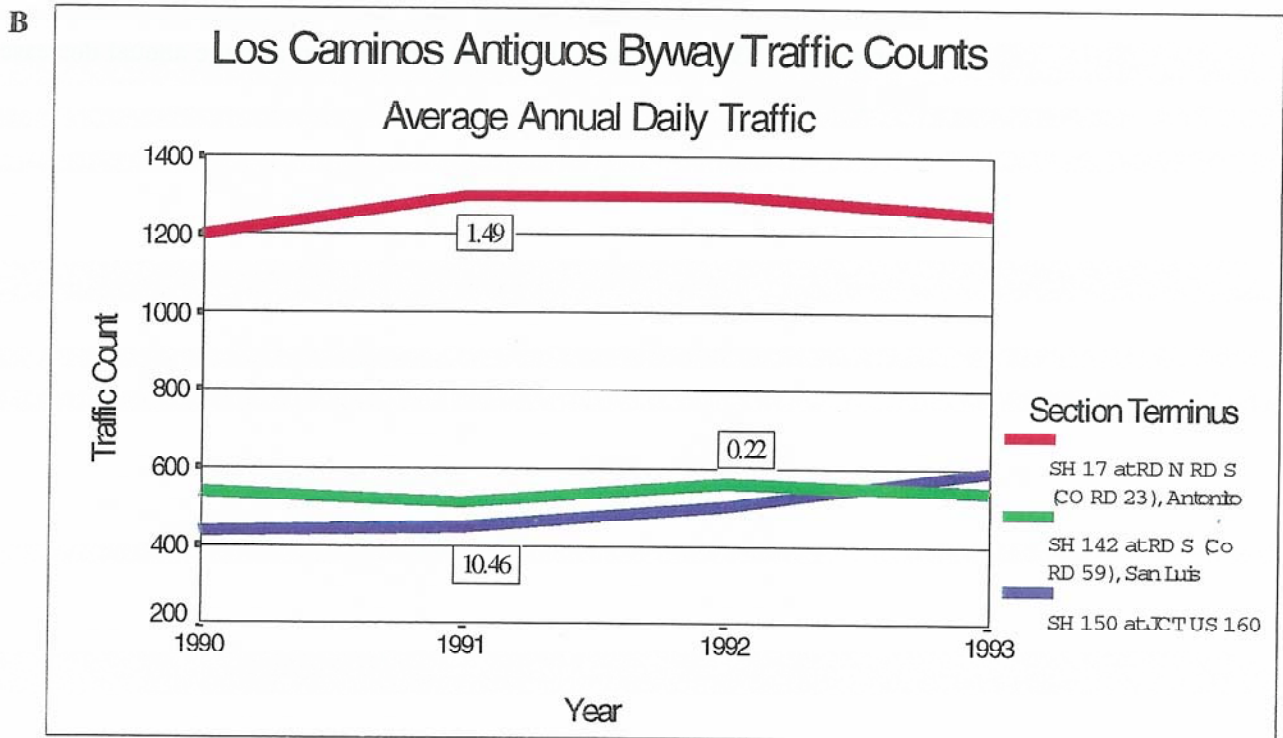
### Traffic Changes

Traffic volume estimates have been made at three locations along the Los Caminos Antiguos Byway. These locations include SH 17 near Antonito, SH 142 near San Luis, and SH 150 at the US 160 junction (the major route to the Great Sand Dunes National Monument). Traffic along SH 17 has increased at an average annual rate of almost 1.5 percent from 1990 to 1993, while traffic growth along SH 142 between Romeo and San Luis has only increased at an average annual rate of 0.22 percent. Traffic from US 160, along Highway 150 to the Great Sand Dunes National Monument, has grown rapidly between 1990 and 1993. Although traffic volumes have been quite small, slightly over 400 vehicles per day, annual growth has averaged almost 10.5 percent. The Great Sand Dunes National Monument is a major attraction for the area.

Figure 11



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Mount Evans Byway

### Byway Program

Mount Evans Byway begins at the I-70 exit in Idaho Springs and continues for 27 miles along SH 103 and SH 5. This byway is the highest paved road in the United States. SH 5 is a dead-end road which reaches the top of Mount Evans at an elevation of 14,264 feet. The Mount Evans Byway was designated by the Colorado Scenic and Historic Byways Commission on September 21, 1991. Most of the byway is located in the Arapaho National Forest.

### Population Changes

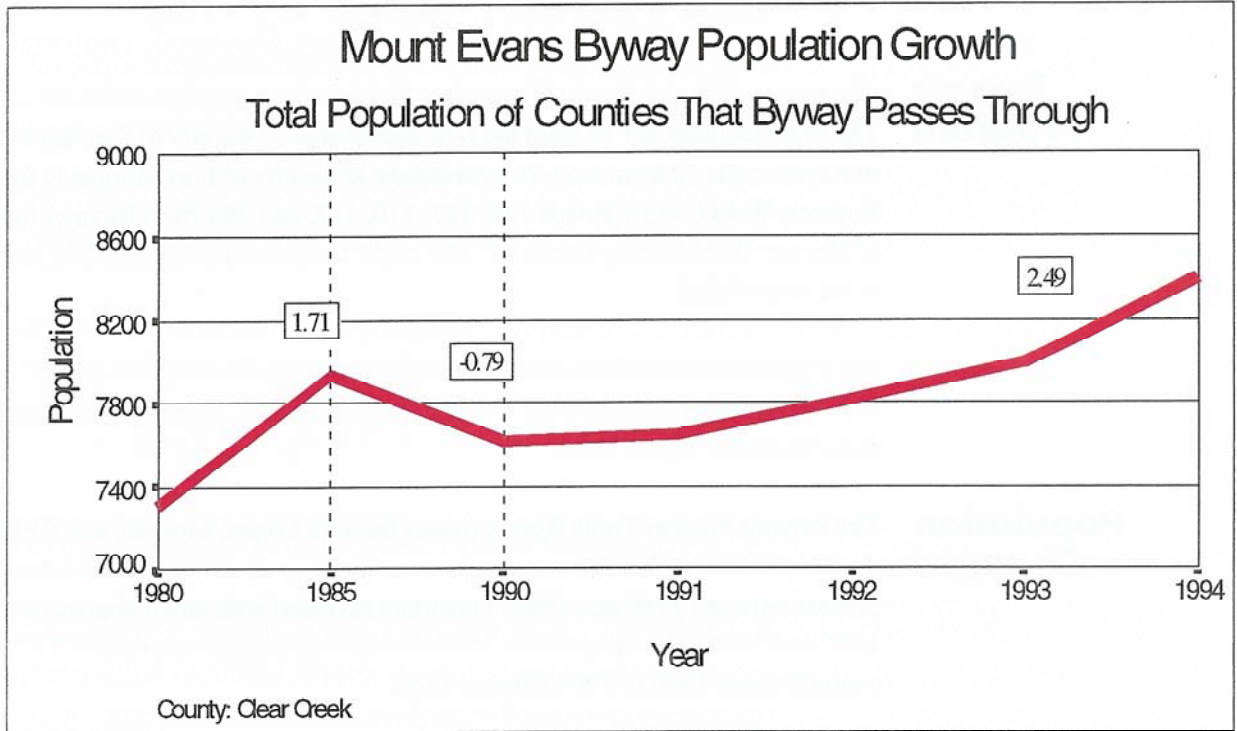
The Mount Evans Byway is located in Clear Creek County. Idaho Springs and Georgetown are the major communities in this county. I-70 runs through the center of the county and is a major route into ski country. Recreation, tourism, and traffic passing through are the major economic sources of these communities. The population grew at an annual rate of 1.71 percent between 1980 and 1985. The population decreased by an annual rate of 0.79 percent between 1985 and 1990. The growth rate between 1990 and 1994 began to increase again at an average annual rate of 2.49 percent (Figure 12A), equal to the state population growth rate (Figure 1).

### Traffic Changes

Traffic volume estimates were made for two segments along the byway. The first segment was SH 5 at the junction of SH 103, the route to the top of Mount Evans, and the second segment was SH 103 at the I-70 junction. Traffic volumes on both segments decreased between 1990 and 1993. SH 5 experienced an average annual decrease of 1.53 percent and SH 103 experienced an average annual decrease of 2.84 percent.

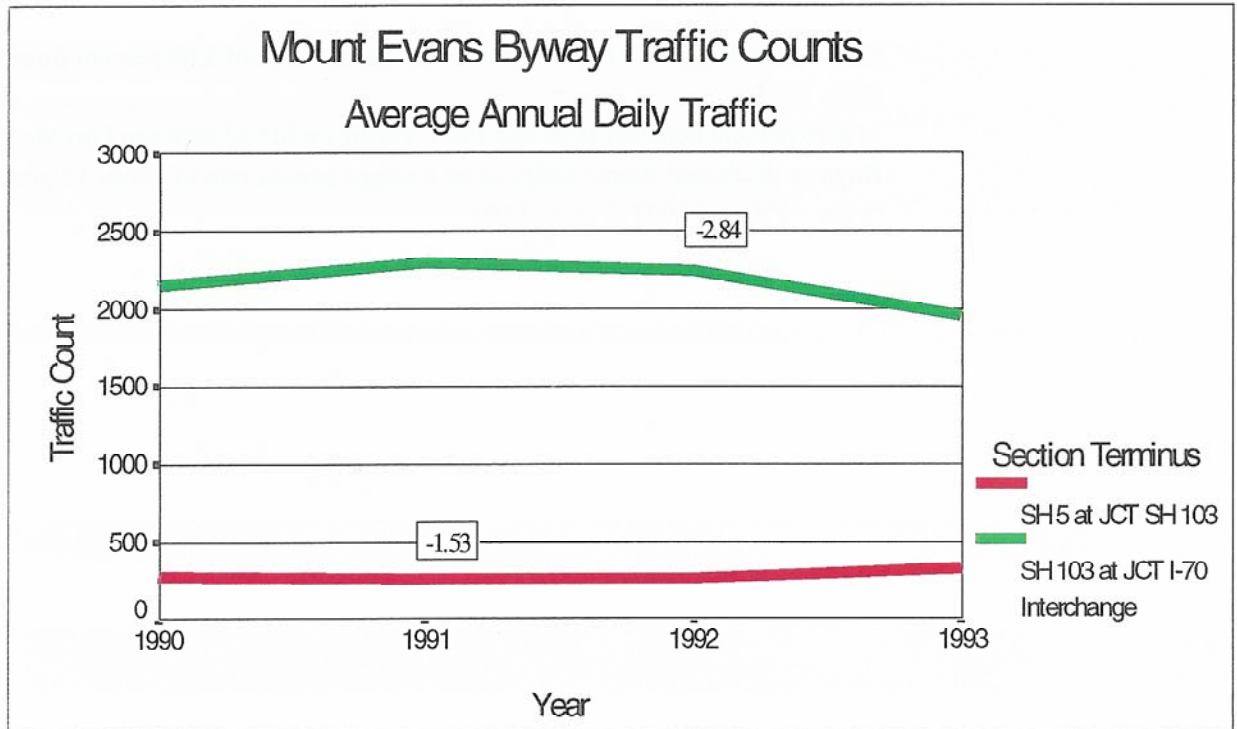
Figure 12

A



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.

B



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Pawnee Pioneer Trails Byway

### Byway Program

The Pawnee Pioneer Trails Byway is a 125 mile route on five different segments. The route includes SH 14 from the I-76 interchange at the city of Sterling to the city of Raymer; SH 52 from the I-76 interchange at the city of Fort Morgan to the city of Raymer; Weld County Roads 129, 127, 110, 112, and 390 from Raymer to the city of Grover; Weld County Roads 87, 120, and 77 to the city of Briggsdale, and SH 14 to the city of Ault.

The Pawnee Pioneer Trails Byway was designated by the Colorado Scenic and Historic Byways Commission on February 20, 1992. The formal dedication did not occur until the fall of 1995.

### Population Changes

The Pawnee Pioneer Trails Byway passes through Logan, Morgan, and Weld Counties. Population in these three counties increased by an average annual rate of 0.74 percent between 1980 and 1985. This trend reversed with small decreases between 1985 and 1990. Then population started to increase again at a rate of 2.07 percent annually from 1990 to 1994 (Figure 13A).

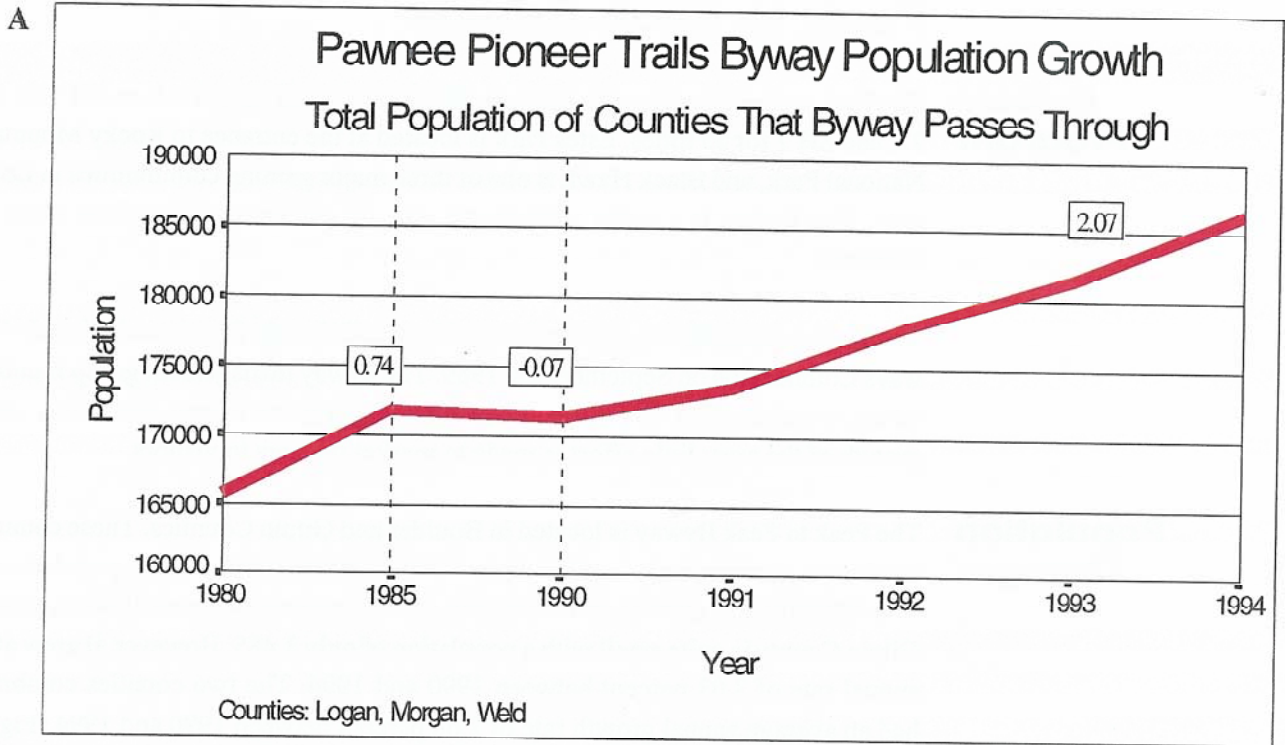
### Traffic Changes

Traffic volumes were estimated for three locations along the byway. These locations were SH 14 near Briggsdale, SH 14 between Sterling and Raymer, and SH 52 north of Ft. Morgan.

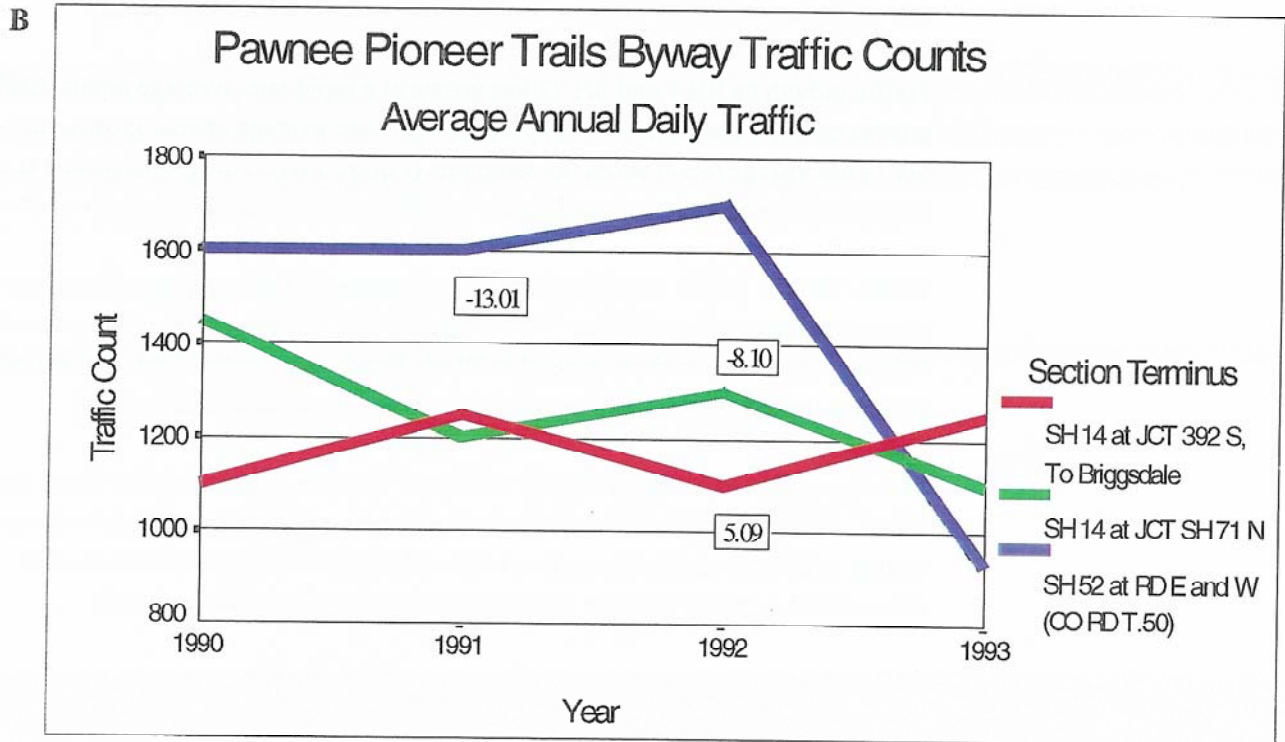
SH 14 near Briggsdale experienced an annual increase of 5.09 percent from 1990 to 1993. SH 14 between Sterling and Raymer experienced an average annual decrease of 8.10 percent between 1990 and 1993. Traffic on SH 52 between Fort Morgan and Raymer decreased dramatically at an average annual rate of about 13 percent between 1990 and 1993 (Figure 13B).



Figure 13



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Peak to Peak Byway

### Byway Program

The Peak to Peak Byway runs between Black Hawk and Estes Park on SH 119, SH 72, and SH 7 for 55 miles. Estes Park is located at the entrance to Rocky Mountain National Park, and Black Hawk is one of three major gaming communities in Colorado. This byway is a major recreational area for the fast growing front range in Colorado.

The Peak to Peak Byway was designated by the Colorado Scenic and Historic Byways Commission on September 22, 1989. The byway management group is undertaking a major effort to protect the resources along the byway due to the rapid growth of the area; little effort is made to market the area to visitors.

### Population Changes

The Peak to Peak Byway is located in Boulder and Gilpin Counties. These counties have been growing quite rapidly since 1980. Boulder County has a population of over 250,000 and grew at an annual rate of 2.53 percent between 1990 and 1994. Gilpin County is quite small with a population of only 3,485. However, it grew at an annual rate of 3.03 percent between 1990 and 1994. The two counties combined had an average annual growth rate of 2.68 percent between 1990 and 1994 (Figure 14A).

### Traffic Changes

Traffic volume estimates were made on three highway segments: SH 7 at the junction of Highway 72, SH 119 near Rollinsville, and SH 72 near Nederland.

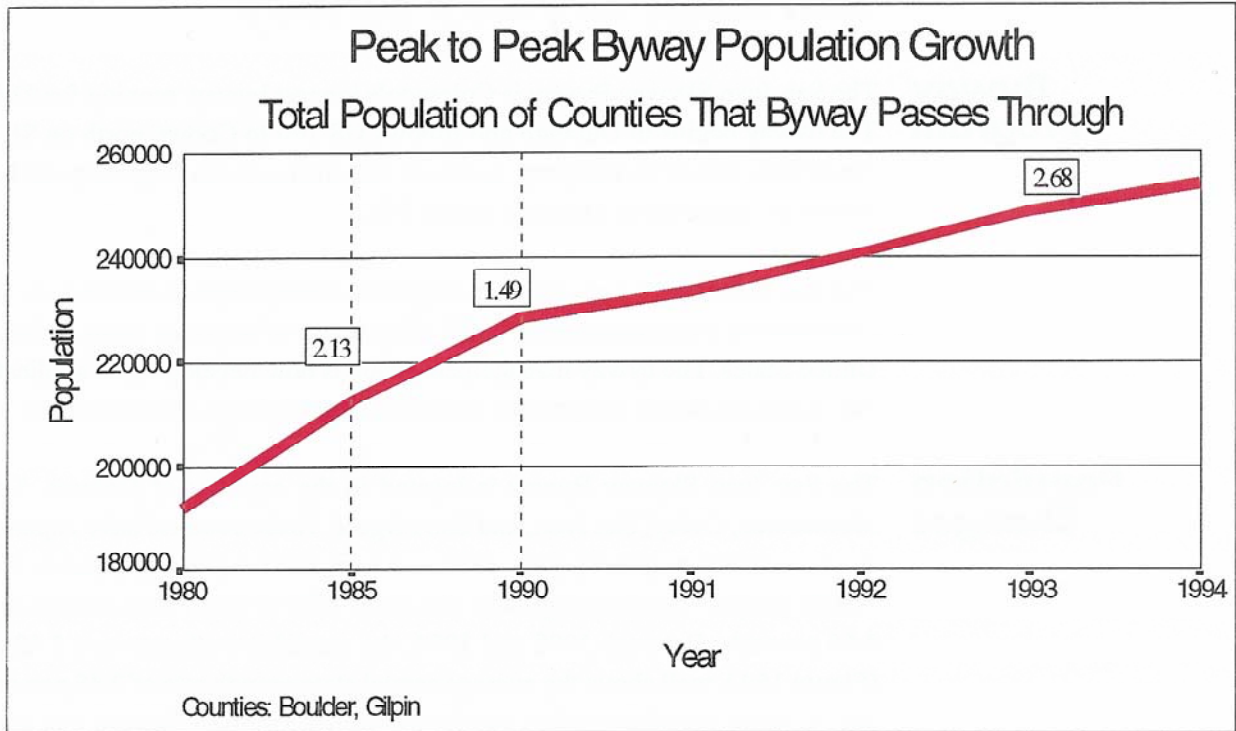
Traffic growth on SH 7 and SH 72 has grown at a rapid rate. Average annual traffic growth on SH 7 has been over 10 percent while the average annual growth rate on SH 72 has also grown at about the same rate (Figure 14B). This growth is due to the recreational resources now used by the rapidly growing front range communities.

Traffic volume on SH 119 has grown at an extremely high average annual rate of almost 50 percent from 1990 to 1993 (Figure 14B). The largest growth occurred in 1991 when gaming casinos opened in Black Hawk and Central City. The majority of traffic growth on this segment of the route can be attributed to gaming.

As long as the front range region continues to grow, so will traffic along these routes. Growth in national visitation to Rocky Mountain National Park is also generating additional traffic along this route. The major recreational and tourism resources will continue to place extreme pressures on these road systems.

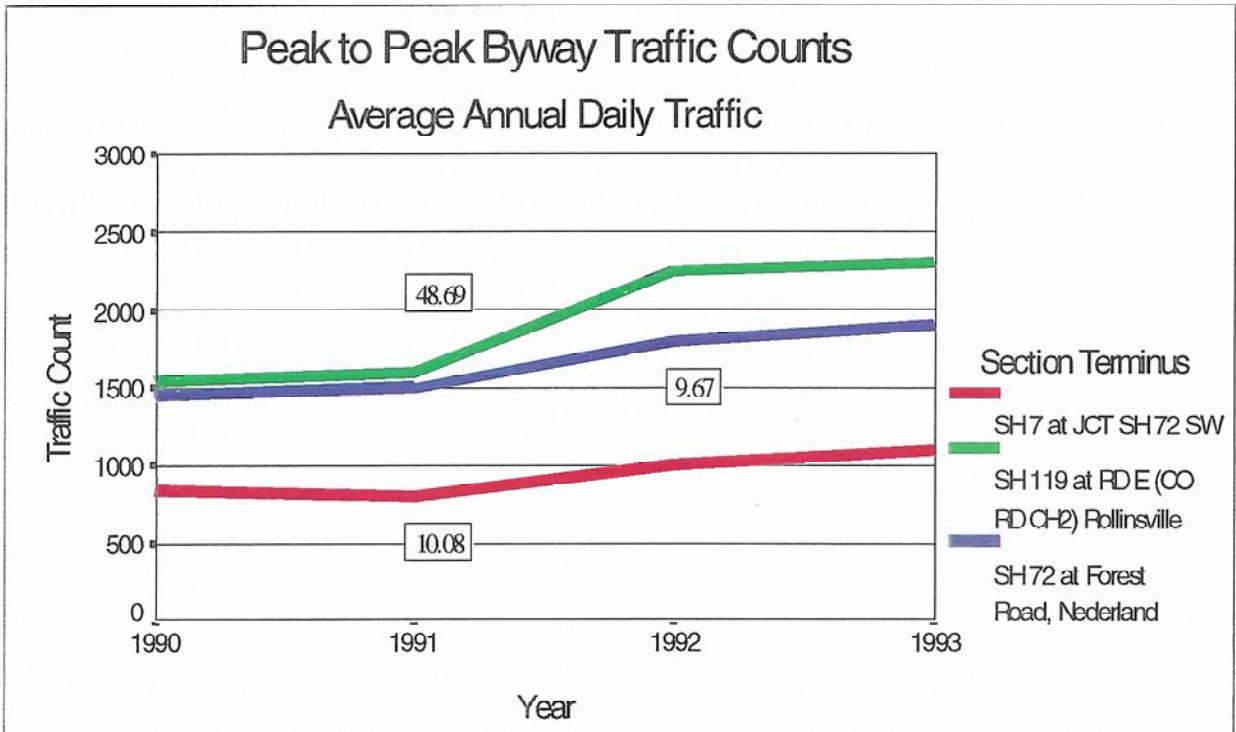
Figure 14

A



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.

B



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## San Juan Skyway Byway

### Byway Program

The San Juan Skyway Byway is Colorado's longest byway, running for 236 miles. The byway begins in Durango and follows US 160 to Cortez, north on SH 145 to Placerville, SH 62 to Ridgway, south on the Million Dollar Highway (SH 110) to Silverton, and south to Durango on US 550.

The San Juan Byway was designated by the Colorado Scenic and Historic Byways Commission on September 22, 1989. This is one of the most scenic routes in the United States. The byway management group is now developing an application for All-American Roads designation by the Federal Highway Administration.

### Population Changes

The San Juan Skyway Byway is located in the counties of Dolores, La Plata, Montezuma, Ouray, San Juan, and San Miguel. These counties have experienced a steady population growth since 1980 and have increased the population by about 20,000 people. The fastest growth was from 1980 to 1985 with an annual rate of 4.66 percent. Between 1990 and 1994, the annual growth rate was 3.58 percent (Figure 15A), well above the average annual state growth rate of 2.48 percent (Figure 1). Much of this growth is due to people relocating to the area and due to the tourism industry.

### Traffic Changes

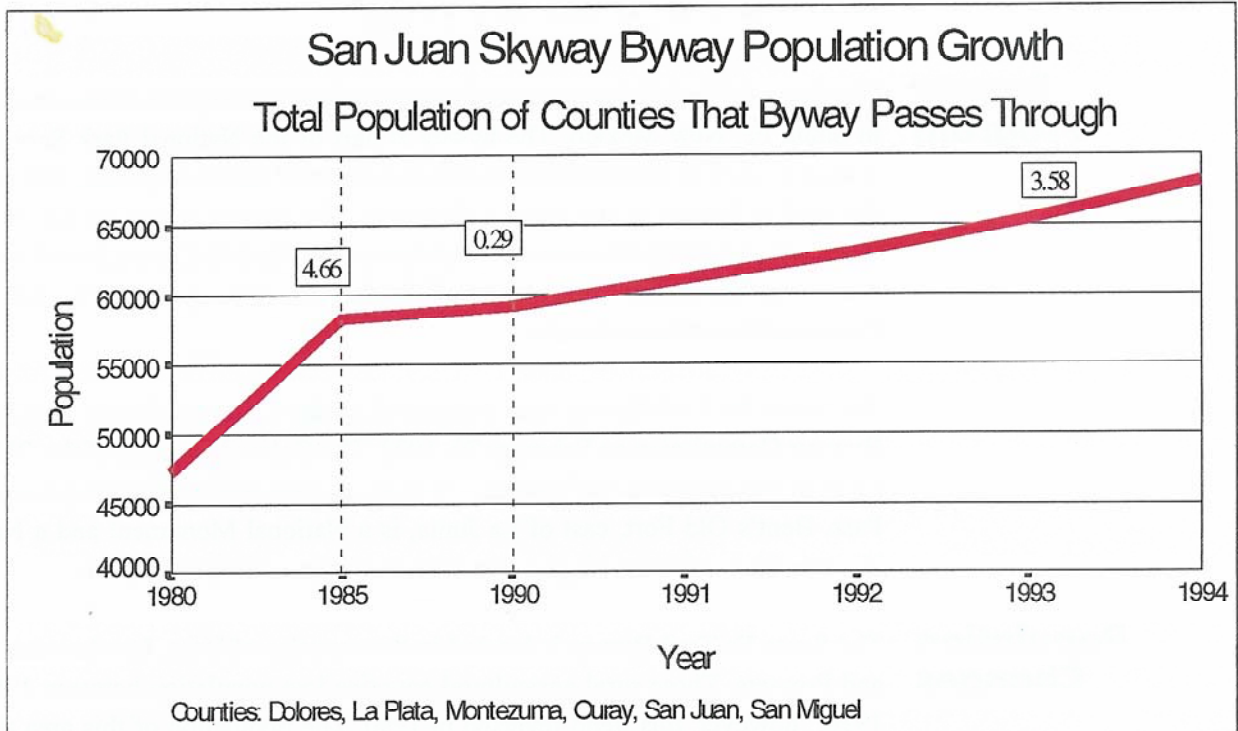
Traffic volumes have been estimated for three locations along the byway. These locations include US 550 near Silverton, US 160 near Mancos, and SH 145 near Rico (between Cortez and Telluride).

Traffic on US 550 and US 160 has increased rapidly, and grew at an average annual rate of 6.50 and 6.61 percent, respectively. Traffic data was not available for US 550 from 1990 to 1991. Traffic on SH 145 has also increased dramatically, and grew at an average annual rate of 10.42 percent between 1990 and 1993.

These highway segments have dramatic scenery and recreational resources that are attracting visitors from all around the world. This area will continue to see substantial increases in traffic due to increases in visitation to the area.

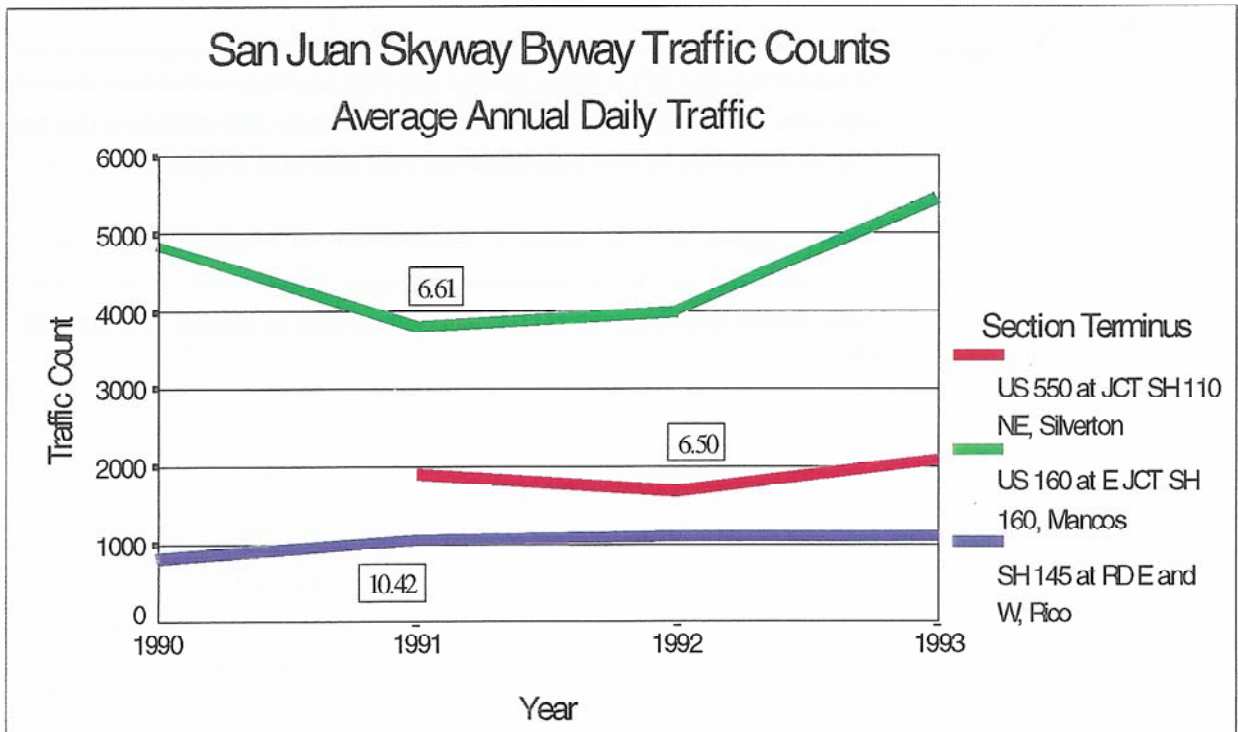
Figure 15

A



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.

B



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Santa Fe Trail Byway

### Byway Program

The Santa Fe Trail Byway is part of a larger system that starts in Missouri and ends in Santa Fe, New Mexico. The byway is part of the National Park Service trail system as well as the Colorado Scenic and Historic Byways system; 188 miles of this trail is located in the state of Colorado. The byway begins on US 50 at the Kansas/Colorado state border and continues to the city of La Junta; from La Junta it runs along US 350 to Trinidad; from Trinidad, the route continues on I-25 to the Colorado/New Mexico border.

The Santa Fe Trail Byway was designated by the Colorado Scenic and Historic Byways Commission on February 20, 1992. The Colorado section of the Old Santa Fe Trail was known as the Mountain Branch, as it crossed the mountains via Raton Pass. Bent's Old Fort, east of La Junta, is a National Monument and a National Historic Site and is the biggest attraction to the Santa Fe Trail Byway.

### Population Changes

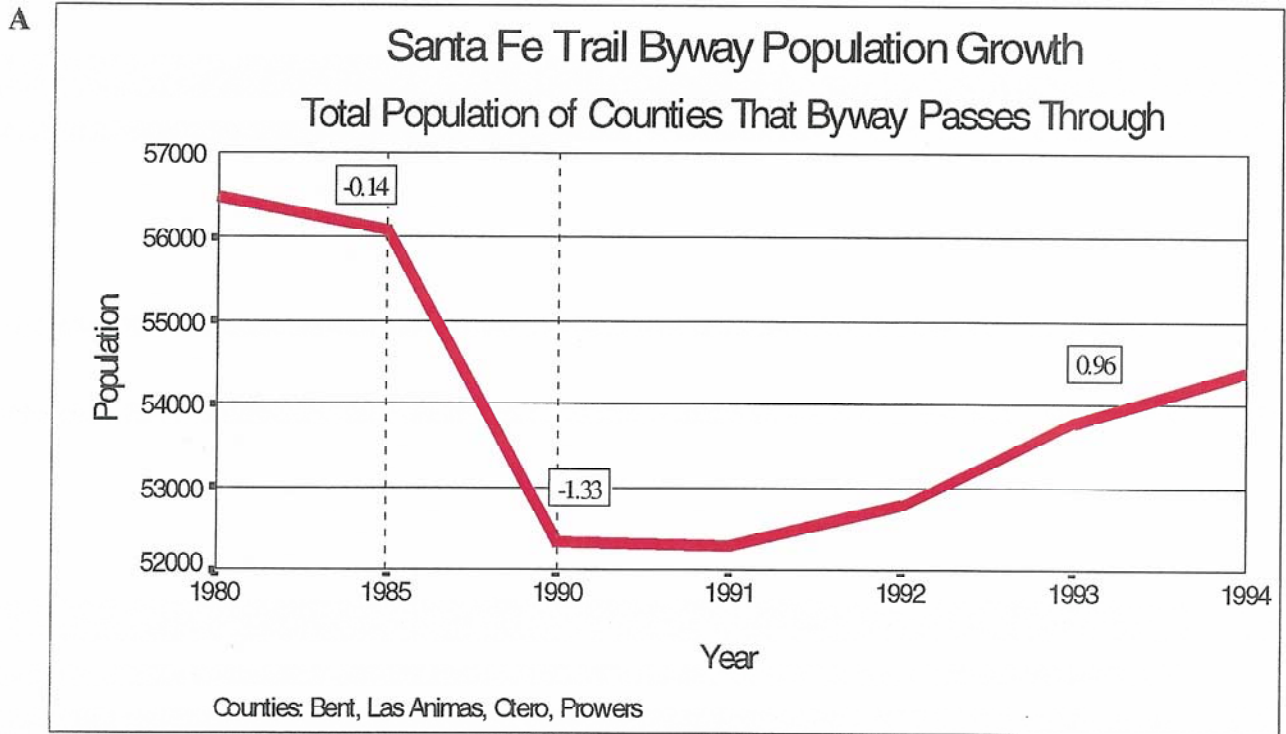
The Santa Fe Trail Byway is located in the counties of Bent, Las Animas, Otero, and Prowers. These rural agricultural counties lost population between 1980 and 1990, however, this trend reversed in 1990. The population of this area then increased at an average annual rate of almost 1 percent between 1990 and 1994 (Figure 16A). While this growth rate is less than one-half of the state population growth rate, it is a major shift for this predominantly rural region of the state.

### Traffic Changes

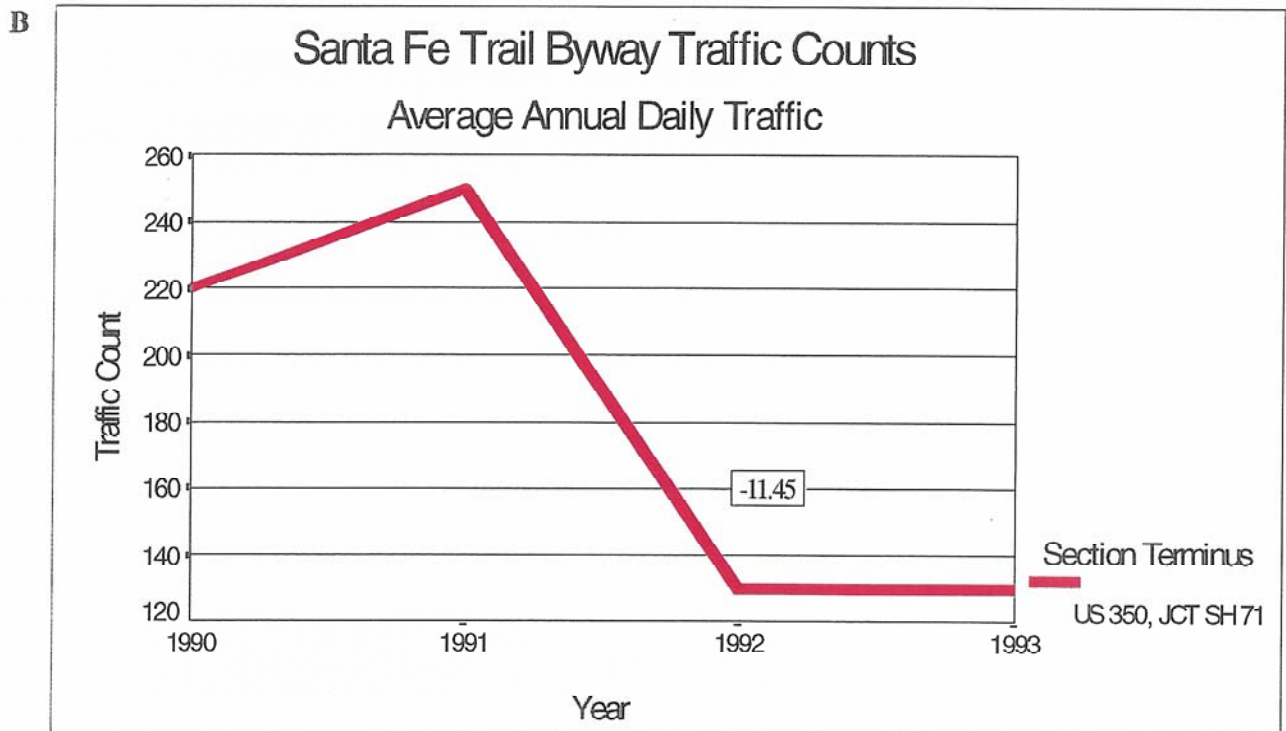
Permanent traffic counters are located on US 50 east of the city of Holly and on US 50 east of the city of La Junta. Traffic volumes continue to increase dramatically at both sites. Traffic numbers have increased by nearly 300 vehicles a day near Holly (Figure 17A) and by 400 vehicles a day near La Junta (Figure 17B).

Traffic volumes have also been estimated for US 350 between La Junta and Trinidad. The traffic volumes have decreased significantly; between the period of 1990 and 1993, traffic decreased at an average annual rate of almost 11.5 percent (Figure 16B).

Figure 16



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.



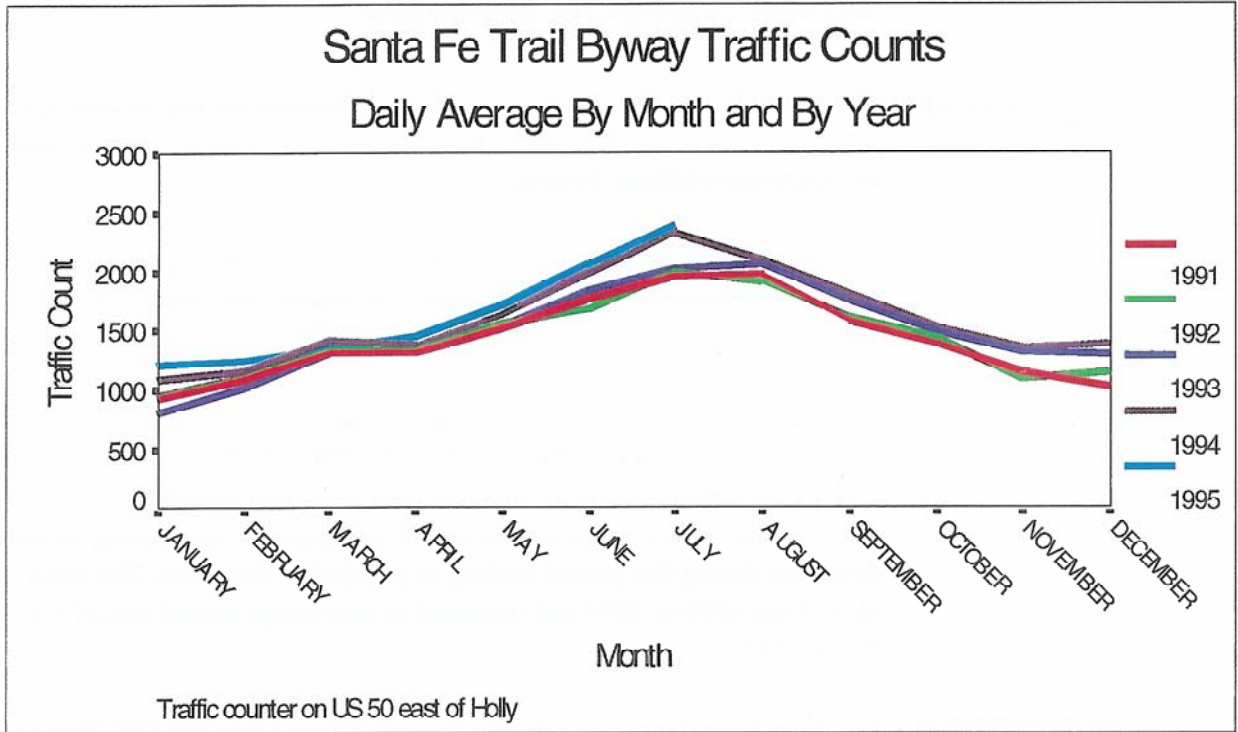
Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.



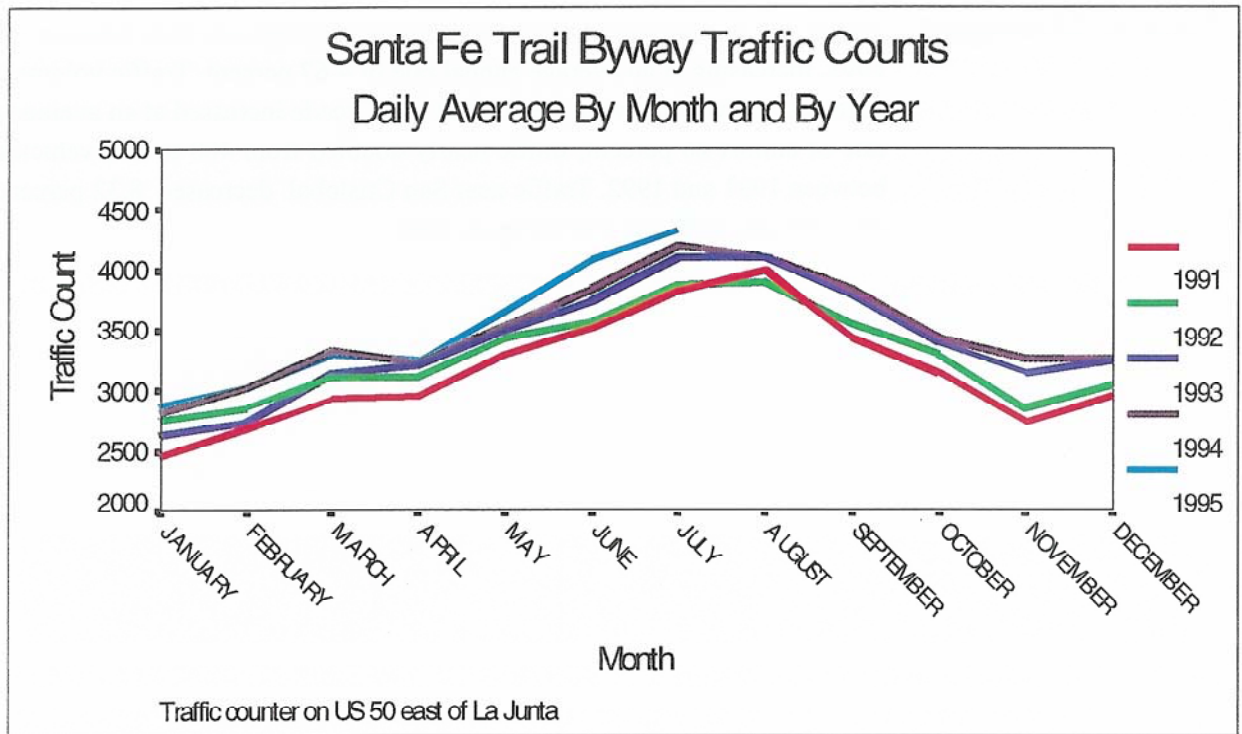


Figure 17

A



B



Source: Colorado Department of Transportation, Division of Transportation Development

## Silver Thread Byway

### Byway Program

The Silver Thread Byway runs along SH 149 between the city of Lake City and the town of South Fork. Most of the byway travels 75 miles through the Rio Grande and Gunnison National Forests.

The Silver Thread Byway was designated by the Colorado Scenic and Historic Byways Commission on October 18, 1990. The byway management group is just beginning to develop a management plan to guide development along the byway.

The Silver Thread Byway is located in Hinsdale, Mineral, and Rio Grande Counties. The population growth rate between 1980 and 1985 was quite rapid with a 1.92 percent annual increase. Between 1985 and 1990 this trend reversed; population declined at an average annual rate of 1.65 percent. The mining industry had a downturn during this period leading to population decreases. The trend reversed again from 1990 to 1994 and increased at an average annual rate of 1.75 percent (Figure 18A).

### Population Changes

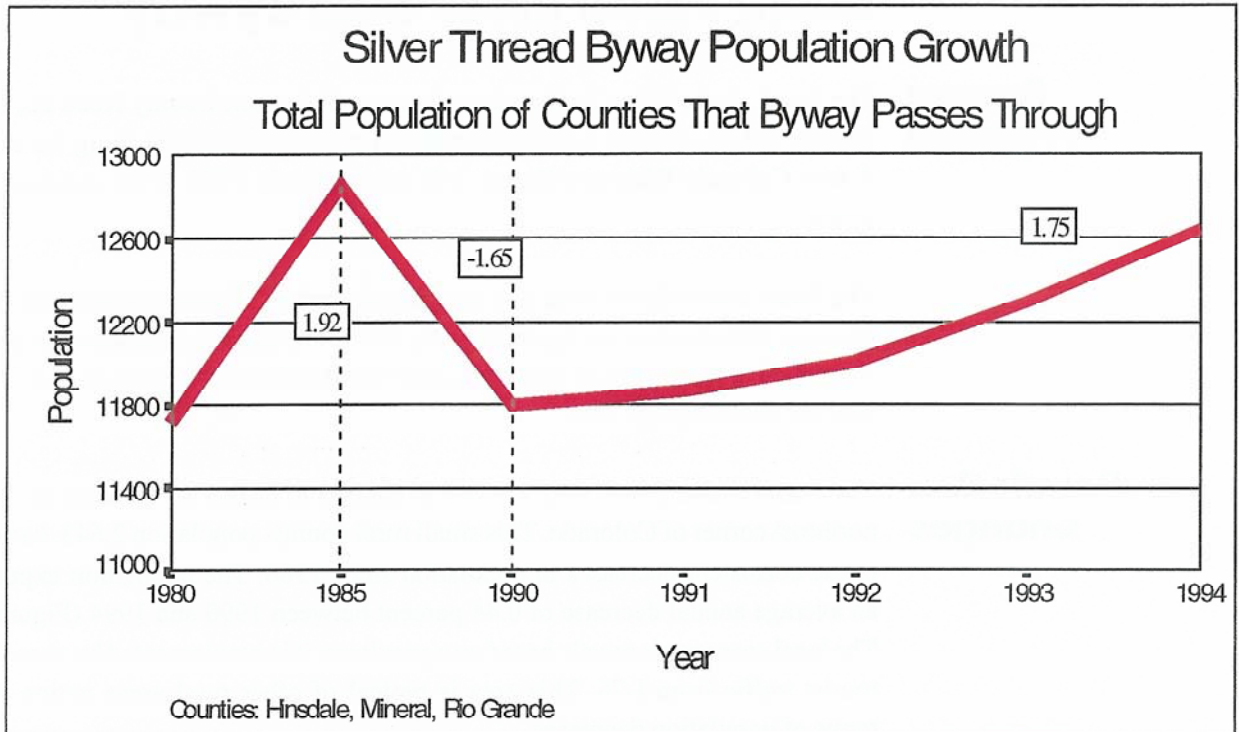
Traffic volumes were estimated for three locations along SH 149. These locations included SH 149 near Masonic Park, SH 149 midway between South Fork and Creede, and SH 149 near San Cristobal.

### Traffic Changes

Traffic volumes increased quite dramatically near Masonic Park between 1990 and 1993, increasing at an average annual rate of 4.67 percent. Traffic volumes on the segment midway between South Fork and Creede increased at an average annual rate of almost 26 percent; traffic nearly doubled from 400 to 800 vehicles a day between 1991 and 1992. Traffic near San Cristobal decreased 8.32 percent annually between 1990 and 1993 (Figure 18B).

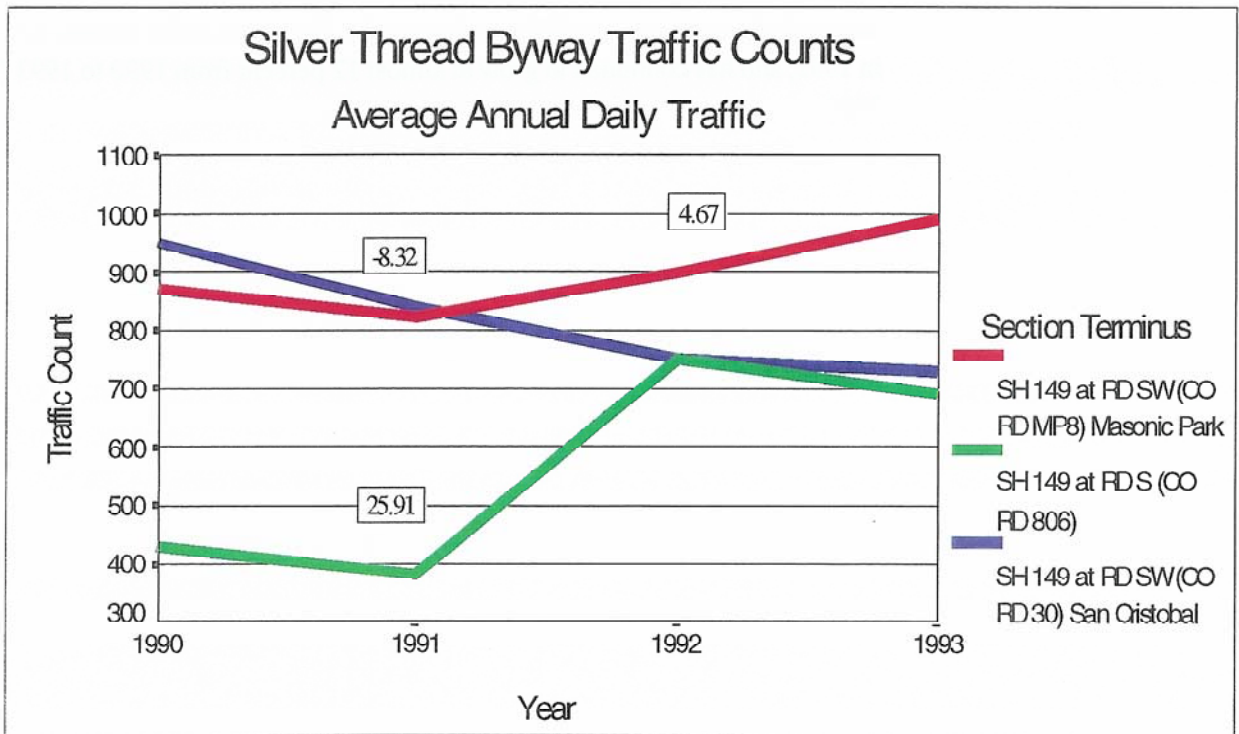
Figure 18

A



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.

B



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## South Platte River Trail Byway

### Byway Program

The South Platte River Trail makes a loop on Sedgwick County Road 28, running parallel to I-76, and US 138 between the cities of Ovid and Julesburg for 14 miles. A new Colorado Welcome Center will open in early 1996 at the entrance to this byway.

The South Platte River Trail was designated by the Colorado Scenic and Historic Byways Commission on September 21, 1991. An interim management plan was developed in the winter of 1994 and a new \$440,000 development project is underway for 1996 through 1997.

### Population Changes

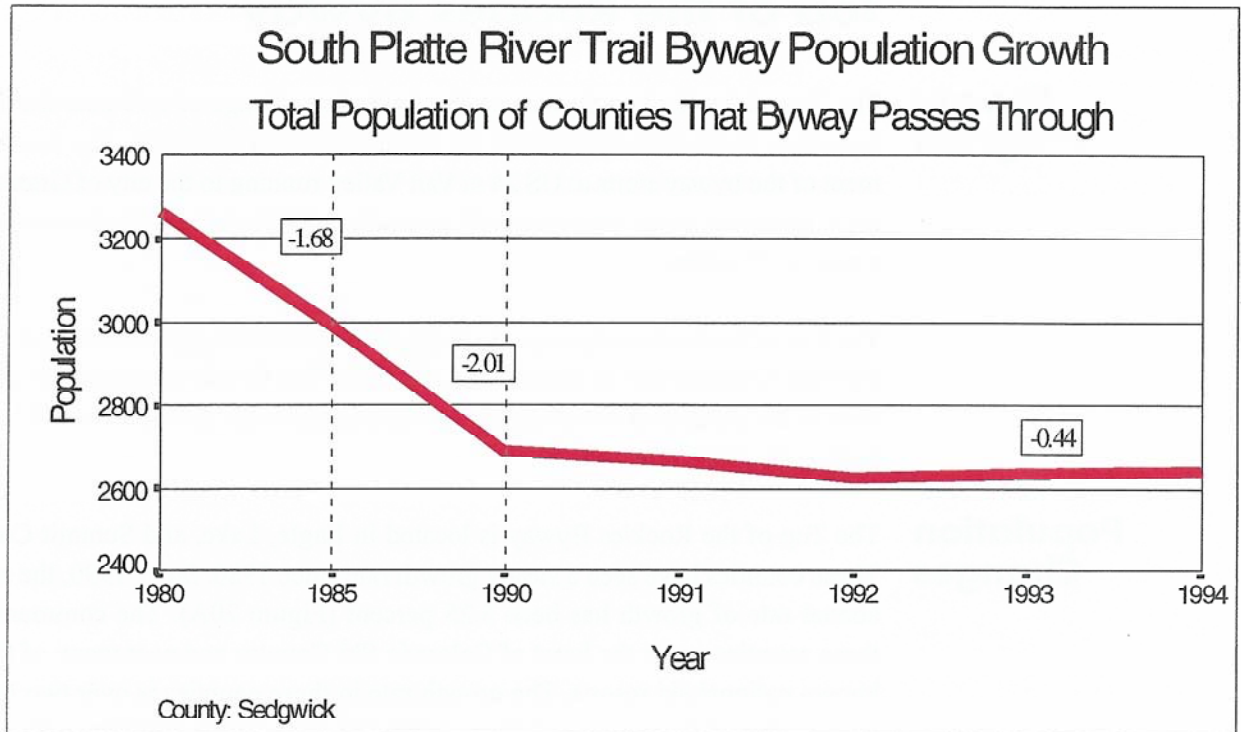
The South Platte River Trail Byway is located in Sedgwick County in the very northeast corner of Colorado. This small rural county, population 2,643, has experienced consistent decreases in population since 1980. The population experienced an average annual decrease of 0.44 percent between 1990 and 1994 (Figure 19A). The local economy is mostly based on agriculture; it is supplemented by pass-through tourist traffic from I-76. This area is typical of other rural areas nation-wide in terms of population decreases.

### Traffic Changes

Traffic volumes were estimated for one site along US 138, midway between the cities of Julesburg and Ovid. Traffic volumes decreased dramatically between 1990 and 1992 dropping by over 500 vehicles per day. However, traffic volume rebounded in 1992, and has continued to grow at almost 12 percent from 1990 to 1993 (Figure 19B).

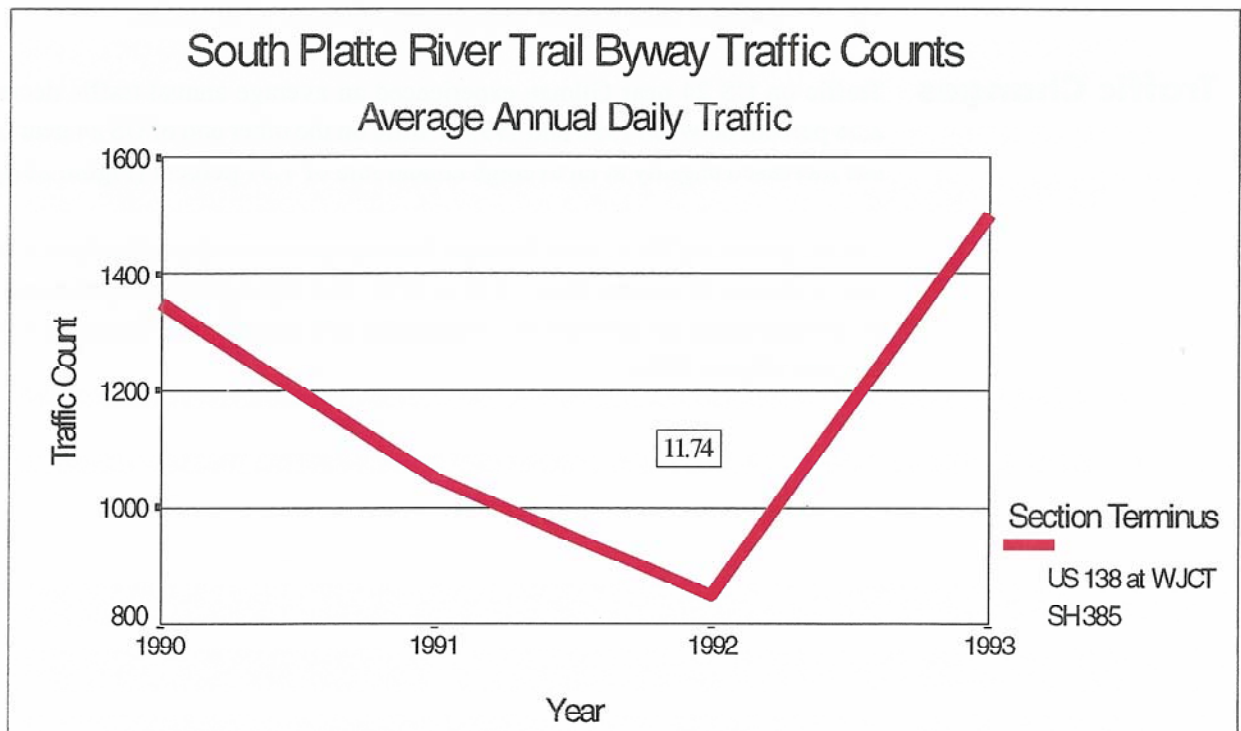
Figure 19

A



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.

B



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Top of the Rockies Byway

### Byway Program

The Top of the Rockies Byway begins at the interchange of I-70 near the Copper Mountain Ski Resort and follows SH 91 to the city of Leadville. The second segment of the byway starts at US 24 at Vail Valley running to the city of Granite. The route continues to the west on SH 82 to the city of Twin Lakes. The byway runs for a total of 75 miles.

The Top of the Rockies Byway was designated by the Colorado Scenic and Historic Byways Commission on September 17, 1993. The byway management group is now in the process of completing a byway management plan that should be finalized by the winter of 1996.

### Population Changes

The Top of the Rockies Byway is located in Eagle, Lake, and Summit Counties. These counties have seen a steady growth rate since 1980. Since 1990, the average annual rate of growth has been 5.25 percent (Figure 20A). The communities in these counties are in the heart of Colorado Ski Country and near many of the well known national ski resorts. The growth rate in these counties is over two times as large as that of the state population growth rate of 2.48 percent (Figure 1).

Traffic volumes have been estimated, before byway designation, for three locations along the byway. These locations are US 24 near Gilman, US 24 at the junction of SH 82, and SH 91 at Fremont Pass, close to the city of Leadville.

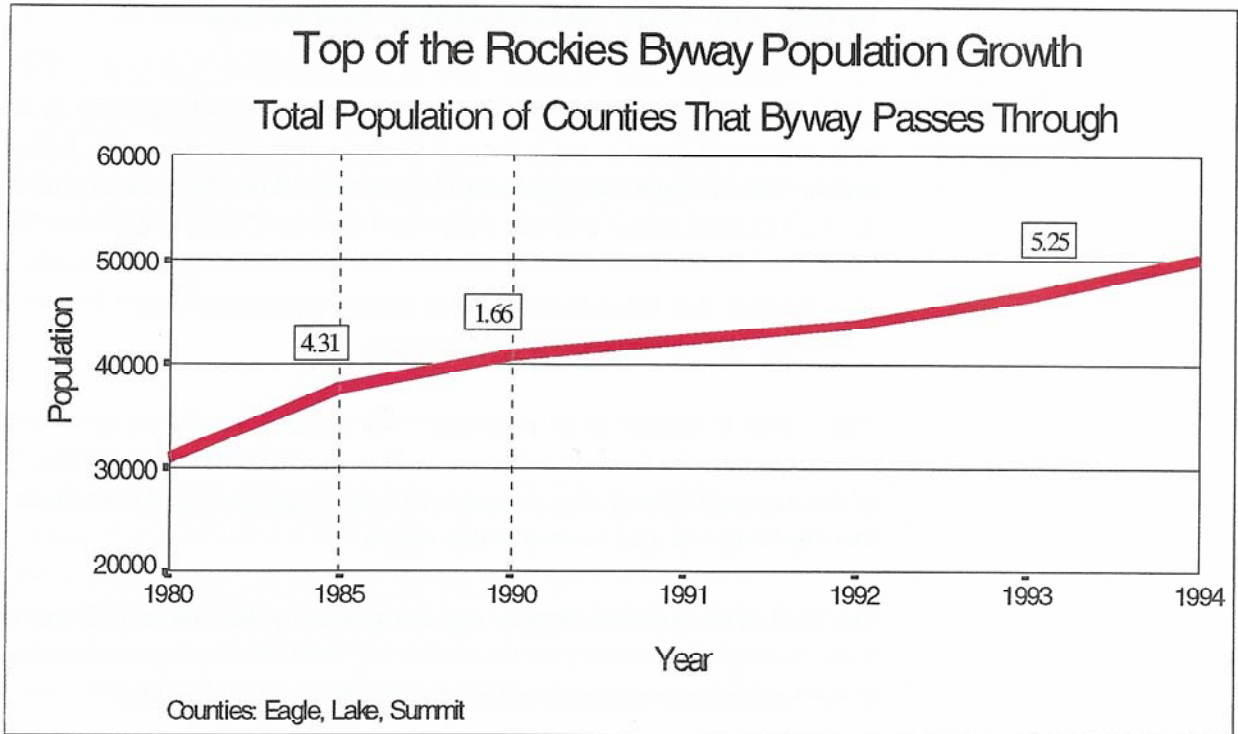
### Traffic Changes

Traffic on US 24 near Gilman experienced an average annual traffic decrease of 2.58 percent between 1990 and 1993. Traffic on the other end of US 24 near Granite has increased slightly at an average annual rate of 1.57 percent (Figure 20B).

Traffic growth on SH 91 over Fremont Pass has increased dramatically at an annual rate of almost 18 percent from 1990 to 1993. The rapid growth experienced by the ski communities has affected the community of Leadville and increased traffic on the pass (Figure 20B).

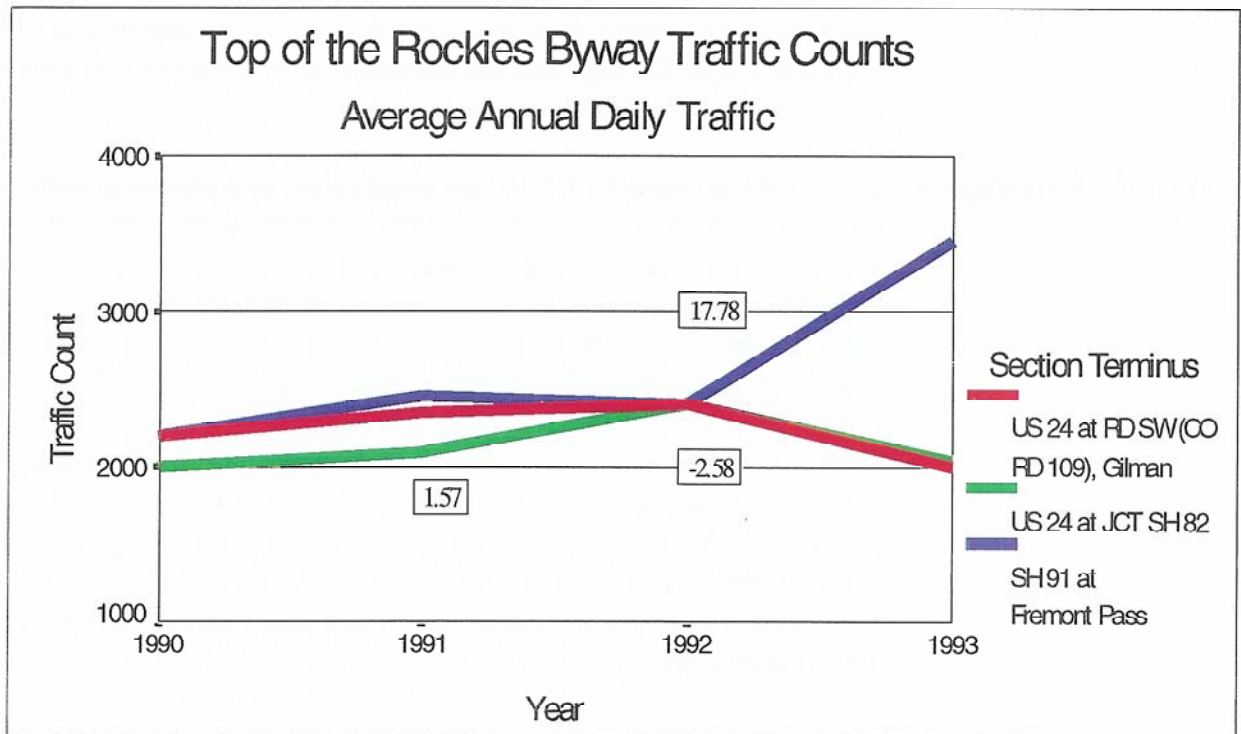
Figure 20

A



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.

B



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## Trail of the Ancients Byway

### Byway Program

The Trail of the Ancients Byway is located on several road segments in the southwest corner of Colorado and is located on parts of the Ute Mountain Indian Reservation. The 113 mile route includes US 160 and US 666 from the city of Cortez to the Four Corners area, Colorado Highway 160 from Cortez to the Mesa Verde National Park, SH 41 from the Four Corners area to the Colorado/Utah border, and SH 145, SH 184, and Montezuma County Roads connecting Utah's Trail of the Ancients near Hovenweep National Monument.

This byway is located in an important archeological, historical, and cultural area that documents the Anasazi culture as well as the present Navajo culture. The Trail of the Ancients Byway also connects with the Utah Trail of the Ancients Byway. The Ute Nation is also located in this region.

The Trail of the Ancients Byway was designated by the Colorado Scenic and Historic Byways Commission on December 15, 1994. The byway management group is just beginning to organize and market this byway to the public.

### Population Changes

The Trail of the Ancients Byway is located in Montezuma County. This county has experienced a high growth rate, except for the period between 1985 and 1990. Average annual population growth rates were 3.36 percent between 1980 and 1985 and 3.12 percent between 1990 and 1994 (Figure 21A). The economy of this area is tied closely to the Durango area and has similar growth rates to other communities and counties in southwest Colorado.

### Traffic Changes

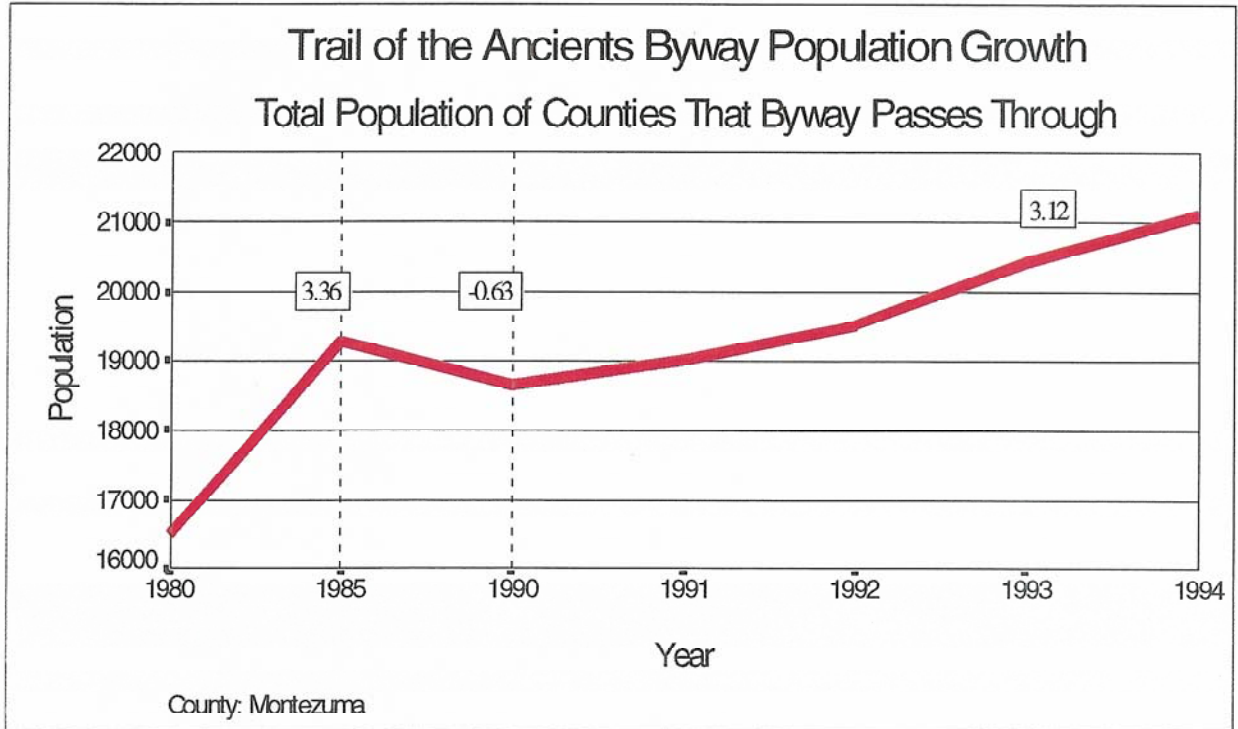
Traffic volume counts for US 160 are actual counts by a permanent traffic counter six miles north of Towaoc. Between 1991 and 1995, traffic increased by almost 2000 cars a day. Traffic volume increases from 1993 to 1995 were not as dramatic, but traffic still increased by 200 to 300 cars per day (Figure 22). These increases in traffic can be attributed to the population growth in the area and also to increased tourism traffic, especially from foreign visitors passing through to other tourist sites.

Traffic volume estimates have also been made at two other locations along the byway. These segments include US 666 near the city of Lewis and US 160 at the junction with SH 41. Traffic on US 666 has grown at an average annual rate of about 2.1 percent from 1990 to 1993. Traffic on US 160 at the junction with SH 41 has increased at an average annual rate of less than 1 percent between 1990 and 1993 (Figure 21B).



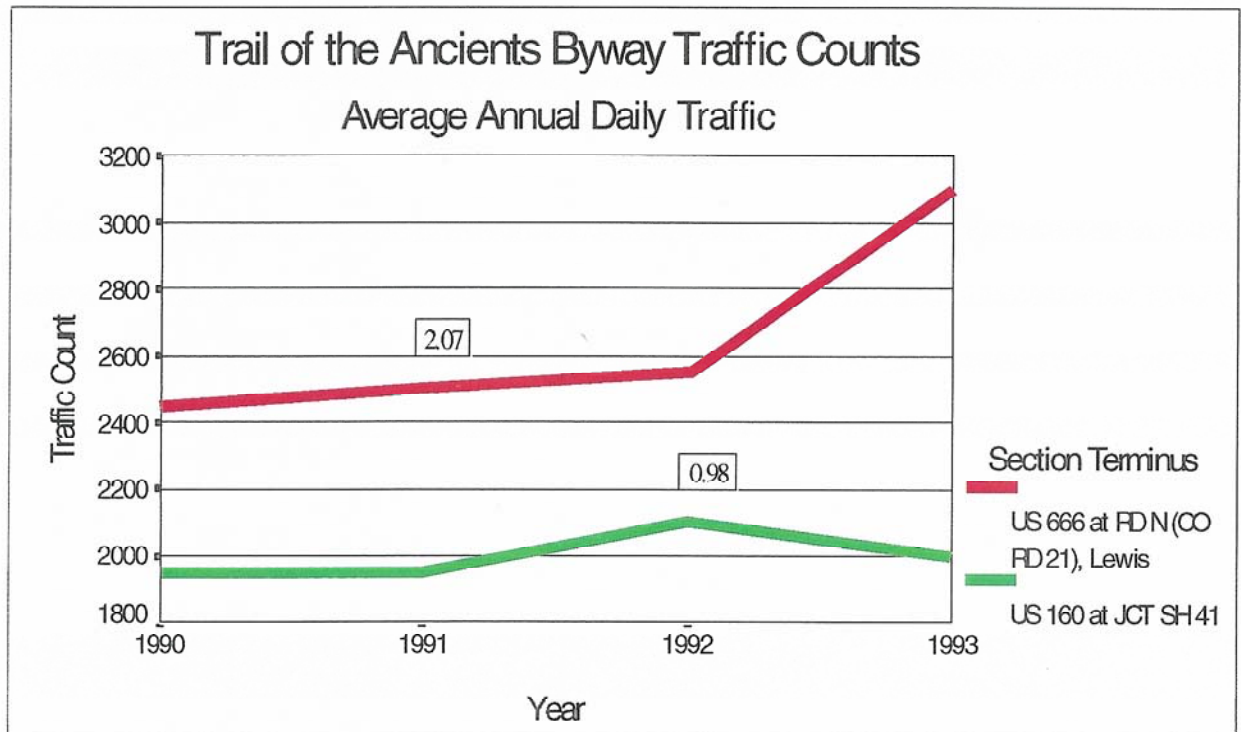
Figure 21

A



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.

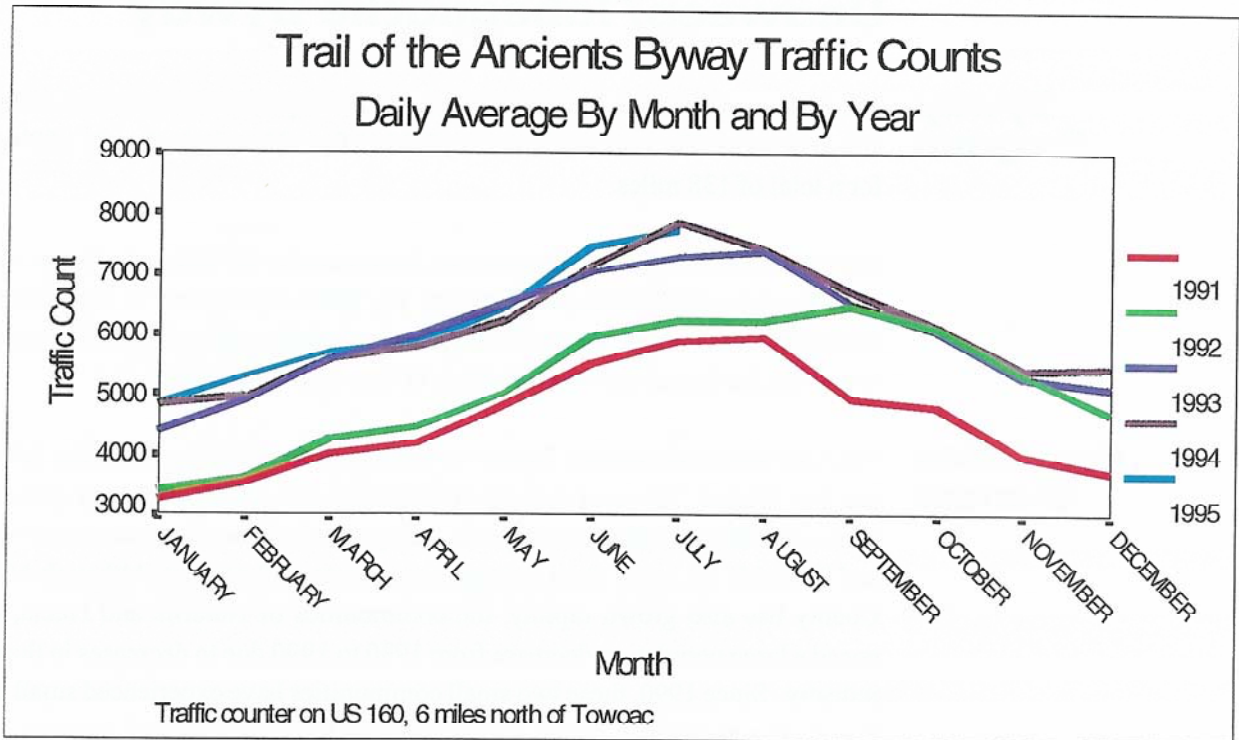
B



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.



Figure 22



## UnawEEP/Tabeguache Byway

### Byway Program

The UnawEEP/Tabeguache Byway begins in the city of Whitewater and follows SH 141 to Naturita. The route continues on SH 145 from Naturita to the city of Placerville for a total of 138 miles.

The UnawEEP/Tabeguache Byway was designated by the Colorado Scenic and Historic Byways Commission on October 18, 1990. The byway is located near the Colorado/Utah border; the area is rural and relatively undeveloped. The communities along the byway have populations of less than 500 people.

### Population Changes

The UnawEEP/Tabeguache Byway is located in the counties of MESA, Montrose, and San Miguel. The rural counties of Montrose and San Miguel grew quite rapidly between 1990 and 1994. San Miguel County, in which the communities of Norwood and Telluride lie, grew at an average annual rate of 8 percent. Although Montrose County has also grown rapidly, the communities of Naturita and Nucla, experienced a large population decrease from 1980 to 1990 due to decreases in the mining industry. Since 1990, these two small communities have experienced small population increases. Mesa County, which includes the city of Grand Junction, experienced an average annual population increase of 2.31 percent between 1990 and 1994. The three counties grew at a steady rate from 1980 to 1994 with a 2.89 percent average annual growth rate between 1990 and 1994 (Figure 23A).

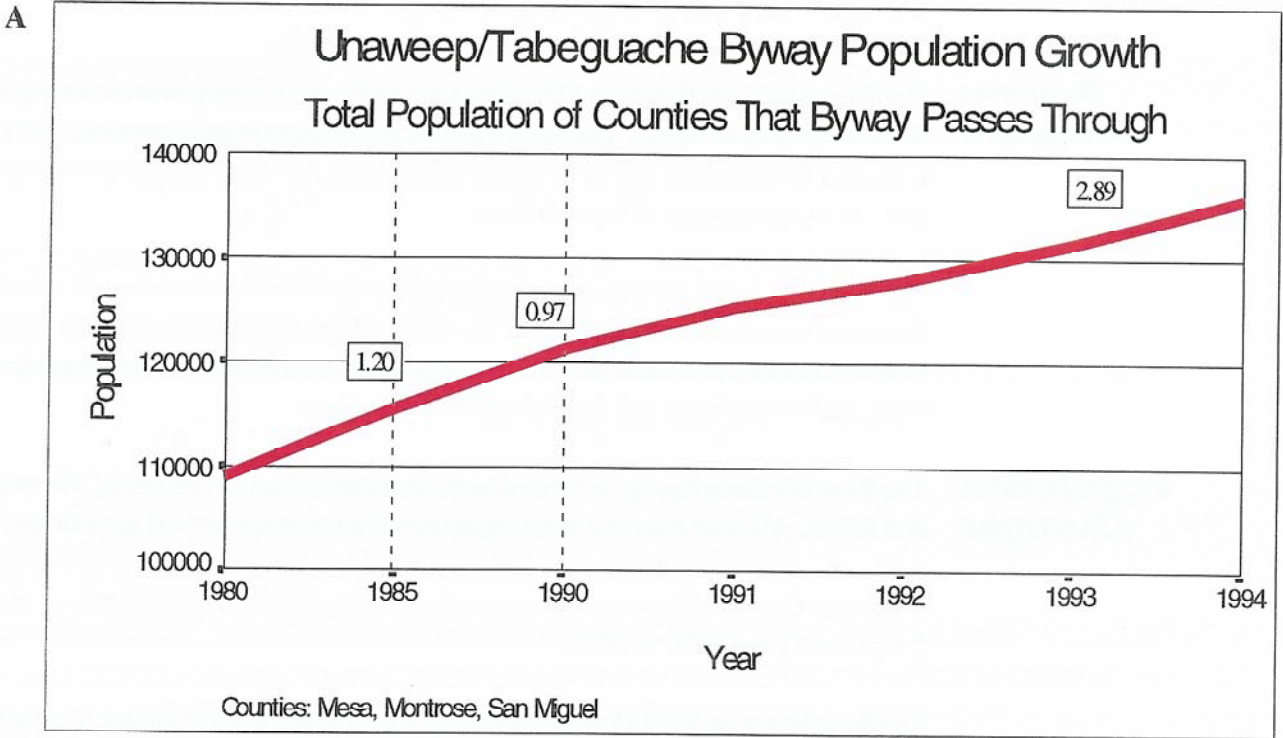
### Traffic Changes

Traffic volumes have been estimated for two locations along the byway. The first location was SH 141 at the junction of SH 145, and the second location was SH 141 at the junction of US 50 near Whitewater.

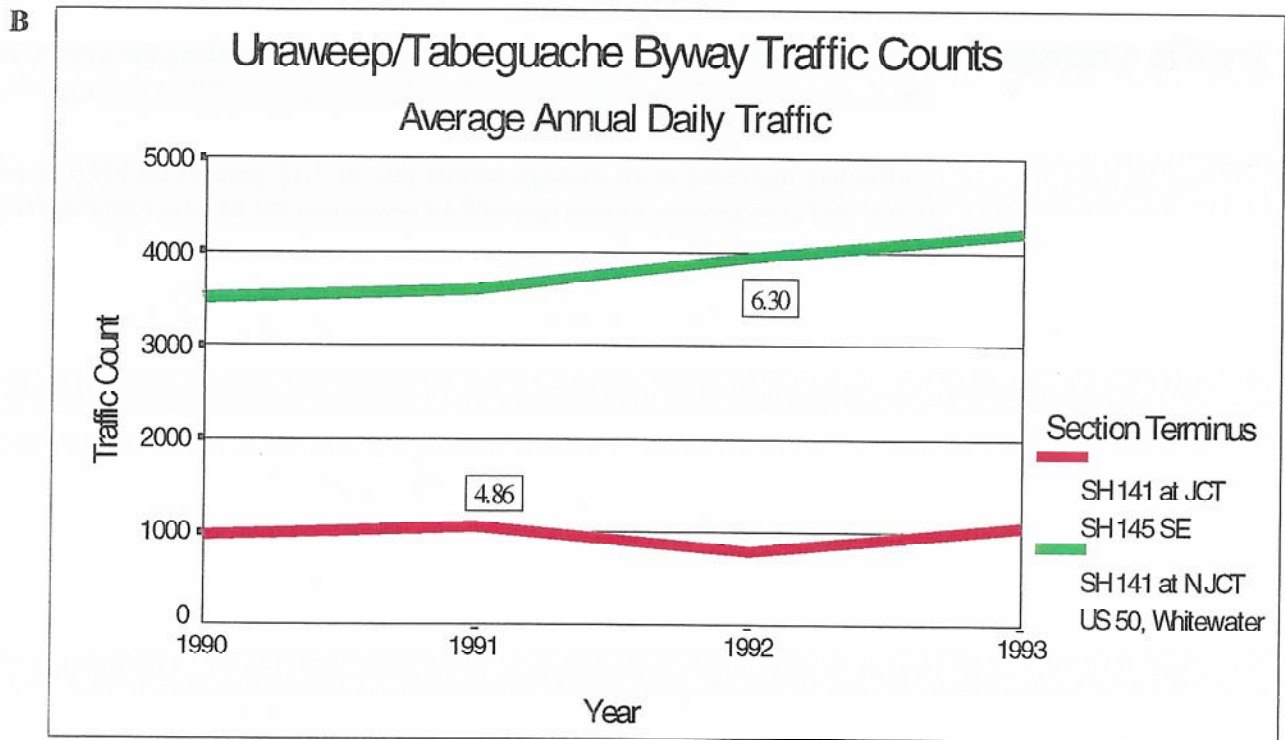
The traffic volume on SH 141 at the junction of SH 145, near Naturita, has grown rapidly, increasing at an average annual rate of 4.86 percent. Traffic on SH 141 at the junction of US 50 has increased at an average annual rate of 6.30 percent between 1990 and 1994 (Figure 23B).

This scenic area has attracted new residents and visitors to the area which have increased local traffic; however, a sizable portion of increased traffic can be attributed to general tourism and recreation use in the area.

Figure 23



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.



Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.

## West Elk Loop Byway

### Byway Program

The West Elk Loop Byway is 205 miles long and runs in a loop circumventing the Gunnison National Forest. The byway begins in Carbondale and runs along SH 133 to the city of Hotchkiss, SH 92 to the city of Sapinero, US 50 to the city of Gunnison, and SH 135 to the city of Crested Butte.

The West Elk Loop Byway was designated by the Colorado Scenic and Historic Byways Commission on September 21, 1991. Major attractions along the byway include Crested Butte Ski Resort, the Black Canyon of the Gunnison National Monument, and several state and federal recreational areas.

### Population Changes

The West Elk Loop Byway is located in the counties of Delta, Gunnison, Montrose, and Pitkin. All four counties have experienced an average annual growth rate of 3.57 percent between 1990 and 1994 (Figure 24A). A majority of the byway is in Gunnison County which has experienced an average annual growth rate of about 2.8 percent from 1990 to 1994.

Traffic volumes on SH 135 are provided by a permanent traffic counter. Traffic has increased dramatically on this route increasing by almost 900 vehicles a day between 1991 and 1995 (Figure 25). This is due to heavy recreation and tourism traffic in the area.

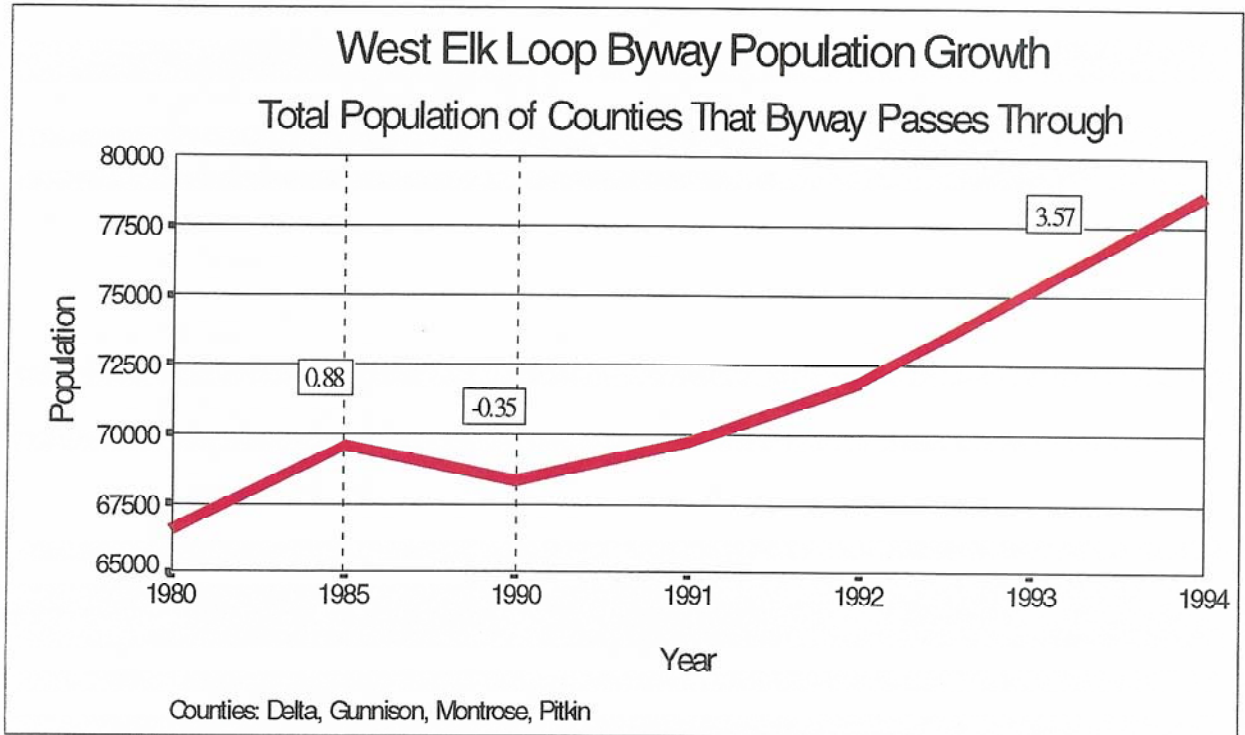
### Traffic Changes

Traffic volumes were also estimated for two other locations along the byway. The first section was SH 133 near Bowie and the second section was SH 92 near Crawford.

Traffic has increased at an average annual rate of 3.15 percent on SH 133 near Bowie and at an average annual rate of 5.18 percent on SH 92 near Crawford (Figure 24B).

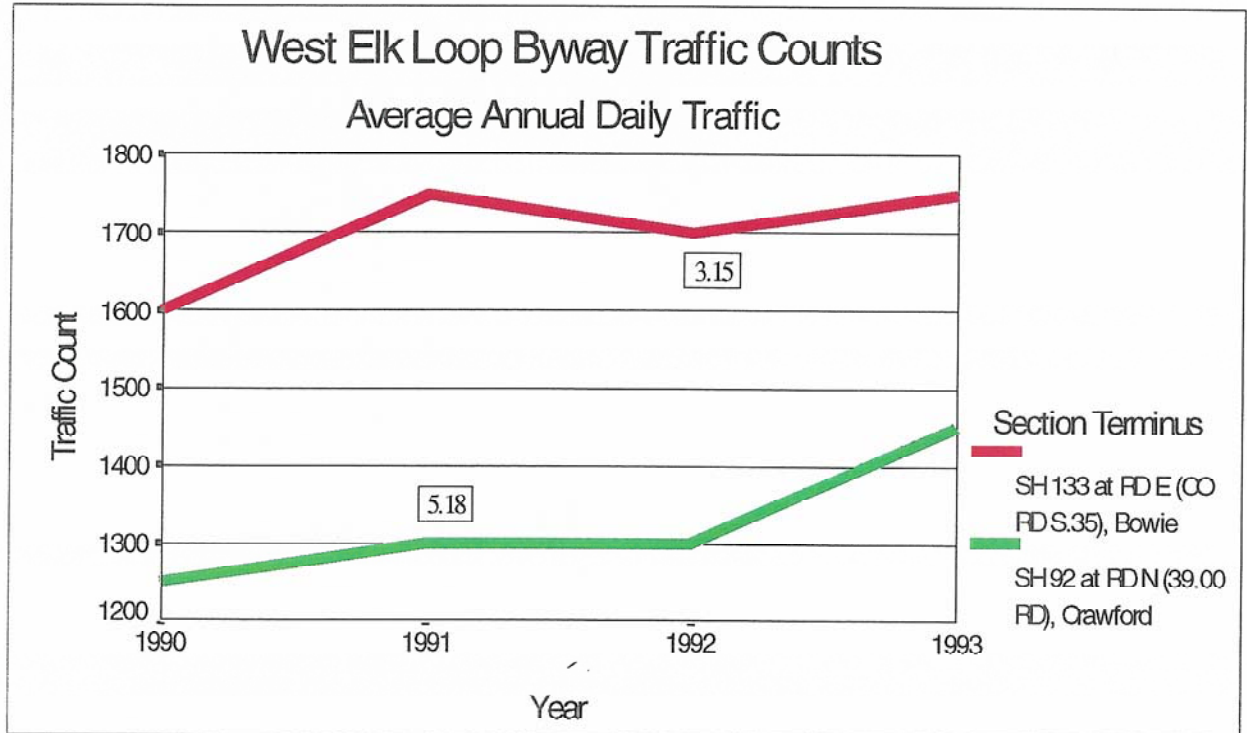
Figure 24

A



Note: Numbers in boxes represent average annual percent changes in population growth.  
 Source: Division of Local Government, Department of Local Affairs, State of Colorado.

B

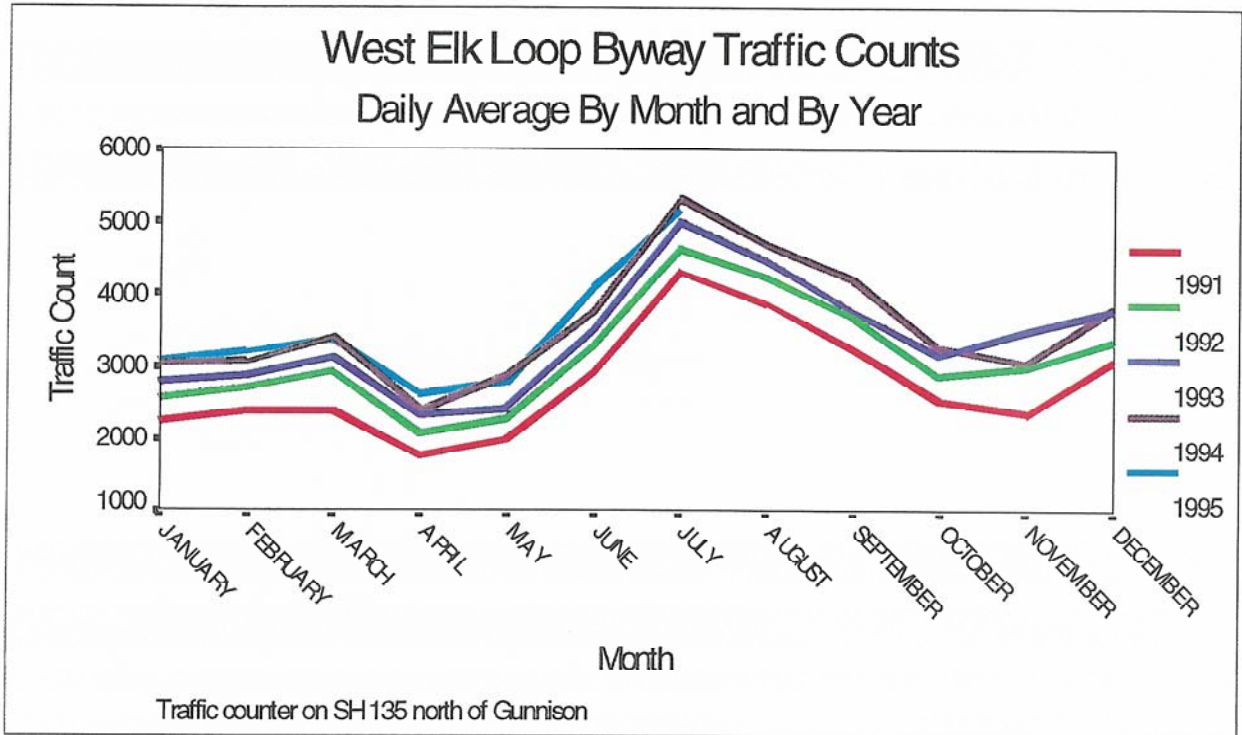


Note: Numbers in boxes represent average annual percent changes in traffic growth; 1990 to 1993.  
 Source: Colorado Department of Transportation, Division of Transportation Development.





Figure 25





## Conclusions

Estimating changes in traffic volumes due to Colorado Scenic and Historic Byways designation is a very difficult process. Changes in traffic are affected by local and state population changes, shifts in the local economy, changes in local population composition, and a host of other factors. The following conclusions are based on the information contained in this report:

- The first major statewide byway marketing effort did not begin until the spring of 1995. Information that can help evaluate the impact of this effort will not be available until 1996. This is the first major marketing effort that would impact visitation to any of the local byways.
- Many of the byway organizations have just started marketing and management efforts; therefore there has been very little marketing or public information encouraging people to travel these byways.
- As the local byway management groups mature and begin more extensive management and marketing efforts, the impacts of the byway designation may become more obvious.
- Population growth has affected most parts of the state and has increased traffic volumes on many Colorado roads. It is difficult to separate the changes in traffic due to population growth from other impacts.
- Many highways experienced large increases in traffic volumes. These increases are beginning to adversely affect the small communities along the byways. Subsequently, they may begin limiting efforts to encourage additional people to visit their communities.
- Listed below are several byways which experienced dramatic traffic increases from 1990 to 1993. Much of this growth was probably due to increases in visitor traffic to these byways.

SH 65-Grand Mesa

SH 149-Silver Thread

SH 150-Los Caminos Antiguos

SH 91-Top of the Rockies

SH 7, 119, and 72-Peak to Peak

US 160-Trail of the Ancients

SH 145-San Juan Skyway

SH 141-Unaweep/Tabeguache

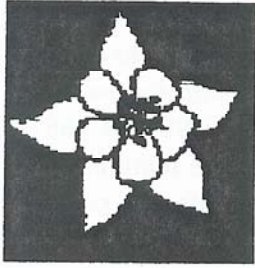
- Some local highway segments had large decreases in traffic. These changes were probably due to closings of mining operations and/or downturns in the rural, natural-resource-based industries.



## **Appendix A**

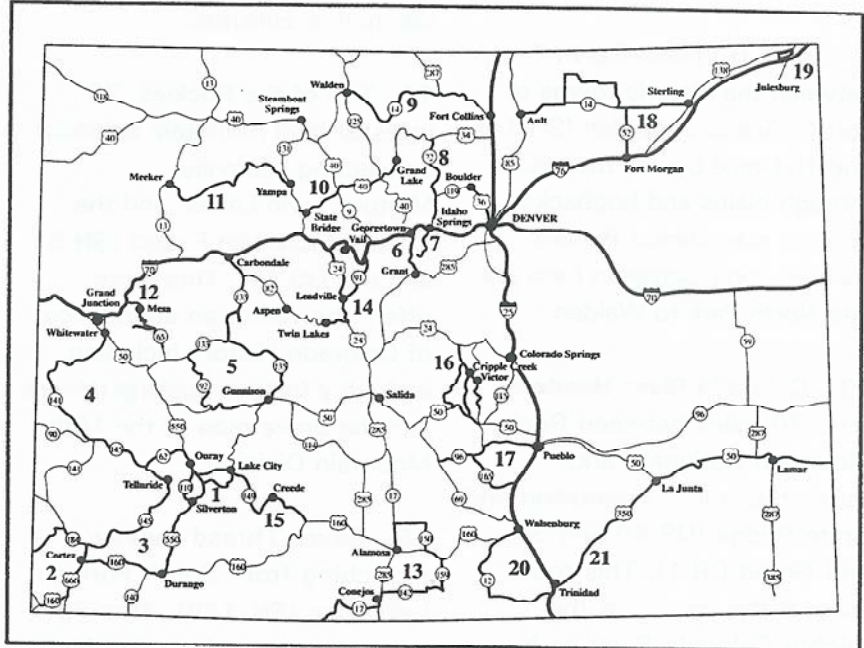
# **Colorado Scenic and Historic Byways**





# Colorado Scenic and Historic Byways

The Colorado Scenic and Historic Byways Commission has designated twenty-one of Colorado's most spectacular roadways, considered to have exceptional scenic, historic, recreational, ecological, and/or cultural value, as Scenic and Historic Byways. These roads are marked by distinctive highway signs featuring a blue columbine, and are highlighted on the state map.



**1. Alpine Loop Back Country**, connecting the towns of Lake City, Ouray, and Silverton (SH 110, Engineer Pass Road, Cinnamon Pass Road). The 65-mile route winds its way to an elevation of 12,800 feet, crossing Engineer and Cinnamon Passes, which are among five of Colorado's spectacular "fourteeners." **PORTIONS OF THIS ROAD ARE FOUR WHEEL DRIVE ONLY.**

**2. Trail of the Ancients**, a 113-mile route (US 666, 160, SH 184, 145, 41, Montezuma CRs L, 23, K, 10, CC) connecting Utah's Trail of the Ancients near Hovenweep National Monument with the Anasazi Heritage Center, City of Cortez, Ute Mountain Reservation and the Four Corners National Monument.

**3. San Juan Skyway**, situated in the spectacular San Juan Mountains of southwest Colorado (US 550 and 160, SH 62 and 145). This 236-mile route encompasses the nationally renowned Million Dollar Highway, often called the most scenic drive in America.

**4. Unaweep/Tabeguache**, between Whitewater and Placerville (SH 141 and 145). The 138-mile byway passes through the distinctive Unaweep Canyon, and the high, narrow Dolores River Canyon, opening onto the high plains of the Colorado Plateau.

**5. West Elk Loop**, between Carbondale, Hotchkiss, Gunnison, and Crested Butte (SH 133, 92, and 135, US 50). This 205-mile route

provides spectacular views along the north rim of the Black Canyon, fields of alpine wildflowers, and pastoral settings of the Crystal and Gunnison Rivers.

**6. Guanella Pass**, between the historic towns of Georgetown and Grant (Clear Creek CR 381 and Park CR 62). The 22-mile route provides panoramic views from the 11,669-foot mountain pass of the surrounding area, abundant wildlife and remnants of the historic mining era.

**7. Mount Evans**, extends from Idaho Springs to the summit of Mount Evans (SH 103 and 5). The 27-mile route is the highest paved highway in North America and offers spectacular views of the Front Range of the Rocky Mountains.

**8. Peak to Peak**, between Estes Park and Black Hawk (SH 7, 72, and 119). Less than an hour's drive from Denver, this 55-mile route offers numerous recreational opportunities and relics from the late 1800s mining boom days.

**9. Cache la Poudre-North Park**, between the historic towns of Fort Collins and Walden (SH 14). The 101-mile byway meanders through plains and hogbacks, into the magnificent Poudre Canyon, over Cameron Pass and into North Park to Walden.

**10. Colorado River Headwaters**, 70 miles between Rocky Mountain National Park, through Granby, Kremmling and State Bridge (US 40 and 34, and Grand CR 1). This route follows the course of the mighty Colorado River as it begins its journey west toward the Pacific Ocean.

**11. Flat Tops Trail**, connects the towns of Yampa and Meeker (Routt CR 17, FS 16, Rio Blanco CR 8, and SH 13). Scenic beauty is the main character of this 75-mile route, with rolling hills, hay meadows, deep canyons, and forested slopes of the Flat Top Mountains offering a visually unique landscape.

**12. Grand Mesa**, between I-70 and Cedaredge (SH 65, Lands End Road). The spectacular 63-mile route begins in the scenic Plateau River Canyon, then climbs through forests and meadows full of wildflowers, to offer panoramic views from the top of Grand Mesa.

**13. Los Caminos Antiguos**, between Cumbres Pass and the City of Alamosa (SH 17, 142, 159, and 150, US 285 and 160, and Alamosa CR 6). This 152-mile byway explores the rich heritage of Colorado's San Luis Valley and its blend of distinctive cultures.

**14. Top of the Rockies**, 75 miles of high mountain splendor connecting Leadville, Minturn, Twin Lakes, and the Copper Mountain Resort (SH 91 and 82, US 24). This route offers the visitor an abundance of Colorado History including early day fortune seeking miners and the brave men of the 10th Mountain Division.

**15. Silver Thread Byway**, stretching from South Fork to Lake City (SH 149). This 75-mile route provides countless photographic opportunities, including ghost towns, mountain peaks, and unique and unusual rock formations.

**16. Gold Belt Tour**, a 131-mile route between Florissant, Cripple Creek, Victor, Florence and Canyon City (SH 67, 9, 115, US 50, Teller CR 1). The route follows the historic Florence and Cripple Creek Railroad grade through Phantom Canyon; the Shelf Road, providing access to the Garden Park Fossil Area, Florissant Fossil Beds; and the High Park Road with scenic views of Pikes Peak. PORTIONS OF THIS ROUTE REQUIRE FOUR-WHEEL-DRIVE VEHICLES.

**17. Frontier Pathways**, between the City of Pueblo and the towns of Westcliffe and Colorado City (SH 96, SH 165), is a 103-mile route featuring historic homesteads, the pristine Wet Mountain Valley, romantic stage-stop ruins, and wildlife viewing pullouts.

**18. Pawnee Pioneer Trails**, located on Colorado's north-eastern high plains between the agricultural towns of Sterling, Fort Morgan, and Ault (SH 52 and 14, Weld CR 129, 110, 112, and 390). This 125-mile route gives the visitor a chance to experience the timeless grasslands and the Pawnee Buttes.

**19. South Platte River Trail**, travels between Julesburg and Ovid (Sedgwick CR 28, US 138). The 14-mile route closely follows the trails that were established during westward migration, including the Pony Express Trail.

**20. Highway of Legends**, 75 miles linking Trinidad, La Veta, and Walsenburg (SH 12, US 160). The magnificent Sangre de Cristo Mountains provide a spectacular backdrop for the southwestern architecture which reflects Colorado's earliest Hispanic influences.

**21. Santa Fe Trail**, between the Kansas state line near Holly and the New Mexico state line at Raton Pass (US 50 and 350, and I-25). The 188-mile byway closely parallels the Mountain Branch of the historic Santa Fe Trail.





**Colorado Scenic and Historic Byways**  
**BYWAY VISITOR SURVEY**  
*Summary of Findings*

# **Colorado Scenic and Historic Byways**

## **Byway Visitor Survey**

### *Summary of Findings*

*Prepared for*

**Colorado Scenic and Historic Byways Commission**

*Prepared by*

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**Colorado Center for Community Development  
University of Colorado at Denver and  
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## **Executive Summary**

During the summer and fall of 1995, the Colorado Center for Community Development at the University of Colorado at Denver conducted a survey of visitors to the Colorado Scenic and Historic Byways. These surveys were administered by volunteers at various sites along selected Colorado byways. The information presented in this report is based on a total of 418 completed visitor surveys.

Highlights of the findings of the Colorado Scenic and Historic Byways visitor survey are provided in this Executive Summary. The study's background and methodology are explained in the second and third sections. Detailed survey results are found in the fourth section of this report. Selected findings of the survey results can be found in the final section. A Colorado byways map with byway descriptions is provided in Appendix A. The survey instrument is in Appendix B. A list of the fifteen survey sites and visitor center user counts are provided in Appendix C. Detailed data tables are found in Appendix D.

The purpose and objectives of the survey were to learn about the summer and fall visitors to the Colorado Scenic and Historic Byways based on a visitor profile, a trip profile, visitor expenditures, and visitor motivations. These factors will assist local byway organizations to market and develop the byways to those groups of individuals most likely to travel to the byways.

Themes identified in the data are as follows:

### ***Visitor Profile***

*Visitors responding to the visitor survey were characterized by the following:*

- Forty-five years of age or older (62.2%)
- Married (75.2%)
- Some level of college education (84.6%)
- Employed (61.0%)
- Family income of \$40,000 or larger (59.2%)

### ***Trip Profile***

*The visitor's trip to the Colorado byways were characterized by the following:*

- Party size of 3.4 people (average)
- Traveling with spouse or a family member (85.2%)
- Two adults in party (65.9%)
- Zero children in party (59.6%)
- Traveling on a Vacation/holiday (79.9%)
- First visit to Colorado Byway (73.6%)
- Traveling in personal auto (70.6%)



*The following activities were most often participated in by visitors to the Colorado byways:*

### *Visitor Activities*

- Sightseeing (74.8%)
- Viewing scenery (73.8%)
- Pleasure driving (57.8%)
- Shopping (56.9%)
- Taking photographs (56.9%)

*Average expenses in a 24 hour period were as follows:*

### *Visitor Expenditures*

- Per party: \$143.57
- Per individual: \$42.23

*Visitor motivations to visit Colorado byways were as follows:*

### *Visitor Motivations*

Importance of motivation (mean of responses):

- View scenery (3.7)
- Get away from demands of life (3.4)
- Experience new things (3.3)

Motivations with the largest differences between importance and obtained/realized ratings (mean of responses):

- Experience excitement (2.6 and 3.0, respectively)
- Get exercise (2.5 and 2.8, respectively)

*The importance of each motivator was rated according to a four-point Likert scale (1=not important, 2=somewhat important, 3=important, 4=very important). The extent to which the visitor obtained or realized each motivator was rated according to a four-point Likert scale (1=not at all, 2=somewhat, 3=moderately, 4=totally).*

## Study Background

The Colorado Scenic and Historic Byways Program has been in existence officially since March 16, 1989, when Governor Roy Romer issued Executive Order B 045 89 creating the Colorado Scenic and Historic Byways Commission.

The Colorado Scenic and Historic Byways Commission has designated twenty-one of Colorado's most spectacular roadways as Scenic and Historic Byways (Appendix A). These byways are considered to have exceptional scenic, historical, recreational, archeological, natural, and/or cultural value. The designated byways are:

- Alpine Loop Back Country
- Cache la Poudre-North Park
- Colorado River Headwaters
- Flat Tops Trail
- Frontier Pathways
- Gold Belt Tour
- Grand Mesa
- Guanella Pass
- Highway of Legends
- 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
- Trail of the Ancients
- Unaweep/Tabeguache
- West Elk Loop

### *Purpose*

This project is the first Colorado byway visitor profile and one of the first in the nation to profile visitors on the byways. Visitor profiles will assist local byway organizations to:

- Understand visitor motivations for traveling to the byways.
- Market the local byways to select groups of individuals most likely to travel on those routes.
- Match the development of tourism, recreation, and byway products to the visitor needs.
- Manage visitor use along the byway routes.

This report documents the results of the visitor survey completed from June 15, 1995 through October 15, 1995. The survey was administered to visitors at visitor centers, welcome centers, and chambers of commerce along Colorado byways.

## ***Study Area***

The goal of this study was to learn about the people who visited the Colorado Scenic and Historic Byways, based on the following objectives:

## ***Visitor Survey Objectives***

1. A visitor profile developed from demographic information (age, gender, marital and employment status, education, income, and place of residence).
2. A trip profile from data regarding visits (purpose and duration of visit, party size and type, frequency of visits, transportation and lodging type, activities, and type of information used to learn of byway).
3. Visitor expenditures (lodging, food and drinks, gasoline/service station, licenses, retail purchases, entertainment, and other).
4. Visitor motivations to visit and the extent to which their expectations were obtained or realized.

The Colorado Scenic and Historic Byways visitor survey (Appendix B) was developed utilizing a similar survey from the Cloudercroft Community Sustainable Tourism Program in New Mexico. The purpose of this survey was to assist local byway groups to develop and manage their byway by providing a profile of the byway visitors and trip, their expenditure behaviors, and their motivations for traveling to the byways.

## **Methodology**

Two sections of the survey were designed to compile demographic information about the summer and fall byway visitor and the nature of the visit. The survey respondents were asked the purpose and duration of their visit, party size and type, frequency of visits, transportation and lodging type, how they learned about the byway, age, gender, marital status, education, employment status, income, and place of residence.

### ***Survey Design***

A third section of the survey was designed to gather information on activities most often participated in by visitors while visiting the Colorado byways. Respondents were asked to indicate all those activities in which they participated from a list of twenty-two activities and were given two "other" options to include activities not listed on the survey.

A fourth section of the survey was designed to gather information on the amount and type of spending by visitors to the Colorado byways. They were asked to enter the amount of dollars spent by their party in the last twenty-four hours while visiting a Colorado Byway. Seven categories were specified on the survey: lodging, food and drinks, gasoline/service station, licenses, retail purchases, entertainment, and other.

The final section of the survey asked respondents to identify their motivations for traveling to the Colorado byways by rating the importance of specific motivating factors (to experience excitement, to learn more about nature, to do something with family, etc.) according to a four-point Likert scale. Visitors were then asked to rate the extent to which they obtained or realized each of those motivations according to a four-point Likert scale.

### ***Sampling***

In order to reduce the number of potential survey sites, the twenty-one Colorado byways were divided into seven categories based on geographical, cultural, or historical characteristics (Appendix C). From these seven categories, fifteen visitor sites (visitor centers, welcome centers, and/or chambers of commerce) were selected as survey sites representing the characteristics of all Colorado byways.

Ten randomly selected, surveying days were assigned to each survey site throughout the survey period. Fifty percent of the days were randomly selected from summer weekdays, twenty percent from summer weekend days, twenty percent from fall weekdays, and ten percent from fall weekend days. These percentages reflect actual visitor counts from the fifteen selected survey sites (Appendix C). This procedure was designed to ensure representation of all days of the week throughout the summer and fall tourist season in Colorado.

### ***Survey Administration***

Surveying took place on each randomly assigned survey date from June 15, 1995 through October 15, 1995. A time schedule was given to each survey site in order to reduce the chances of selection bias. The time schedule was set according to the visitor site's business hours, usually at the top of each hour, six times a day. This procedure was designed to ensure representation of all parts of the day.

The survey was administered by visitor center staff and volunteers to those visitors who indicated that they came to the area specifically for the scenic drive or the byway. This procedure was designed to ensure that the survey was gathering data on only those individuals who were in the area specifically for the byway or scenic drive and not those individuals who were drawn by the dominant recreational resources of the area.

The paper surveys were completed on-site by the survey respondents and collected by the survey administrators. Each survey site was scheduled for 60 surveys, for a maximum total of 900 surveys at all fifteen survey sites. A goal of 600 completed surveys was set and the actual number of visitors who responded to the survey was 418.

At the completion of the survey period, the survey administrators mailed the completed surveys to the Colorado Center for Community Development at the University of Colorado at Denver. Data from the surveys were encoded into machine-readable format by Pride Data in Boulder, Colorado. Summaries and analysis of the results were performed using SPSS, a statistical analysis software program. This document reports the highlights of the survey results. Detailed data tables are located in Appendix D.

The graphs in the following sections display visitor response percentages to the Colorado byways survey. The "n" on each graph refers to the number of visitors who responded to each specific survey question. Some survey respondents unintentionally or intentionally did not answer some questions on the survey for various reasons. Thus, the "n" will be different for each survey question.

Several survey questions (employment status of survey respondents, travel companions, information sources about byways, accommodations, and activities participated in while visiting Colorado byways) asked respondents to "check all that apply." Thus, these questions had the possibility of multiple responses from each survey respondent. The percentages in the following figures for these survey questions will not total 100 percent because of this survey design.

The percentages in Figures 1-5 and 16 are rounded to the nearest whole number. The percentages in Figures 6-15, 17, 18, and Table 1 are rounded to the nearest tenth.

## ***Data Management and Analysis***

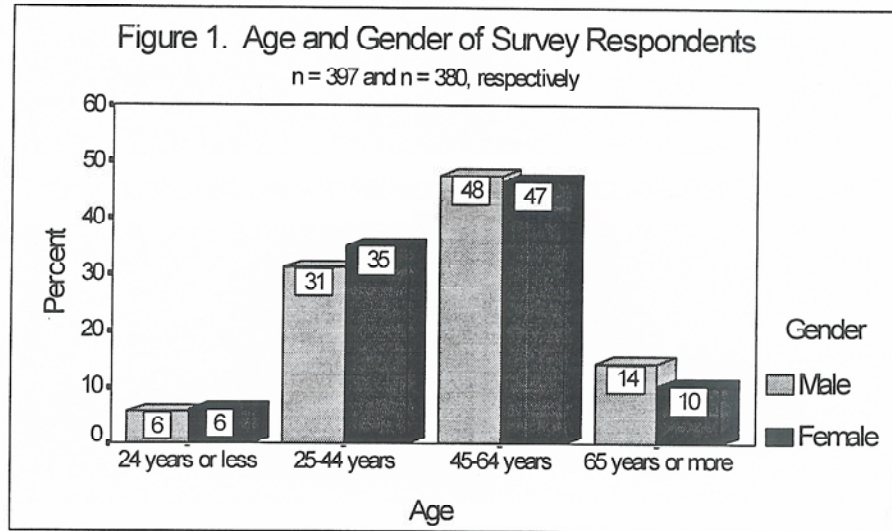
## ***Interpreting the Detailed Survey Results***



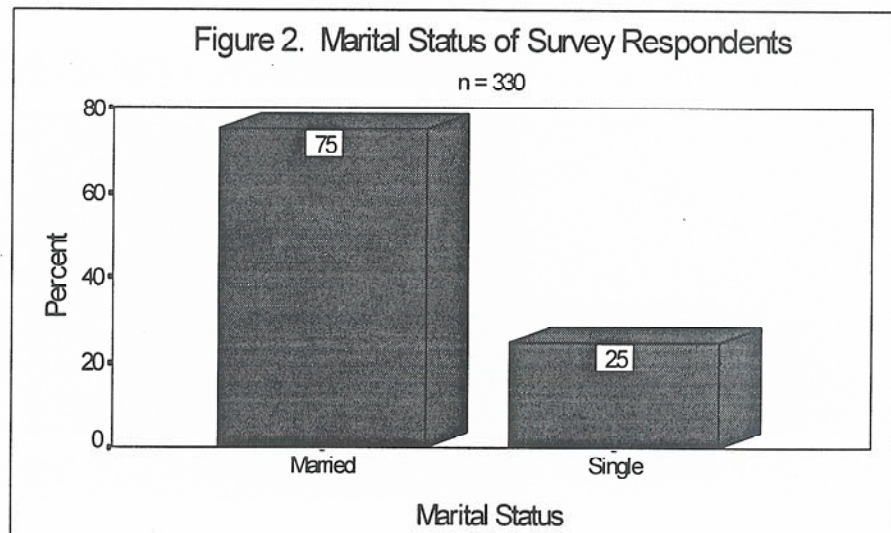
## Detailed Survey Results

### Visitor Profile

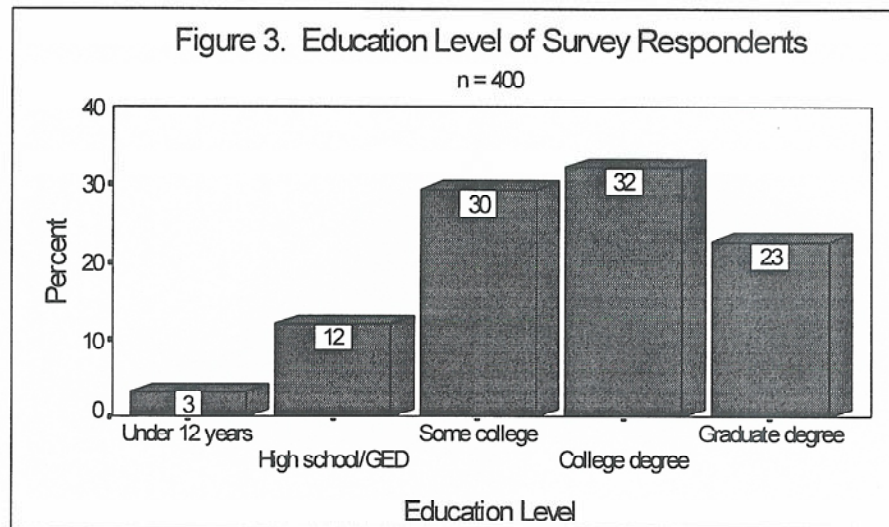
Close to 50 percent of the survey respondents were between 45 and 64 years of age and there was an even distribution between female and male respondents.



A significant number (75 percent) of the survey respondents were married.

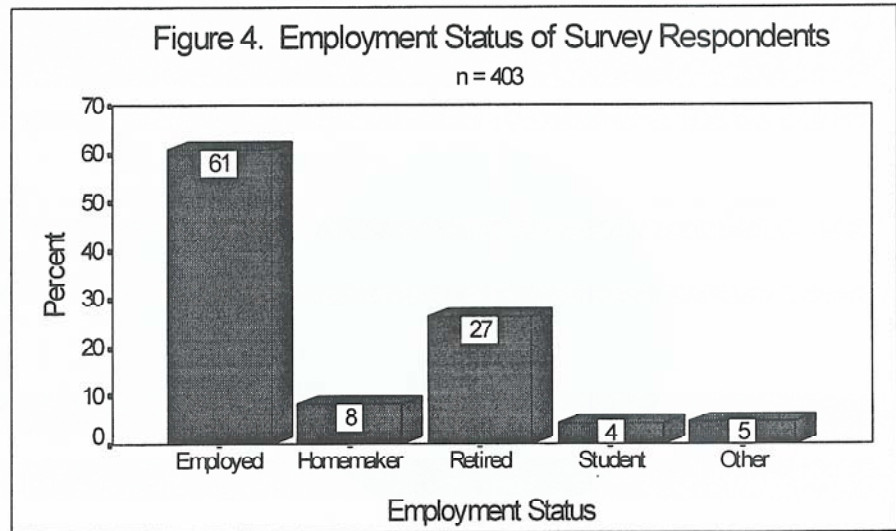


A large majority of the survey respondents (85 percent) had at least some college education. Only 3 percent had less than 12 years of education.

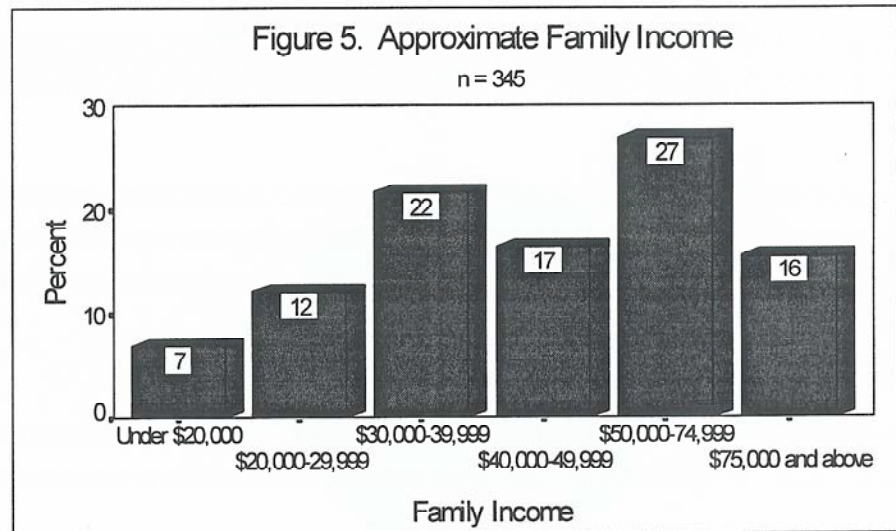


**Visitor Profile**  
*(continued)*

A majority of the survey respondents (61 percent) were employed and 27 percent were retired.



A significant number of the survey respondents (60 percent) had family incomes of \$40,000 or larger. Sixteen percent of these were \$75,000 or larger.



**Figure 6. State of Residence of Survey Respondents**

The visitors to the Colorado byways came from 35 different states and some international locations (Appendix D). The states of Colorado, Texas, Kansas, California, and New Mexico had the highest percentages of travelers to the byways. Foreign visitors traveled from the countries of Canada, England, and France.

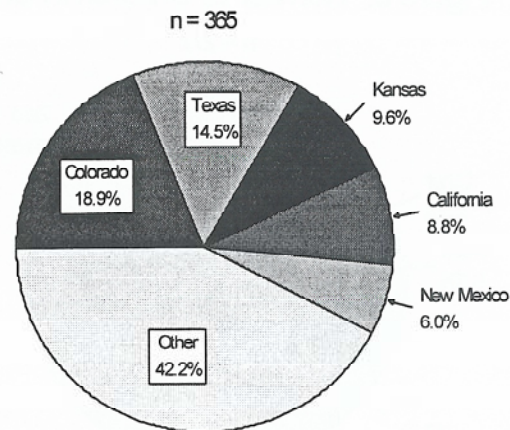
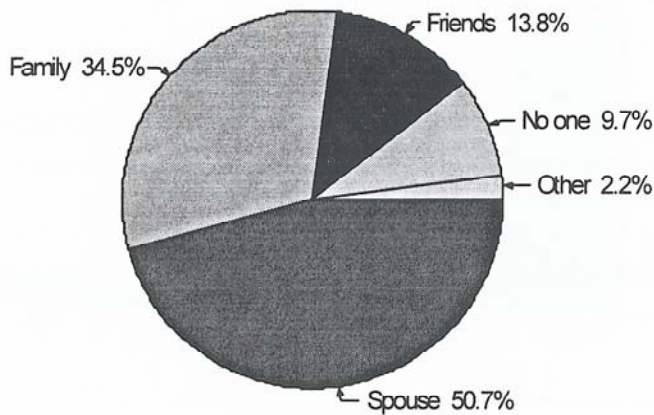




Figure 7. Travel Companions

n = 414

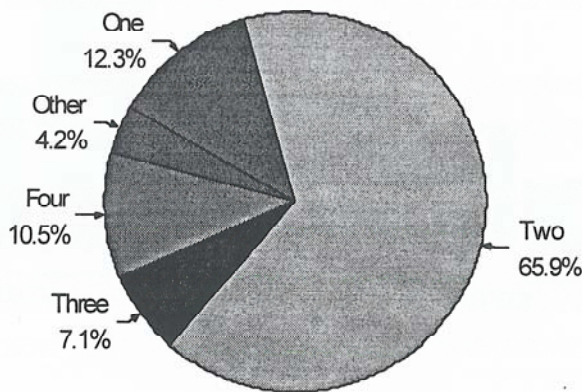


*Trip Profile*

Most visitors to the Colorado byways traveled with their spouse (50.7 percent) or with their family (34.5 percent). Less than 10 percent of the visitors traveled alone.

Figure 8. Number of Adults in Group

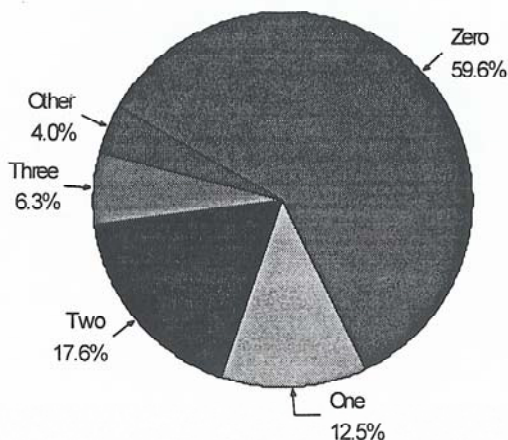
n = 408



Close to 66 percent of the groups traveling to the Colorado byways consisted of two adults, 18 years of age or older. "Other" party sizes were as large as 20 adults. The average party included 2.4 adults.

Figure 9. Number of Children in Group

n = 272



A majority of the groups traveling to the Colorado byways did not include children under the age of 18. Slightly over 12 percent of the groups included one child and almost 18 percent included two children. "Other" party sizes were as large as 40 children. The average party included one child.

**Trip Profile**  
*(continued)*

A large majority of the visitors to the Colorado byways (79.9 percent) were on a vacation or holiday.

Figure 10. Purpose of Trip

n = 403

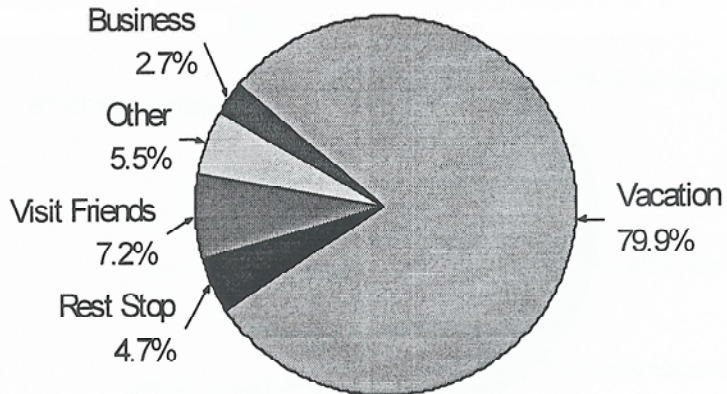


Figure 11. Duration of Trip

n = 413

Duration of the Colorado byways visit varied from day use only to 14 nights. The largest percentage of travelers stayed two to three nights.

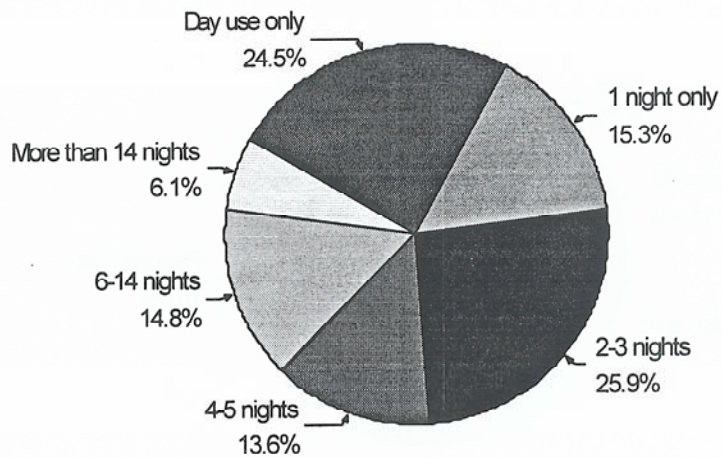


Figure 12. Visits to Colorado Byways

n = 402

Over 73 percent of the visitors to the Colorado byways were visiting for the first time. Close to 13 percent have been to the byway two to three times per year.

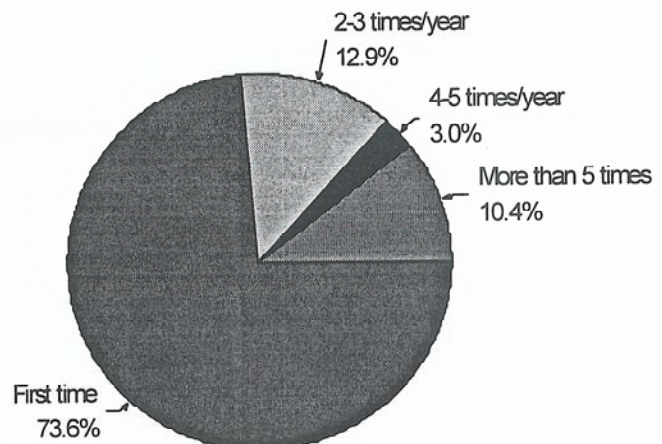


Figure 13. Information Sources About Byways

n=412

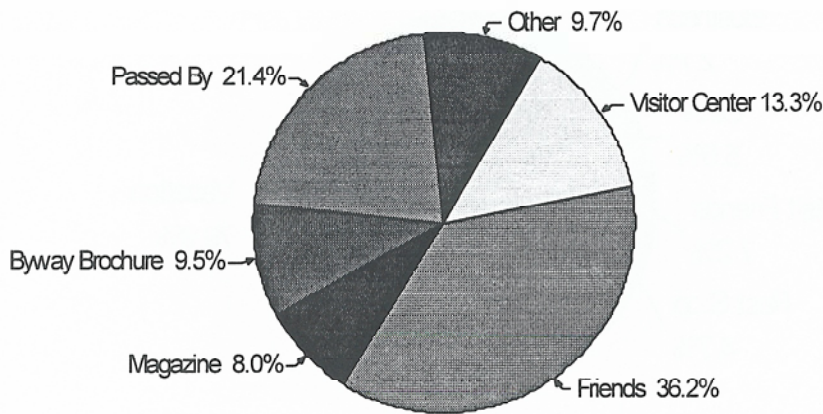


Figure 14. Method of Transportation

n=411

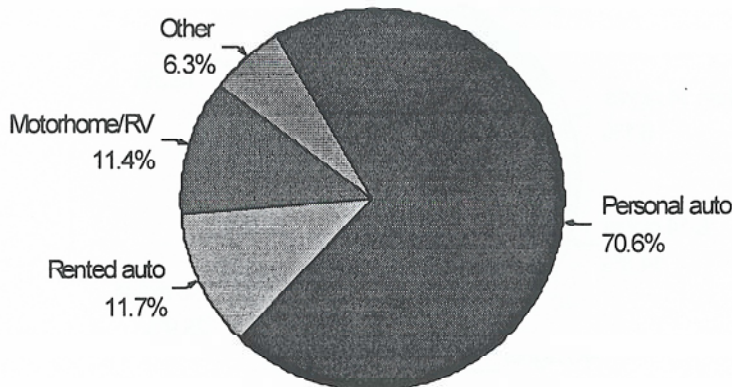
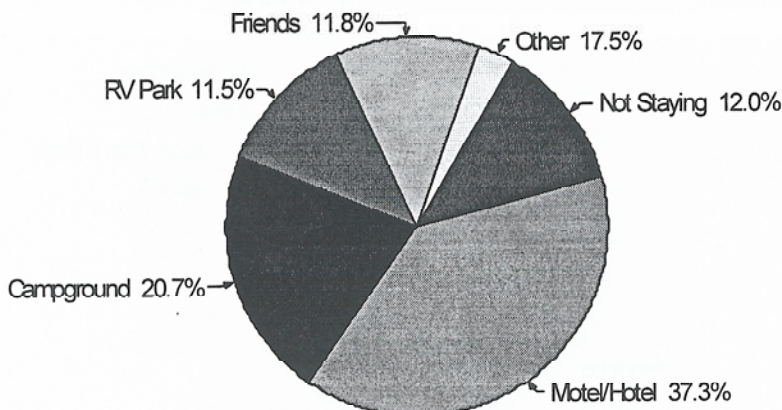


Figure 15. Accommodations

n=416



**Trip Profile  
(continued)**

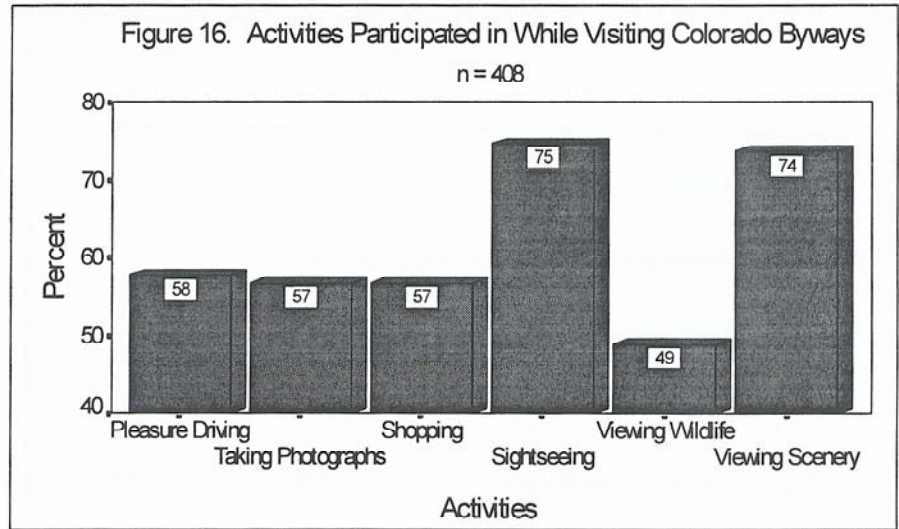
Most visitors to the Colorado byways learned about the byways from friends or relatives, 36.2 percent. Over 21 percent just happened to pass by the byway and over 13 percent learned about the byways from a welcome/visitor center. "Other" sources of information about the Colorado byways included the television, newspapers, chambers of commerce, and travel agents.

Most visitors to the Colorado byways traveled in some type of personal transportation. Personal autos accounted for 70.6 percent, motorhomes and recreational vehicles (RV's) accounted for 11.4 percent, and as many as 11.7 percent of travelers to the Colorado byways rented automobiles.

Only 12 percent of the visitors to the Colorado byways were not staying during their trip. A majority of the visitors stayed either in a motel or hotel (37.3 percent) or at a campground (20.7 percent). "Other" accommodations included cabin, condo, bed and breakfast, and own home.

**Trip Profile**  
*(continued)*

Visitors to the Colorado byways participated in a wide range of activities (Appendix D, Table D-10). The largest percentage of the visitors participated in sightseeing (74.8 percent) and viewing the scenery (73.8 percent).

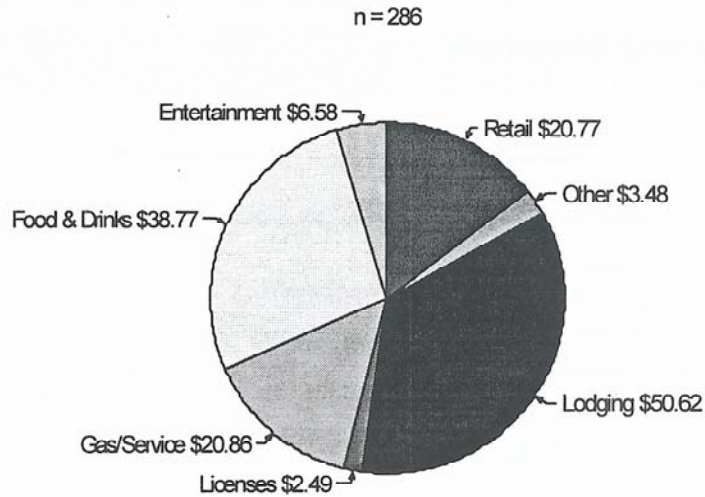


**Visitor Expenditures**

Expenses were projected for the average party size of 3.4 people (including children). Average expenses per party in a 24 hour period were \$143.57. Lodging and food and drinks (\$89.39) accounted for 62 percent of these expenses.

Average expenses per individual in a 24 hour period were \$42.23.

Figure 17. Average Expenses Per Party in 24 Hour Period



**Table 1. Visitor Motivations to Visit Colorado Byways: Importance and the Extent Obtained/Realized (mean response)**

Motivation	Importance	Obtained/Realized
A. Experience excitement	2.6	3.0
B. Do something with family	3.1	3.3
C. Talk to new people	2.5	2.7
D. Experience new things	3.3	3.3
E. Learn more about nature	3.0	3.0
F. View scenery	3.7	3.8
G. Develop spiritual values	2.3	2.4
H. Get exercise	2.5	2.8
I. Relax physically	3.1	3.2
J. Get away from demands of life	3.4	3.4
K. Experience solitude	2.7	2.7
L. Get away from crowds	2.9	3.0
M. Escape the heat	2.7	2.9

*Visitor Motivations*

*The Colorado Scenic and Historic Byways visitor survey used two scales to evaluate both the importance of motivating factors in visiting the Colorado byways and the extent to which the visitor obtained or realized these factors.*

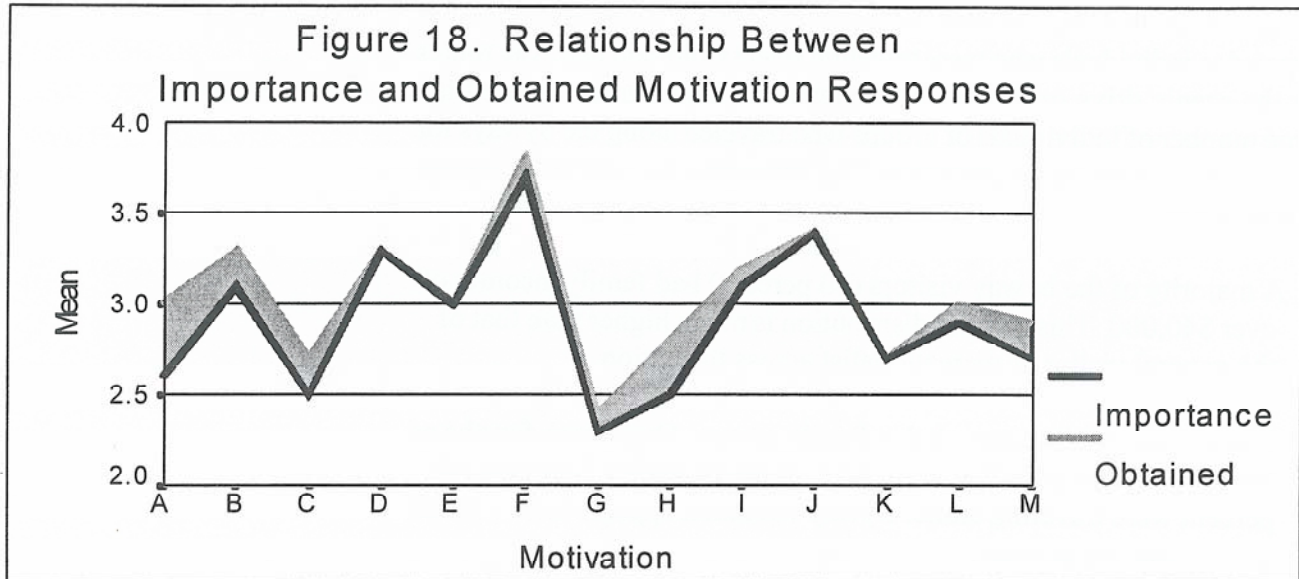
*The importance of each motivator was rated according to a four-point Likert scale (1=not important, 2=somewhat important, 3=important, 4=very important). The extent to which the visitor obtained or realized each motivator was rated according to a four-point Likert scale (1=not at all, 2=somewhat, 3=moderately, 4=totally).*

***The motivations with the highest mean importance ratings were:***

- F. View scenery (3.7)
- J. Get away from demands of life (3.4)
- D. Experience new things (3.3)
- I. Relax physically (3.1)
- B. Do something with family (3.1)
- E. Learn more about nature (3.0)

***The motivations with the lowest mean importance ratings were:***

- G. Develop spiritual values (2.3)
- C. Talk to new people (2.5)
- H. Get exercise (2.5)



Note: Refer to Table 1 for the list of motivations and their mean values which correspond with A-M in Figure 18.

**Visitor Motivations  
(continued)**

Figure 18 compares the differences between the mean importance and the mean obtained/realized responses of visitor motivations. Figure 18 illustrates that every motivation factor achieved an equal or higher mean obtained/realized rating than mean importance rating. Six of the thirteen motivation factors were rated as both important and moderately obtained/realized. Thus, the motivations rated high in importance were also experienced by visitors.

**The motivations with the largest differences between importance and obtained/realized ratings were:**

- A. Experience excitement (2.6 and 3.0, respectively)
- H. Get exercise (2.5 and 2.8, respectively)
- B. Do something with family (3.1 and 3.3, respectively)
- C. Talk to new people (2.5 and 2.7, respectively)
- M. Escape the heat (2.7 and 2.9, respectively)

The average response score for the importance of the motivation factors was 2.9, indicating that on average the motivations were rated higher than "somewhat important" and slightly lower than "important". Six of the thirteen motivation factors were rated as "important" or "very important"

The average response score for the extent to which the motivations were obtained or realized was 3.0, indicating that on average the motivating factors to visit Colorado byways were "moderately" obtained or realized. Eight of the thirteen motivation factors were rated as "moderately" or "totally" obtained or realized.

Keep in mind that the Colorado Scenic and Historic Byways survey was targeted to individuals who were traveling select Colorado highway routes for the scenic drive or the byway designation. This survey ignored the large number of individuals or groups who traveled along the byways for recreation or other travel purposes. The following are selected findings of this survey:

## Selected Findings

- ◆ A majority of the byway visitors (60 percent) had family incomes of over \$40,000. This income distribution is much higher than that of the general visitor or recreationalist across the nation.
- ◆ Most byway visitors traveled in family groups. Over three-fourths of the people were traveling with their spouse or family; less than ten percent were traveling alone. Byway visitation appears to be a small group traveling activity.
- ◆ A large percentage (73.6 percent) of individuals surveyed were first time visitors to the byways they visited. Slightly over ten percent of the visitors had been to the byway more than five times before, indicating some local return visitors.
- ◆ Over 11 percent of the visitors to the byways were traveling by rented automobile. This method of fly-auto travel is becoming more popular and will continue to grow.
- ◆ Motorhome and RV travel is important in the West with large distances between attractions. Over 11 percent of the byway visitors were traveling by motorhome or RV.
- ◆ The states generating the largest percentage of visitors from out-of-state were Texas, Kansas, California, and New Mexico. Colorado provided only 18.9 percent of the visitation. The number of surveys completed by Colorado residents is low since most of the visitors from within the state probably do not stop at visitor centers to get byway information.
- ◆ RV parks and campgrounds were used by almost one-third (32.2 percent) of the visitors while motels were used by 37.3 percent of the people.
- ◆ The most important motivations for visiting the byways were to: (1) view the scenery; (2) get away from the demands of life; (3) experience new things; (4) relax physically; (5) do something with the family; and (6) learn more about nature. Each visitor was asked if the activity that motivated their travel was obtained or realized. All moti-

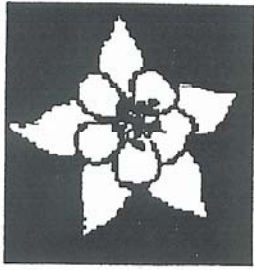
vations were at least somewhat obtained. All scores indicating that the motivation was obtained or realized were equal or higher than the importance of the motivation.

- ◆ Per party expenditures were about \$144 per day; per person expenditures were about \$42 per day. These expenditures are lower than other recent data collected in the West. This is probably do to the high percentage of camping and outdoor, rural nature activities of this type of vacation experience.



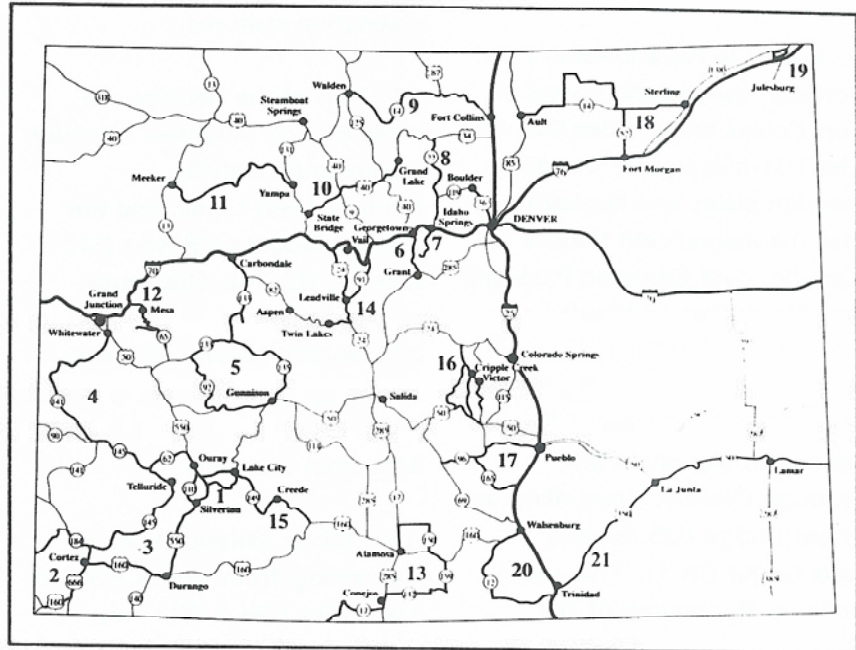
**Appendix A**  
**Colorado Scenic & Historic Byways**  
**Map & Byway Descriptions**

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# Colorado Scenic and Historic Byways

The Colorado Scenic and Historic Byways Commission has designated twenty-one of Colorado's most spectacular roadways, considered to have exceptional scenic, historic, recreational, ecological, and/or cultural value, as Scenic and Historic Byways. These roads are marked by distinctive highway signs featuring a blue columbine, and are highlighted on the state map.



**1. Alpine Loop Back Country**, connecting the towns of Lake City, Ouray, and Silverton (SH 110, Engineer Pass Road, Cinnamon Pass Road). The 65-mile route winds its way to an elevation of 12,800 feet, crossing Engineer and Cinnamon Passes, which are among five of Colorado's spectacular "fourteeners." **PORTIONS OF THIS ROAD ARE FOUR WHEEL DRIVE ONLY.**

**2. Trail of the Ancients**, a 113-mile route (US 666, 160, SH 184, 145, 41, Montezuma CRs L, 23, K, 10, CC) connecting Utah's Trail of the Ancients near Hovenweep National Monument with the Anasazi Heritage Center, City of Cortez, Ute Mountain Reservation and the Four Corners National Monument.

**3. San Juan Skyway**, situated in the spectacular San Juan Mountains of southwest Colorado (US 550 and 160, SH 62 and 145). This 236-mile route encompasses the nationally renowned Million Dollar Highway, often called the most scenic drive in America.

**4. Unaweep/Tabeguache**, between Whitewater and Placerville (SH 141 and 145). The 138-mile byway passes through the distinctive Unaweep Canyon, and the high, narrow Dolores River Canyon, opening onto the high plains of the Colorado Plateau.

**5. West Elk Loop**, between Carbondale, Hotchkiss, Gunnison, and Crested Butte (SH 133, 92, and 135, US 50). This 205-mile route

provides spectacular views along the north rim of the Black Canyon, fields of alpine wildflowers, and pastoral settings of the Crystal and Gunnison Rivers.

**6. Guanella Pass**, between the historic towns of Georgetown and Grant (Clear Creek CR 381 and Park CR 62). The 22-mile route provides panoramic views from the 11,669-foot mountain pass of the surrounding area, abundant wildlife and remnants of the historic mining era.

**7. Mount Evans**, extends from Idaho Springs to the summit of Mount Evans (SH 103 and 5). The 27-mile route is the highest paved highway in North America and offers spectacular views of the Front Range of the Rocky Mountains.

**8. Peak to Peak, between Estes Park and Black Hawk (SH 7, 72, and 119).** Less than an hour's drive from Denver, this 55-mile route offers numerous recreational opportunities and relics from the late 1800s mining boom days.

**9. Cache la Poudre-North Park, between the historic towns of Fort Collins and Walden (SH 14).** The 101-mile byway meanders through plains and hogbacks, into the magnificent Poudre Canyon, over Cameron Pass and into North Park to Walden.

**10. Colorado River Headwaters, 70 miles between Rocky Mountain National Park, through Granby, Kremmling and State Bridge (US 40 and 34, and Grand CR 1).** This route follows the course of the mighty Colorado River as it begins its journey west toward the Pacific Ocean.

**11. Flat Tops Trail, connects the towns of Yampa and Meeker (Routt CR 17, FS 16, Rio Blanco CR 8, and SH 13).** Scenic beauty is the main character of this 75-mile route, with rolling hills, hay meadows, deep canyons, and forested slopes of the Flat Top Mountains offering a visually unique landscape.

**12. Grand Mesa, between I-70 and Cedaredge (SH 65, Lands End Road).** The spectacular 63-mile route begins in the scenic Plateau River Canyon, then climbs through forests and meadows full of wildflowers, to offer panoramic views from the top of Grand Mesa.

**13. Los Caminos Antiguos, between Cumbres Pass and the City of Alamosa (SH 17, 142, 159, and 150, US 285 and 160, and Alamosa CR 6).** This 152-mile byway explores the rich heritage of Colorado's San Luis Valley and its blend of distinctive cultures.

**14. Top of the Rockies, 75 miles of high mountain splendor connecting Leadville, Minturn, Twin Lakes, and the Copper Mountain Resort (SH 91 and 82, US 24).** This route offers the visitor an abundance of Colorado History including early day fortune seeking miners and the brave men of the 10th Mountain Division.

**15. Silver Thread Byway, stretching from South Fork to Lake City (SH 149).** This 75-mile route provides countless photographic opportunities, including ghost towns, mountain peaks, and unique and unusual rock formations.

**16. Gold Belt Tour, a 131-mile route between Florissant, Cripple Creek, Victor, Florence and Canyon City (SH 67, 9, 115, US 50, Teller CR 1).** The route follows the historic Florence and Cripple Creek Railroad grade through Phantom Canyon; the Shelf Road, providing access to the Garden Park Fossil Area, Florissant Fossil Beds; and the High Park Road with scenic views of Pikes Peak. **POR-TIONS OF THIS ROUTE RE-QUIRE FOUR-WHEEL-DRIVE VEHICLES.**

**17. Frontier Pathways, between the City of Pueblo and the towns of Westcliffe and Colorado City (SH 96, SH 165),** is a 103-mile route featuring historic homesteads, the pristine Wet Mountain Valley, romantic stage-stop ruins, and wildlife viewing pullouts.

**18. Pawnee Pioneer Trails, located on Colorado's north-eastern high plains between the agricultural towns of Sterling, Fort Morgan, and Ault (SH 52 and 14, Weld CR 129, 110, 112, and 390).** This 125-mile route gives the visitor a chance to experience the timeless grasslands and the Pawnee Buttes.

**19. South Platte River Trail, travels between Julesburg and Ovid (Sedgwick CR 28, US 138).** The 14-mile route closely follows the trails that were established during westward migration, including the Pony Express Trail.

**20. Highway of Legends, 75 miles linking Trinidad, La Veta, and Walsenburg (SH 12, US 160).** The magnificent Sangre de Cristo Mountains provide a spectacular backdrop for the southwestern architecture which reflects Colorado's earliest Hispanic influences.

**21. Santa Fe Trail, between the Kansas state line near Holly and the New Mexico state line at Raton Pass (US 50 and 350, and I-25).** The 188-mile byway closely parallels the Mountain Branch of the historic Santa Fe Trail.

# **Appendix B**

## **Colorado Scenic & Historic Byways**

### **Visitor Survey**

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# Colorado Scenic and Historic Byways VISITOR SURVEY

This survey is designed to help us understand more about the visitors who come to Colorado's Byways. You are very important to us. By taking a few minutes to fill out this questionnaire you will help Colorado Byways become better places to visit. Check all appropriate answers, or fill in the blanks. Please answer all questions. Answers are confidential.

---

1. What is the purpose of your trip? (Check only one)

<input type="checkbox"/> Business	<input type="checkbox"/> Rest stop	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Vacation/holiday	<input type="checkbox"/> Visit friends/relatives	

---

2. How long are you staying?

<input type="checkbox"/> Day use only	<input type="checkbox"/> 2-3 nights	<input type="checkbox"/> 6-14 nights
<input type="checkbox"/> 1 night only	<input type="checkbox"/> 4-5 nights	<input type="checkbox"/> More than 14 nights

---

3. Who accompanied you on this trip?

<input type="checkbox"/> No one (alone)	<input type="checkbox"/> Family	<input type="checkbox"/> Tour group
<input type="checkbox"/> Spouse	<input type="checkbox"/> Friends	<input type="checkbox"/> Other: _____

---

4. How many adults (18 and over) in your group?

5. How many children (under 18) in your group?

---

6. How many times have you visited this byway?

<input type="checkbox"/> First visit	<input type="checkbox"/> 4-5 times a year
<input type="checkbox"/> 2-3 times a year	<input type="checkbox"/> More than five times

---

7. What method of transportation brought you to this byway?

<input type="checkbox"/> Personal auto	<input type="checkbox"/> Motorhome/RV	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Rented auto	<input type="checkbox"/> Tour bus	
<input type="checkbox"/> Bicycle	<input type="checkbox"/> Motorcycle	

---

8. Where are you staying during this trip?

<input type="checkbox"/> Not staying	<input type="checkbox"/> Bed and Breakfast	<input type="checkbox"/> With friends/relatives
<input type="checkbox"/> Motel/hotel	<input type="checkbox"/> Campground	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Cabin	<input type="checkbox"/> RV park	
<input type="checkbox"/> Condo	<input type="checkbox"/> Own home	

---

9. How did you learn about this byway? (Check all that apply)

<input type="checkbox"/> Television	<input type="checkbox"/> Chamber of Commerce	<input type="checkbox"/> Magazine
<input type="checkbox"/> <i>The Denver Post</i>	<input type="checkbox"/> Welcome/Visitor's Center	<input type="checkbox"/> Byway brochure
<input type="checkbox"/> Newspaper (other than <i>Denver Post</i> )	<input type="checkbox"/> Travel Agent	<input type="checkbox"/> Just happened to pass by
<input type="checkbox"/> Radio	<input type="checkbox"/> Friends/relatives	<input type="checkbox"/> Other: _____

---

10. Indicate all activities you did or will participate in while visiting this byway. (Check all that apply)

<input type="checkbox"/> Shopping	<input type="checkbox"/> Sightseeing	<input type="checkbox"/> Visiting museum
<input type="checkbox"/> Attending special events	<input type="checkbox"/> Fishing	<input type="checkbox"/> Hunting
<input type="checkbox"/> Hiking/walking/running	<input type="checkbox"/> Camping	<input type="checkbox"/> Golfing
<input type="checkbox"/> Viewing wildlife	<input type="checkbox"/> Bicycling	<input type="checkbox"/> Taking photographs
<input type="checkbox"/> Viewing scenery	<input type="checkbox"/> Horseback riding	<input type="checkbox"/> Driving off road or 4-wheel vehicles
<input type="checkbox"/> Climbing/caving	<input type="checkbox"/> Motorcycle driving	<input type="checkbox"/> Picnicking
<input type="checkbox"/> Pleasure driving	<input type="checkbox"/> Dining	<input type="checkbox"/> Other: _____
<input type="checkbox"/> River rafting/canoeing/kayaking	<input type="checkbox"/> Boating on lakes/reservoirs	<input type="checkbox"/> Other: _____

---

11. What is your age?

<input type="checkbox"/> 24 years or less	<input type="checkbox"/> 45-64 years
<input type="checkbox"/> 25-44 years	<input type="checkbox"/> 65 years or more

12. What is your gender?	13. What is your marital status?
<input type="checkbox"/> Male <input type="checkbox"/> Female	<input type="checkbox"/> Married <input type="checkbox"/> Single

14. What is the highest level of education you have completed?

<input type="checkbox"/> Under 12 years	<input type="checkbox"/> Some college, Associate or Vocational Degree	<input type="checkbox"/> College Degree
<input type="checkbox"/> High school graduate/GED		<input type="checkbox"/> Graduate Degree

15. What is your employment status?

<input type="checkbox"/> Employed	<input type="checkbox"/> Homemaker	<input type="checkbox"/> Other _____
<input type="checkbox"/> Retired	<input type="checkbox"/> Student	

16. What is your approximate family income?

<input type="checkbox"/> Under \$20,000	<input type="checkbox"/> \$30,000-\$39,999	<input type="checkbox"/> \$50,000-74,999
<input type="checkbox"/> \$20,000-\$29,999	<input type="checkbox"/> \$40,000-\$49,999	<input type="checkbox"/> \$75,000 and above

17. Home Zip Code	18. Country of residence (if not U.S.)
-------------------	--

19. Are you here for the scenic drive or are you just passing through to another destination?

Scenic drive

Passing through to another destination

PLEASE ENTER THE AMOUNT OF DOLLARS YOUR PARTY SPENT IN THE LAST 24 HOURS ON THE FOLLOWING:

- 20. Lodging ..... \$ \_\_\_\_\_
- 21. Food and drinks ..... \$ \_\_\_\_\_
- 22. Gasoline/Service station ..... \$ \_\_\_\_\_
- 23. Licenses ..... \$ \_\_\_\_\_
- 24. Retail purchases ..... \$ \_\_\_\_\_
- 25. Entertainment ..... \$ \_\_\_\_\_
- 26. Other: \_\_\_\_\_ ..... \$ \_\_\_\_\_

WE WILL BE CONTACTING A FEW OF THE INDIVIDUALS WHO HAVE FILLED OUT THIS SURVEY IN ORDER TO VERIFY THE ABOVE EXPENDITURE INFORMATION.

27. May we contact you?	28. If yes, what is your phone number?	29. Best time to call
<input type="checkbox"/> Yes <input type="checkbox"/> No	(      )	

The following is a list of reasons why people visit Colorado Byways. Please rate the importance of these reasons to you.

Then, rate the extent to which you obtained or realized each of these experiences on your current trip.

IMPORTANCE				OBTAINED OR REALIZED			
4 = Very Important	3 = Important	2 = Somewhat Important	1 = Not Important	4 = Totally	3 = Moderately	2 = Somewhat	1 = Not at all

30. To experience excitement .....	4	3	2	1	43. ....	4	3	2	1
31. To do something with my family .....	4	3	2	1	44. ....	4	3	2	1
32. To talk to new and varied people .....	4	3	2	1	45. ....	4	3	2	1
33. To experience new and different things .....	4	3	2	1	46. ....	4	3	2	1
34. To learn more about nature .....	4	3	2	1	47. ....	4	3	2	1
35. To view scenery .....	4	3	2	1	48. ....	4	3	2	1
36. To develop personal, spiritual values .....	4	3	2	1	49. ....	4	3	2	1
37. To get exercise .....	4	3	2	1	50. ....	4	3	2	1
38. To relax physically .....	4	3	2	1	51. ....	4	3	2	1
39. To get away from the usual demands of life .....	4	3	2	1	52. ....	4	3	2	1
40. To experience solitude .....	4	3	2	1	53. ....	4	3	2	1
41. To get away from crowds .....	4	3	2	1	54. ....	4	3	2	1
42. To escape the heat .....	4	3	2	1	55. ....	4	3	2	1

*Thank You!*

## **Appendix C**

### **Colorado Scenic & Historic Byways**

## **Survey Sites & Visitor Center User Counts**

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## Colorado Scenic and Historic Byways Byway Survey Sites

### Group #1 - Southwest

\*Archeological and geological wonders; Native American culture; Ghost towns.

#### Silver Thread

-- Lake City Visitor Center

#### Alpine Loop

-- Ouray Visitor Center

#### San Juan Skyway

-- Durango and Telluride Visitor Centers

#### Unaweeep/Tabeguache

--

#### Grand Mesa

--

#### West Elk Loop

-- Gunnison Visitor Center

### Group #2 - Central Mountains

\*Mountain vistas; unique mountain towns; outdoor recreation.

#### Top of the Rockies

-- Leadville Chamber of Commerce

#### Colorado River Headwaters

-- Grand County Museum - Hot Sulphur Spr.

#### Flat Tops

--

### Group #3 - Urban Recreation

\*Playground of the Rockies; Day trips - Short driving distance from the Denver Metro area.

#### Peak to Peak

--

#### Mount Evans

-- Clear Creek Ranger District - Idaho Springs

#### Guanella Pass

-- Georgetown Visitor Center



## Colorado Scenic and Historic Byways Byway Survey Sites

### Group #4 - River Canyon

**\*National Wild and Scenic River; Some of the most popular fishing spots in Colorado; White water rafting.**

**Cache la Poudre-  
North Park**

--

**Arrowhead Lodge - near Rustic**

### Group #5 - The Plains

**\*Native American and pioneer trails; Open plains; Short-grass prairie.**

**Pawnee Pioneer Trail** --

**South Platte River Trail** --

**Santa Fe Trail** --

**Lamar Welcome Center**

**LaJunta Chamber of Commerce**

### Group #6 - Historic Homesteads

**\*Stage-stop ruins; Remnants of early settlers; Historic towns.**

**Gold Belt Tour** --

**Canon City Chamber of Commerce  
Visitor Cabins at both sides of town**

**Frontier Pathways** --

**Highway of Legend** --

**La Veta Visitor Center**

### Group #7 - Cultural

**\*Hispanic Culture; Strong Native American Heritage; The Great Sand Dunes.**

**Los Caminos Antiguos** --

**Fort Garland Visitor Center "The Fort"**

**Trail of Ancients** --

Visitor Center User Count							
	Summer		Fall		Total		
	Weekday	Weekend	Weekday	Weekend	Visitors		
Lake City	12,680	2,755	2,227	365	18,027		
	70%	15%	12%	2%			
				Sept., Sat.			
Ouray	16,500	4,400	5,250	2,100	28,250		
	58%	16%	19%	7%			
Durango	54,900	13,100	15,500	2,500	86,000		
	64%	15%	18%	3%			
Telluride *							
Gunnison	17,038	5,500	7,152	2,800	32,490		
	52%	17%	22%	9%			
Leadville	8,676	4,400	3,202	2,240	18,518		
	47%	24%	17%	12%			
Hot Sulphur	1,298	649	1,298	649	3,894		
	33%	17%	33%	17%			
Georgetown *							
Idaho Springs	11,600	4,400	5,340	2,660	24,000		
	49%	18%	22%	11%			
Arrowhead	5,350	3,300	-----	1,350			
	54%	33%		13%			
				Sept. Only			
Lamar	9,150	3,300	4,030	1,820	18,300		
	50%	18%	22%	10%			
LaJunta	13,140	4,860	8,280	3,720	30,000		
	44%	16%	28%	12%			
Canon City	26,110	11,200	-----	-----	37,310		
	70%	30%					
LaVeta *							
Fort Garland	13,725	7,500	5,725	1,050	28,000		
	49%	27%	20%	4%			
Totals**	190,167	65,364	58,004	21,254	324,789		
	56%	20%	18%	6%			

\* Waiting for data from visitor center

\*\* Includes only 12 visitor sites

# **Appendix D**

## **Colorado Scenic & Historic Byways**

### **Detailed Data Tables**

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**Table D-1 Purpose of Trip (n = 403)**

Purpose of Trip	Frequency	Percent (%)
Business	11	2.7
Vacation/holiday	322	79.9
Rest Stop	19	4.7
Visit friends/relatives	29	7.2
Other	22	5.5

**Table D-2 Duration of Trip (n = 413)**

Duration of Trip	Frequency	Percent (%)
Day use only	101	24.5
1 night only	63	15.3
2-3 nights	107	25.9
4-5 nights	56	13.6
6-14 nights	61	14.8
More than 14 nights	25	6.1

**Table D-3 Travel Companions (n = 414)**

Travel Companions	Frequency/Percent (%)		Frequency/Percent (%)	
	Yes	%	No	%
No one (alone)	40	9.7	374	90.3
Spouse	210	50.7	204	49.3
Family	143	34.5	271	65.5
Friends	57	13.8	357	86.2
Tour group	2	0.5	412	99.5
Other	7	1.7	407	98.3

**Table D-4 Number of Adults in Group (n = 408)**

Adults (18 and over)	Frequency	Percent (%)
1	50	12.3
2	269	65.9
3	29	7.1
4	43	10.5
5	9	2.2
6	3	0.7
7	2	0.5
8	2	0.5
20	1	0.2

**Table D-5 Number of Children in Group (n = 272)**

Children (under 18)	Frequency	Percent (%)
0	162	59.6
1	34	12.5
2	48	17.6
3	17	6.3
4	3	1.1
5	2	0.7
6	4	1.5
7	1	0.4
40	1	0.4

**Table D-6 Visits to Colorado Byways (n = 402)**

Visits to Byway County	Frequency	Percent (%)
First Time	296	73.6
2-3 times per year	52	12.9
4-5 times per year	12	3.0
More than 5 times	42	10.4

**Table D-7 Method of Transportation (n = 411)**

Method of Transportation	Frequency	Percent (%)
Personal auto	290	70.6
Rented auto	48	11.7
Bicycle	2	0.5
Motorhome/RV	47	11.4
Tour bus	2	0.5
Motorcycle	10	2.4
Other	12	2.9

**Table D-8 Accommodations (n = 416)**

Accommodations	Frequency/Percent (%)		Frequency/Percent (%)	
	Yes	%	No	%
Not staying	50	12.0	366	88.0
Motel/hotel	155	37.3	261	62.7
Cabin	23	5.5	393	94.5
Condo	10	2.4	406	97.6
Bed and Breakfast	11	2.6	405	97.4
Campground	86	20.7	330	79.3
RV Park	48	11.5	368	88.5
Own home	17	4.1	399	95.9
With friends/relatives	49	11.8	367	88.2
Other	12	2.9	404	97.1

**Table D-9 Information Sources About Byways (n = 412)**

Information Source	Frequency/Percent (%)		Frequency/Percent (%)	
	Yes	%	No	%
Television	5	1.2	407	98.8
The <i>Denver Post</i>	3	0.7	409	99.3
Newspaper	7	1.7	405	98.3
Radio	0	0.0	412	100.0
Chamber of Commerce	20	4.9	392	95.1
Welcome/Visitor's Center	55	13.3	357	86.7
Travel Agent	5	1.2	407	98.8
Friends/relatives	149	36.2	263	63.8
Magazine	33	8.0	379	92.0
Byway brochure	39	9.5	373	90.5
Just pass by (through)	88	21.4	324	78.6
Other	92	22.3	320	77.7

**Table D-10 Activities Participated in While Visiting Byways (n = 408)**

Activities	Frequency/Percent (%)		Frequency/Percent (%)	
	Yes	%	No	%
Shopping	232	56.9	176	43.1
Attending special events	44	10.8	364	89.2
Hiking/walking/running	177	43.4	231	56.6
Viewing wildlife	200	49.0	208	51.0
Viewing scenery	301	73.8	107	26.2
Climbing/caving	30	7.4	378	92.6
Pleasure driving	236	57.8	172	42.2
River rafting/canoeing/kayak	14	3.4	394	96.6
Sightseeing	305	74.8	103	25.2
Fishing	62	15.2	346	84.8
Camping	107	26.2	301	73.8
Bicycling	20	4.9	388	95.1
Horseback riding	16	3.9	392	96.1
Motorcycle driving	11	2.7	397	97.3
Dining	163	40.0	245	60.0
Boating on lakes/reservoirs	7	1.7	401	98.3
Visiting museum	171	41.9	237	58.1
Hunting	4	1.0	404	99.0
Golfing	21	5.1	387	94.9
Taking photographs	232	56.9	176	43.1
Driving off road/ 4-wheel	62	15.2	346	84.8
Picnicking	93	22.8	315	77.2
Other	32	7.8	376	92.2
Other	3	0.7	405	99.3

**Table D-11 Age of Survey Respondents (n = 397)**

Age	Frequency	Percent (%)
24 years or less	23	5.8
25-44 years	127	32.0
45-64 years	195	49.1
65 years or more	52	13.1

**Table D-12 Gender of Survey Respondents (n = 380)**

Gender	Frequency	Percent (%)
Male	189	49.7
Female	191	50.3



**Table D-13 Marital Status of Survey Respondents (n = 330)**

Marital Status	Frequency	Percent (%)
Married	248	75.2
Single	82	24.8

**Table D-14 Education Level of Survey Respondents (n = 400)**

Education Level	Frequency	Percent (%)
Under 12 years	13	3.3
High school graduate/GED	49	12.3
Some college of Associate	118	29.5
College degree	129	32.3
Graduate degree	91	22.8

**Table D-15 Employment Status of Survey Respondents (n = 403)**

Employment Status	Frequency/Percent (%)		Frequency/Percent (%)	
	Yes	%	No	%
Employed	246	61.0	157	39.0
Retired	107	26.6	296	73.4
Homemaker	34	8.4	369	91.6
Student	18	4.5	385	95.5
Other	19	4.7	384	95.3

**Table D-16 Approximate Family Income (n = 345)**

Income Level	Frequency	Percent (%)
Under \$20,000	24	7.0
\$20,000 - \$29,999	42	12.2
\$30,000 - \$39,999	75	21.7
\$40,000 - \$49,999	57	16.5
\$50,000 - \$74,999	93	27.0
\$75,000 and above	54	15.7

**Table D-17 Home Zip Code (n = 365)**

State of Home Zip Code	Frequency	Percent (%)
Alabama	7	1.9
Arizona	14	3.8
Arkansas	4	1.1
California	32	8.8
Colorado	69	18.9
Florida	14	3.8
Georgia	3	0.8
Illinois	5	1.4
Indiana	2	0.5
Iowa	9	2.5
Kansas	35	9.6
Kentucky	1	0.3
Louisiana	3	0.8
Maryland	3	0.8
Massachusetts	1	0.5
Michigan	4	1.1
Minnesota	5	1.4
Missouri	15	4.1
Mississippi	2	0.5
Montana	1	0.3
Nebraska	5	1.4
New Jersey	3	0.8
New Mexico	22	6.0
New York	3	0.8
North Carolina	5	1.4
Ohio	5	1.4
Oklahoma	15	4.1
Oregon	3	0.8
Pennsylvania	7	1.9
South Carolina	1	0.3
Texas	53	14.5
Utah	2	0.5
Virginia	4	1.1
Washington	5	1.4
Wyoming	2	0.5

**Table D-18 Country of Residence (n = 418)**

Country	Frequency	Percent (%)
Canada	1	0.24
England	3	0.72
France	2	0.48
United States	412	98.56

**Table D-19 Scenic Drive or Passing Through (n = 346)**

Scenic Drive or Passing Through	Frequency	Percent (%)
Scenic Drive	210	60.7
Passing by (through)	136	39.3

**Table D-20 Lodging Expenses (24 hour period) (n = 281)**

Lodging Expense	Frequency	Percent (%)
\$0	29	10.3
\$4	3	1.1
\$5	1	0.4
\$6	1	0.4
\$7	1	0.4
\$8	3	1.1
\$9	1	0.4
\$10	11	3.9
\$11	4	1.4
\$12	1	0.4
\$13	3	1.1
\$14	3	1.1
\$15	3	1.1
\$16	3	1.1
\$17	1	0.4
\$18	6	2.1
\$20	11	3.9
\$21	2	0.7
\$25	6	2.1
\$26	1	0.4
\$27	2	0.7
\$28	1	0.4
\$30	10	3.6
\$32	1	0.4
\$33	1	0.4
\$34	1	0.4
\$35	3	1.1
\$36	1	0.4
\$38	2	0.7
\$40	11	3.9
\$42	3	1.1
\$43	1	0.4
\$44	2	0.7
\$45	12	4.3
\$46	5	1.8
\$47	2	0.7
\$49	2	0.7
\$50	28	10.0
\$52	1	0.4
\$54	1	0.4
\$55	7	2.5
\$58	3	1.1

**Table D-20 (con't)**

Lodging Expense	Frequency	Percent (%)
\$60	12	4.3
\$64	1	0.4
\$65	11	3.9
\$66	1	0.4
\$68	1	0.4
\$69	1	0.4
\$70	7	2.5
\$75	6	2.1
\$80	6	2.1
\$85	4	1.4
\$90	2	0.7
\$95	1	0.4
\$100	11	3.9
\$104	1	0.4
\$109	1	0.4
\$120	2	0.7
\$125	2	0.7
\$130	2	0.7
\$140	4	1.4
\$150	2	0.7
\$180	1	0.4
\$200	5	1.8
\$250	1	0.4
\$400	1	0.4
\$600	1	0.4

**Table D-21 Food and Drink Expenses (24 hour period) (n = 286)**

Food and Drink Expense	Frequency	Percent (%)
\$0	3	1.0
\$3	2	0.7
\$5	4	1.4
\$6	5	1.7
\$7	2	0.7
\$10	19	6.6
\$11	1	0.3
\$12	5	1.7
\$13	2	0.7
\$15	18	6.3
\$16	1	0.3
\$18	2	0.7
\$19	1	0.3
\$20	33	11.5
\$21	1	0.3
\$22	1	0.3
\$24	2	0.7
\$25	23	8.0
\$30	32	11.2
\$32	1	0.3
\$35	11	3.8
\$38	1	0.3
\$40	20	7.0
\$43	1	0.3
\$45	1	0.3
\$50	39	13.6
\$54	1	0.3
\$55	2	0.7
\$60	9	3.1
\$65	2	0.7
\$70	6	2.1
\$75	5	1.7
\$77	1	0.3
\$80	4	1.4
\$100	19	6.6
\$115	1	0.3
\$120	1	0.3
\$150	3	1.0
\$200	1	0.3

**Table D-22 Gasoline/Service Station Expenses (24 hour period) (n = 252)**

Gasoline/Service Expense	Frequency	Percent (%)
\$0	9	3.6
\$8	2	0.8
\$9	1	0.4
\$10	19	7.5
\$11	2	0.8
\$12	2	0.8
\$13	9	3.6
\$14	2	0.8
\$15	36	14.3
\$17	1	0.4
\$18	3	1.2
\$20	60	23.8
\$21	1	0.4
\$22	5	2.0
\$23	2	0.8
\$25	23	9.1
\$27	1	0.4
\$28	1	0.4
\$30	27	10.7
\$35	6	2.4
\$40	19	7.5
\$43	1	0.4
\$45	3	1.2
\$50	8	3.2
\$52	2	0.8
\$60	4	1.6
\$70	2	0.8
\$100	2	1.5

**Table D-23 License Expenses (24 hour period) (n = 53)**

Licenses Expense	Frequency	Percent (%)
\$0	32	60.4
\$1	1	1.9
\$3	2	3.8
\$5	1	1.9
\$10	3	5.7
\$15	2	3.8
\$18	3	5.7
\$20	5	9.4
\$36	1	1.9
\$80	1	1.9
\$100	1	1.9
\$270	1	1.9

**Table D-24 Retail Purchase Expenses (24 hour period) (n = 135)**

Retail Purchases Expense	Frequency	Percent (%)
\$0	21	15.6
\$1	1	0.7
\$2	1	0.7
\$3	3	2.2
\$5	4	3.0
\$8	1	0.7
\$10	15	11.1
\$11	1	0.7
\$12	1	0.7
\$15	1	0.7
\$16	1	0.7
\$18	1	0.7
\$20	12	8.9
\$22	1	0.7
\$25	8	5.9
\$26	1	0.7
\$30	7	5.2
\$36	2	1.5
\$38	2	1.5
\$40	7	5.2
\$45	2	1.5
\$50	17	12.6
\$60	2	1.5
\$70	1	0.7
\$75	1	0.7
\$78	1	0.7
\$80	2	1.5
\$100	7	5.2
\$150	4	3.0
\$160	1	0.7
\$200	2	1.5
\$300	3	2.2
\$350	1	0.7



**Table D-25 Entertainment Expenses (24 hour period) (n = 85)**

Entertainment Expense	Frequency	Percent (%)
\$0	24	28.2
\$2	1	1.2
\$3	1	1.2
\$4	5	5.9
\$5	1	1.2
\$6	1	1.2
\$8	4	4.7
\$9	1	1.2
\$10	4	4.7
\$12	1	1.2
\$15	6	7.1
\$16	5	5.9
\$20	8	9.4
\$24	2	2.4
\$25	2	2.4
\$30	2	2.4
\$38	1	1.2
\$40	3	3.5
\$50	1	1.2
\$56	1	1.2
\$57	1	1.2
\$60	1	1.2
\$65	1	1.2
\$85	2	2.4
\$100	5	5.9
\$150	1	1.2

**Table D-26 Other Expenses (24 hour period) (n = 43)**

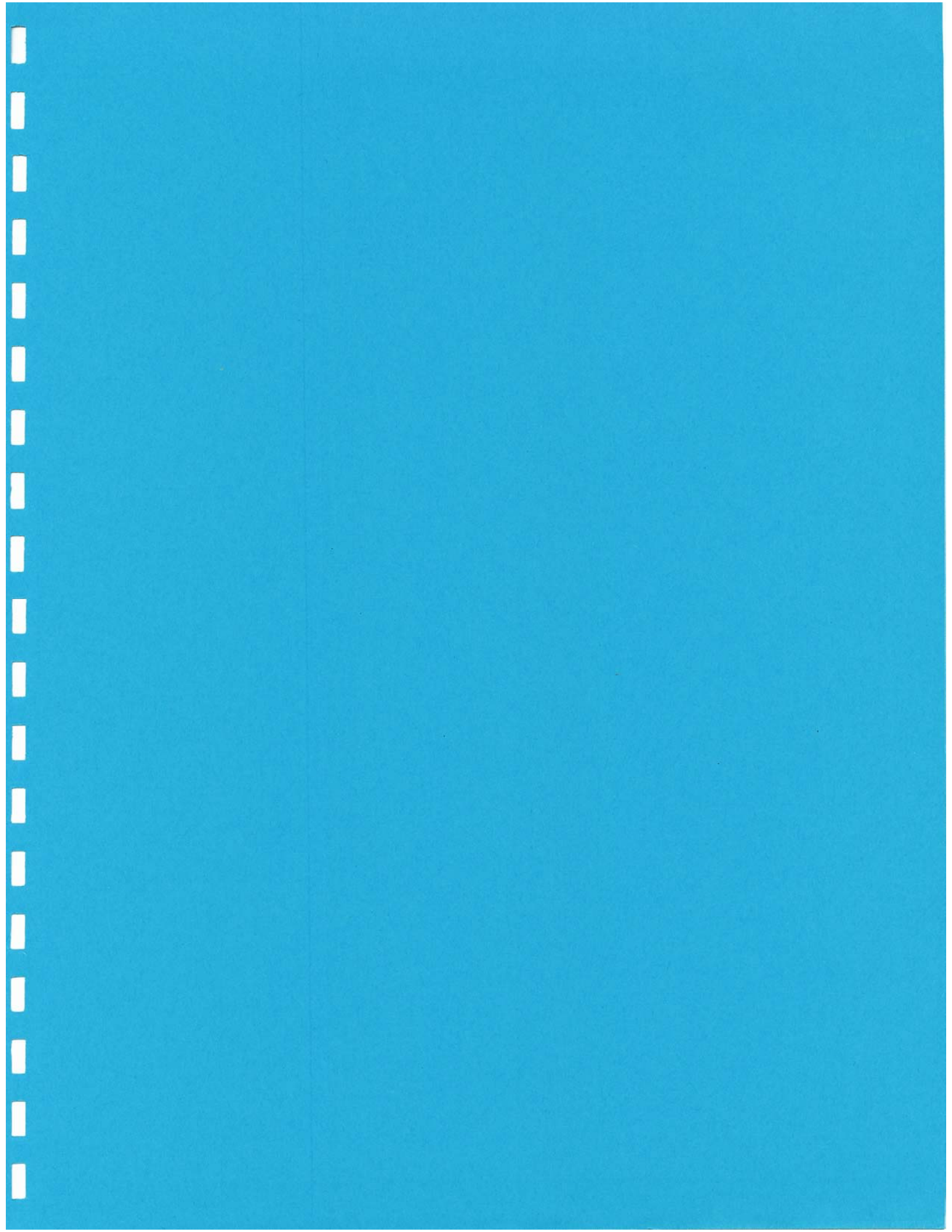
Other Expense	Frequency	Percent (%)
\$0	21	48.8
\$3	1	2.3
\$4	4	9.3
\$10	3	7.0
\$13	1	2.3
\$23	1	2.3
\$29	1	2.3
\$50	3	7.0
\$52	1	2.3
\$56	1	2.3
\$68	1	2.3
\$83	2	4.7
\$110	1	2.3
\$130	1	2.3
\$150	1	2.3

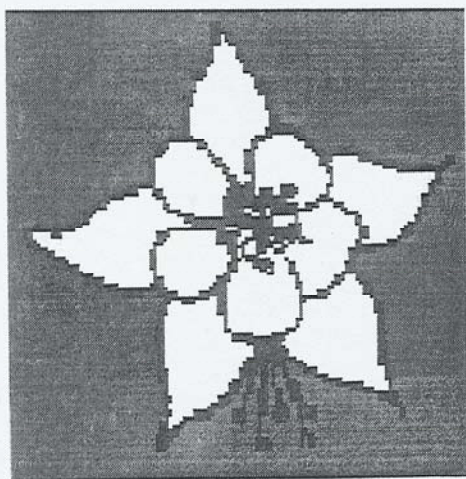
**Table D-27 Visitor Motivation Importance Responses (n = 418)**  
**(Mean, Frequency, and Percent) (1.0 = Not Important, 4.0 = Very Important)**

Motivation	Mean	Not Important	Somewhat Important	Important	Very Important	No Response
Experience excitement	2.6	62 14.8%	95 22.7%	131 31.3%	73 17.5%	57 13.6%
Do something with family	3.1	40 9.6%	37 8.9%	113 27.0%	169 40.4%	59 14.1%
Talk to new people	2.5	68 16.3%	114 27.2%	134 32.1%	42 10.0%	60 14.4%
Experience new things	3.3	16 3.8%	29 6.9%	150 35.9%	175 41.9%	48 11.5%
Learn more about nature	3.0	28 6.7%	72 17.2%	147 35.2%	116 27.8%	55 13.2%
View scenery	3.7	6 1.4%	10 2.4%	85 20.3%	268 64.1%	49 11.7%
Develop spiritual values	2.3	105 25.1%	103 24.6%	83 19.9%	63 15.1%	64 15.3%
Get exercise	2.5	61 14.6%	112 26.8%	116 27.8%	65 15.6%	64 15.3%
Relax physically	3.1	26 6.2%	52 12.4%	138 33.0%	149 35.6%	53 12.7%
Get away from demands of life	3.4	23 5.5%	34 8.1%	97 23.2%	209 50.0%	55 13.2%
Experience solitude	2.7	53 12.7%	112 26.8%	93 22.2%	99 23.7%	61 14.6%
Get away from crowds	2.9	43 10.3%	79 18.9%	104 24.9%	138 33.0%	54 12.9%
Escape the heat	2.7	79 18.2%	83 19.9%	77 18.4%	124 29.7%	58 13.9%

**Table D-28 Visitor Motivation Obtained/Realized Responses (n = 418)  
(Mean, Frequency, and Percent) (1 = Not at all, 4 = Totally)**

Motivation	Mean	Not at all	Somewhat	Moderately	Totally	No Response
Experience excitement	3.0	16 3.8%	58 13.9%	96 23.0%	94 22.5%	154 36.8%
Do something with family	3.3	31 7.4%	16 3.8%	58 13.9%	164 39.2%	149 35.6%
Talk to new people	2.7	33 7.9%	78 18.7%	92 22.0%	69 16.5%	146 34.9%
Experience new things	3.3	12 2.9%	30 7.2%	99 23.7%	134 32.1%	143 34.2%
Learn more about nature	3.0	17 4.1%	63 15.1%	108 25.8%	86 20.6%	144 34.4%
View scenery	3.8	5 1.2%	11 2.6%	51 12.2%	209 50.0%	142 34.0%
Develop spiritual values	2.4	73 17.5%	69 16.5%	66 15.8%	56 13.4%	154 36.8%
Get exercise	2.8	30 7.2%	75 17.9%	82 19.6%	79 18.9%	152 36.4%
Relax physically	3.2	12 2.9%	45 10.8%	96 23.0%	119 28.5%	146 34.9%
Get away from demands of life	3.4	13 3.1%	20 4.8%	80 19.1%	157 37.6%	148 35.4%
Experience solitude	2.7	40 9.6%	63 15.1%	89 21.3%	74 17.7%	152 36.4%
Get away from crowds	3.0	22 5.3%	59 14.1%	87 20.8%	99 23.7%	151 36.1%
Escape the heat	2.9	51 12.2%	44 10.5%	56 13.4%	110 26.3%	157 37.6%





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**Economic Impact Study**  
*Interim Report*

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**Colorado Scenic & Historic Byways**

# **Colorado Scenic and Historic Byways**

## **Economic Impact Study**

### *Interim Report*

*Prepared for*

**Colorado Scenic and Historic Byways Commission**

*Prepared by*

**John Sem, Tourism Specialist  
Patrick Goff, Research Assistant**

**Colorado Center for Community Development  
University of Colorado at Denver and  
ERO Resources Corporation**

**July 1996**

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## Executive Summary

Highway and road designations have been used by communities and organizations to help market tourism products and services for many years. The National Scenic Byways Program was authorized under the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991. Colorado initiated a statewide byway program prior to the national program and designated 21 scenic and historic byways between 1991 and 1995. Despite the extensive use of highway designations to promote tourism, there has been little research on the economic impacts of these efforts.

This economic impact study was done to attempt to estimate the economic impacts of scenic and historic byway designation on tourism-related business in communities along the Colorado byway routes. Highlights of the findings of this study are presented in this executive summary. The study's background is explained in the second section and the study's research strategies are found in the next three sections. These three strategies include a review of the literature and research on the economic impacts of travel and tourism, a summary of the *Colorado Scenic and Historic Byways Traffic Analysis Interim Report* (January 1996), and the findings from a survey of community tourism businesses. The final section presents the anticipated economic impact research efforts for 1997.

**Review of the Literature and Research on the Economic Impacts of Travel and Tourism:** Few Americans fully appreciate the enormous economic significance of the travel and tourism industry. Based upon a review of the current travel and tourism research and literature, impacts of travel and tourism in the world and US economies and the impacts of byway designation in four different states are highlighted in this report. For example:

- World household consumption of travel and tourism's good and services totalled about \$2.2 trillion in 1993 and is expected to almost triple to \$5.8 trillion by the year 2005.
- Tourism industry employment totalling \$157 million will account for 6.7% of all jobs worldwide by the year 2005, and 1 out of every 9 jobs in the US.
- The average travel party expenditures in a 24 hour period for people traveling along the byways in four different states was \$109.28.

**Colorado Scenic and Historic Byways Traffic Analysis:** An interim study was conducted in 1995 to document the most recent traffic counts on the Colorado highway system. A summary of the study is provided in this report.

It is difficult to separate the changes in traffic due to population growth from other impacts. Several byways experienced dramatic traffic increases from 1990 to 1993. Much of this growth was probably due to increases in population growth as well as increases in visitor traffic to these byways. As the local byway management groups mature and begin more extensive management and marketing efforts, the impacts of byway designation may become more obvious.

**Survey of Community Tourism Businesses:** A survey of tourism-related businesses was conducted in the communities along two Colorado byways. The survey gathered data on business sales volumes, the number of employees, and estimates of the increase in business due to byway designation. The survey also used a five-point Likert scale to measure the business owners/managers' attitudes about the byways.

- Over 84% of the businesses reported a 10% or less increase in business since byway designation.
- The business owners/managers estimated that, on average, 10% of total retail sales could be attributed to byway tourists.
- Average retail sales for the months of June through August decreased by 7% between 1993 and 1994 but increased by about 44% between 1994 and 1995.
- The business owners/managers were neutral to the statement of whether or not the byway has created additional sales for their businesses.
- The business owners/managers support the byway designation for their area.

## Study Background

Highway and road designations have been used by communities and organizations to help market tourism products and services for many years. At the national level, the National Park Service, Bureau of Land Management, the US Forest Service, and the Federal Highway Administration have developed programs for the identification and marketing of noted attractions and recreational activities located on or near specific highway routes. Some state and local governments have also developed informal as well as formal highway route programs similar to the national programs. Despite the extensive use of highway designations to promote tourism, there has been little research on the economic impacts of these efforts.

The National Scenic Byways Program was authorized under the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 and is administered by the Federal Highway Administration. The state of Colorado initiated a statewide byway program, prior to the national program, which is administered by the Colorado Scenic and Historic Byways Commission. The Commission designated 21 scenic and historic byways between 1991 and the spring of 1995. Route selection began with a route nomination from local organizations. If the nomination and supporting material was satisfactory to the Commission, the route was designated as a Colorado Scenic and Historic Byway.

## Purpose

In 1993, the Commission initiated a technical assistance program for the local byway organizations. A frequent request of the program was information and data on the economic impacts of byway designation on local communities along the byways. In 1995, the Commission applied for an ISTEA grant to respond to that request. This interim study is an attempt to estimate the economic impacts of scenic and historic byway designation on tourism-related business in communities along the Colorado byway routes.

## Research Setting

The first statewide byway marketing efforts began with the Channel 9 KUSA-TV byway video which was produced and shown during the spring and summer of 1995. The video was shown during the *Colorado Getaways* show, a popular television program on KUSA-TV. Also, Total Petroleum developed and distributed 600,000 marketing pieces that highlighted the 21 Colorado Scenic and Historic Byways. Most of these pieces were sent out in May of 1995 as inserts in a Sunday edition of *The Denver Post*. The remaining inserts were distributed at Total Petroleum Stations throughout the state. Finally, in the summer of 1995, the Colorado Byways Commission printed 150,000 marketing brochures for the 21 byways. These brochures are being distributed by the seven Colorado Welcome Centers and the visitor centers along the Colorado byways.



There are several obstacles to conducting a byways economic impact study in Colorado. First, Colorado has one of the fastest growing populations in the US, therefore it can be difficult to separate the economic impact of population growth from tourism growth. Second, several byways have other economic impacts in addition to population growth and tourism growth. Third, nineteen of the byways were designated before 1994. This makes it difficult to compare the economic growth of byway communities before and after byway designation because of the difficulty of gathering economic data before byway designation

Many of the Colorado byway organizations have been organized for sometime and are actively engaged in byway program development. Therefore the following criteria were developed for this research project in order to select the small group of byways that were a part of this study.

### *Selection Criteria*

- Byways analyzed have not erected byway route signs until 1995.
- Byways analyzed have not initiated significant marketing efforts until the summer of 1995.
- Byways analyzed have communities along the routes with an existing tourism industry.

Two Colorado Scenic and Historic Byways met the research selection criteria. Pre- and post-designation analysis was conducted on these byways to determine the immediate impact of byway designation on those communities and businesses along the byway routes. The rationale for each of these selections was:

**Colorado River Headwaters:** The Colorado River Headwaters Scenic and Historic Byway was designated as a Colorado byway on September 17, 1993. Due to unique circumstances, byway route signs were not erected until May 31, 1995 and the local byway brochure was not available for distribution until the early summer of 1995. The byway route first appeared on the Colorado highway map published in the spring of 1995.

**Frontier Pathways:** The Frontier Pathways Scenic and Historic Byway was designated as a Colorado byway on December 15, 1994. Because of this late designation, signing and marketing did not occur until the spring and summer of 1995.

This research project has four major research objectives:

### *Research Objectives*

- 1) Review the current travel and tourism research and literature in order

to provide insights into the economic impacts of travel and tourism.

- 2) Estimate the percent changes in travel along the byway routes due to their designation as scenic and historic byways.
- 3) Determine if businesses along the byway route report increases in sales due to byway designation.
- 4) Determine if there is business support for byway route designation and program development.

Determining the direct economic impacts of scenic and historic byway designation is a complex issue. Colorado and the specific byways already have an existing tourism and recreation base that bring people to these areas. It can be very difficult to determine the added benefit from a new tourism or recreation development strategy.

### ***Research Strategies***

This study is one of the first to analyze the economic impacts of byway designation. Three research strategies were used to help identify specific, direct and indirect, impacts of Colorado byway designation. Those strategies included a review of the current literature and research on the economic impacts of travel and tourism, a byways traffic analysis, and a survey of community tourism businesses.

### **Review of the Literature and Research on the Economic Impacts of Travel and Tourism**

Few Americans fully appreciate the enormous economic significance of the travel and tourism industry. It is the second-largest employer in the nation, employing 6.3 million people directly and another 8 million indirectly. It generates 6% of the US GDP and \$58 billion in federal, state, and local taxes. More than 45 million international visitors spend \$78 billion in the US economy, making travel and tourism America's largest business services export.

This section provides insights into the economic impacts of travel and tourism. The first two subsections highlight the impacts of travel and tourism in the world and US economies. The next subsection illustrates the economic impacts of byway designation in four different states.

### ***Economic Impacts of Travel and Tourism in the World Economy***

The second annual report by the World Travel and Tourism Council (1993) concluded that "Travel and Tourism is the world's largest industry, and the world's largest employer. It creates numerous jobs, and wealth." The following table shows the importance of tourism to the world economy in 1993 and projections for 2005. The table shows that the industry's contribution to the world economy is projected to more than double in many aspects from 1993 to the year 2005.

**Table 1. The Travel and Tourism Industry  
1993 and 2005**

	1993	2005
Household	\$2.2 trillion	\$5.8 trillion
Business/government	\$1.3 trillion	\$3.9 trillion
Gross output	\$3.5 trillion	\$9.7 trillion
Wages and salaries	\$869 billion	\$2.3 trillion
Employment	\$127 million	\$157 million <sup>a</sup>
Total taxes	\$302 billion	\$782 billion
Investment	\$422 billion	\$1.3 trillion

Note: All figures are US dollars.

<sup>a</sup> Represents 6.7% of all jobs worldwide.

***“Employment totalling \$157 million will account for 6.7% of all jobs worldwide by the year 2005”***

Household consumption of travel and tourism’s goods and services totalled about \$2.2 trillion in 1993 and is expected to almost triple to \$5.8 trillion by the year 2005. Business/government consumption of travel and tourism’s goods and services was about \$1.3 trillion in 1993 and is expected to increase to nearly \$4 trillion in 2005. Gross output by the industry was around \$3.5 trillion in 1993, but is forecasted to rise to around \$9.7 trillion in 2005. Employment totalling \$157 million will account for 6.7% of all jobs worldwide by the year 2005. Wages and salaries, taxes paid by the industry, and investment in the industry are also shown in the table.

*Source (Review of the Literature and Research on the Economic Impacts of Travel and Tourism): Goodrich, Jonathan N. “Travel & Tourism: The World’s Largest Industry.” Journal of Travel Research 32 (1994): 84.*

## ***Economic Impacts of Travel and Tourism in the US Economy***

***“International travelers  
visiting the United States  
spent \$77.6 billion”***

***“Thirty-five percent of  
1994 family vacationers  
spent over \$1,000 on  
their trip”***

The 1996 Travel Outlook Forum, cosponsored by the Travel and Tourism Research Association and the Travel Industry Association of America, forecasted a steady, healthy, sustained growth in travel and tourism for 1996. The following are selected findings from the forum.

### **Domestic Travel**

- Total US resident person-trips rose 7% to reach 1.13 billion in 1994.
- Growth in US resident travel continued through August 1995, up about 3.5%.

### **International Travel**

- Inbound arrivals are expected to increase 2% over 1995.
- A \$22 billion trade surplus was recorded in 1994 as US travelers abroad spent \$55.6 billion and international travelers visiting the United States spent \$77.6 billion.
- Projections of international visitor arrivals for the top overseas markets for 1996 are expected to increase from 3% to 22%.

### **Lodging**

- The hotel segment was projected to experience a 1.8% increase in occupancy for 1995 and an additional 1.4% in 1996.
- The hotel segment was projected to experience an 18% increase in profits in 1995 and another 12% in 1996.

### **Auto Travel**

- The American Automobile Association predicted an increase of 1% to 2% in auto travel for 1996 following several years of increases in auto travel.
- Trips by motor vehicles will account for more than 75% of all travel.

### **Family Travel**

- Thirty-five percent of 1994 family vacationers spent over \$1,000 on their trip, compared to 28% in 1993 and 26% in 1992.
- An average of 7.5 nights per trip were spent away from home in 1994, compared to 6.4 nights in 1993.

### **Business Travel**

- A total of 38.4 million US adults took 220 million business trips during 1994, the highest number of business travelers ever recorded.

**Tour Operator Industry**

- More than 19 million group tour passengers spent nearly 52 million passenger days in 1994.
- The average daily expenditure for a person traveling on a multi-day group tour was \$154.63 during 1994.

***“The average daily expenditure for a person traveling on a multi-day group tour was \$154.63 during 1994”***

**Cultural Heritage Tourism**

- More than three-fourths of the historic attractions operators responding to the National Trust survey predicted an increase in attendance in 1996.
- Of the 173 respondents representing large and small heritage attractions from across the country, 80% predicted an increase in 1996 visitation averaging almost 14% over 1995.

*Source (Economic Impacts of Travel and Tourism in the US Economy): Goeldner, C.R. “The 1996 Travel Outlook.” Journal of Travel Research Winter 1996.*

- Travel and tourism accounts for 1 out of every 9 jobs in the United States providing \$493 billion in wages and salaries.
- The travel and tourism industry is the second-largest employer in the nation.
- The travel and tourism industry generates over \$400 billion in sales.
- Tourism produces \$58 billion in tax revenues in the United States.
- Every household in America pays \$652 less in taxes because of tax revenues generated by the travel and tourism industry.
- Travel and tourism is growing 23% faster than the world economy.
- The US Travel and Tourism Administration predicts that by the year 2000, tourism will be the Nation’s leading export.

***Additional  
Statistics on US  
Travel and  
Tourism***

***“Travel and tourism accounts for 1 out of every 9 jobs in the United States”***

*Source (Additional Statistics on US Travel and Tourism): Congressional Record Online via GPO Access [wais.access.gpo.gov] April 21, 1994 to March 19, 1996.*

## Visitor and Trip Profiles

Several studies have been conducted by individual states to learn more about the people who travel to their state and along their byways. The following table is a summary of visitor expenditure patterns found in four of these studies. The dollar amounts are based on average travel party expenditures in a 24 hour period.

**Table 2. Average Visitor Expenditure Patterns in a 24 Hour Period**

	<u>Colorado</u>	<u>Iowa</u>	<u>New Mexico</u>	<u>Montana</u>
<b>Average Party Size</b>	3.4	2.6	3.0	2.4
<b>Average Expenses Per Party</b>	\$143.57	\$104.50	\$103.00	\$86.00
• <b>Lodging</b>	\$50.62	\$24.80	\$39.00	\$15.48
• <b>Food and Drinks</b>	\$38.77	\$24.20	\$31.00	\$23.22
• <b>Gasoline/Service</b>	\$20.86	\$12.70	\$8.00	\$15.48
• <b>Retail Sales</b>	\$20.77	\$33.60	\$19.00	\$24.08
• <b>Entertainment</b>	\$6.58	\$3.60	\$4.00	—
• <b>Licenses</b>	\$2.49	\$0.50	\$0.00	—
• <b>Miscellaneous</b>	\$3.48	\$5.10	\$2.00	\$7.74

The **Colorado** Scenic and Historic Byways visitor survey was administered by volunteers from June 15, 1995 to October 15, 1995 at visitor centers along selected Colorado byways. The information in the table is based on 418 completed visitor surveys.

**Iowa's** Scenic Byways Pilot Program was evaluated during the 1994 tourism season. The information in the table is based on 456 byway visitor questionnaires.

The Cloudcroft, **New Mexico** visitor survey was conducted from June to August, 1995. The information in the table is based on 366 completed surveys.

The Nonresident **Montana** Travel Survey was conducted from January 1, 1993 through December 31, 1993. The information in the table is based on 5,239 groups traveling by automobile.

An analysis of the potential economic impacts of scenic byway designation was conducted in Montana in 1990. Data used in the analysis was derived from *The Montana Nonresident Travel Survey* (n = 7,300) and the *1990 Montana Resident Travel Survey* (n = 2000). The study analyzed the potential economic impacts of designating US 89 as a scenic byway. This route was selected as an alternative to Interstate 15 for Glacier Park visitors.

### *Potential Economic Impacts of Scenic Byway Designation in Montana*

The goal of the study was to demonstrate tourism's importance as a tool for rural community economic development. Existing recreation travel and expenditure patterns were analyzed using a geographic information system (GIS). Once the travel and expenditure patterns were developed, simulations were designed with the GIS to model the potential economic impact of scenic byway development to a community. Changes in travel and expenditure patterns are modeled with the GIS and the results evaluated with the Forest Service input-output model (IMPLAN) to determine the economic impacts. The complete methodology for this study can be found in Appendix B.

**Table 3. Comparisons of Projection Scenarios for Scenic Byway Designation of US-89 (Montana): Changes in Traffic, Expenditures, and Economic Impacts Over Historic Trends by the Year 2000.**

Scenarios	Pleasure		-----Direct impacts-----			-----Total impacts-----		
	Traffic	Expenditures	Output	Income	Jobs	Output	Income	Jobs
Byway designation	15,127	\$90,201	\$43,643	\$14,949	2	\$74,365	\$23,104	3
Byway designation/ local marketing	49,664	\$296,144	\$143,288	\$49,080	7	\$244,151	\$75,855	8
Historic trend/ increase in capture rate	0	\$179,948	\$87,067	\$29,823	4	\$148,355	\$46,092	5
Byway designation/ local marketing/ increase in capture rate and expenditure level	49,664	\$706,976	\$342,068	\$117,167	17	\$582,856	\$181,087	20

Source (*Potential Economic Impacts of Scenic Byway Designation in Montana*): Proceedings of the Fourth International Outdoor Recreation & Tourism Trends Symposium and the 1995 National Recreation Resources Planning Conference. May 14-17, 1995. Published by the University of Minnesota.

## Colorado Scenic and Historic Byways Traffic Analysis

Over a four-year period beginning in 1989, the Colorado Scenic and Historic Byways Commission designated 21 Colorado Scenic and Historic Byways (Appendix A). By the spring and summer of 1995, the first statewide marketing efforts included the Channel 9 KUSA-TV byway video, the Total Petroleum newspaper insert, and the Colorado Scenic and Historic Byways brochure.

In 1995, the *Colorado Scenic and Historic Byways Traffic Analysis* was conducted to document the most recent traffic counts on the Colorado highway system. The goal of the report was to:

- Document the changes in traffic counts on the Colorado highway system due to byway designation.
- Provide basic traffic data so byway management groups can improve the development and management of the byway.
- Evaluate other reasons for changes in traffic along the byway system.

Estimating changes in traffic volumes due to Colorado Scenic and Historic Byways designation is a very difficult process. Changes in traffic are affected by local and state population changes, other tourism development near a byway, shifts in the local economy, changes in local population composition, and a host of other factors. The following conclusions are based on the information contained in this report:

*“As the local byway management groups mature and begin more extensive management and marketing efforts, the impacts of byway designation may become more obvious”*

- Population growth has affected most parts of the state and has increased traffic volumes on many Colorado roads. It is difficult to separate the changes in traffic due to population growth from other impacts.
- As the local byway management groups mature and begin more extensive management and marketing efforts, the impacts of byway designation may become more obvious.
- Listed below are several byways which experienced dramatic traffic increases from 1990 to 1993. Much of this growth was probably due to increases in visitor traffic to these byways.

SH 65 - Grand Mesa

SH 150 - Los Caminos Antiguos

SH 7, 119, and 72 - Peak to Peak

SH 145 - San Juan Skyway

SH 149 - Silver Thread

SH 91 - Top of the Rockies

US 160 - Trail of the Ancients

SH 141 - Unaweep/Tabeguache



A survey of tourism-related businesses was conducted in the communities along two Colorado byways. This section of this interim study documents the results of the business survey completed between October 1995 and March 1996. The business survey was mailed to 167 tourism businesses in eight communities along the Frontier Pathways Byway and the Colorado River Headwaters Byway in Colorado.

The goal of the business survey was to determine the economic impacts of byway designation on the communities along the byways and to determine if business support exists for byway designation. These goals are based on the following factors:

- 1) Total retail sales (gross revenues) from 1993 to 1995 for the months of June through August.
- 2) Survey respondent's estimates of business increases due to byway designation.
- 3) Survey respondent's opinions on both the positive and negative impacts of byway designation on their communities.

The Colorado Scenic and Historic Byways Business Survey (Appendix C) was developed utilizing a similar survey from the Peak to Peak Byway Business Study conducted by the School of Business at the University of Colorado at Boulder.

The first section of the survey was designed to compile information on the characteristics of the tourism businesses. The survey respondents were asked to identify the major business activities, years owned and in operation, organizational structure, and months in operation during the last 12 months.

The second section of the survey was designed to gather information on business sales' activities. The survey respondents were asked to estimate the busiest seasons in terms of sales, the percentage increase in business since byway designation, and the percentage of total retail sales attributed to tourists. They were also asked to provide total retail sales from 1993 to 1995 for the months of July through August.

The third section of the survey was designed to gather demographic information on the business owners or managers. The survey respondents were asked to identify their gender, age, and if they were the business owner or manager.

## **Survey of Community Tourism Businesses**

### ***Business Survey Objectives***

### ***Methodology***

### **Survey Design**

The final section of the survey asked the survey respondents to rate their opinions on both the positive and negative impacts that byway designation has on their community. A five-point Likert scale was used to rate their opinions on 14 statements concerning byway designation.

### Sampling

Eight communities and a total of 167 tourism-related businesses along the two byways were selected to participate in the business survey. The following table lists the communities selected, the number of tourism-related businesses identified in those communities, and the number of tourism-related businesses that responded to the survey.

	<u>Tourism-Related Businesses</u>	<u>Number of Responses</u>
<i>Frontier Pathways Byway</i>		
* Colorado City	19	6
* Rye	10	6
* Silver Cliff	11	4
* Westcliffe	41	14
* Wetmore	2	0
<i>Colorado River Headwaters Byway</i>		
* Granby	23	11
* Hot Sulphur Springs	22	8
* Kremmling	39	24
* Unspecified	<u>0</u>	<u>4</u>
Total:	167	77

### Survey Administration

Business directories were obtained from the chambers of commerce in those communities that were selected to participate in the survey. In order to increase the survey response rate, the local chambers of commerce were also asked to provide a cover letter under their letterhead, signed by its director or president, explaining the purpose of the survey and asking for the businesses' participation. Between October 6, 1995 and November 11, 1995, this cover letter was sent out with the two-page business survey and a self-addressed stamped envelope (SASE) to each of those businesses identified as a tourism-related business.

During the week of December 11, 1995, a postcard was sent to those businesses that did not respond to the business survey. The postcard was a second request to participate in the business survey.

On February 21, 1996, a third request was mailed to those tourism-related businesses that did not return a completed business survey. This request included another copy of the business survey and another SASE.

Seventy-seven usable business surveys were returned by March 31, 1996, for a response rate of 46 percent. Data from the surveys were encoded into machine-readable format and summaries and analysis of the results were performed using SPSS, a statistical analysis software program. The following section of this report documents the findings from the business survey. Detailed Data Tables are located in Appendix D.

The graphs in the following section display business owners/managers' response rates to the Colorado byways business survey. The "n" on each graph refers to the number of business owners/managers who responded to each specific survey question. Some survey respondents unintentionally or intentionally did not answer some questions on the survey for various reasons. Thus, the "n" will be different for each survey question. Some graphs do not include an "n" value because they include multiple variables. The "n" value for each individual variable can be found in the Detailed Data Tables in Appendix D.

The values represented by the bar graphs in Figures 1-6 are rounded to the nearest whole number and Figures 7-8 are rounded to the nearest tenth.

## **Data Management and Analysis**

### ***Detailed Survey Results***

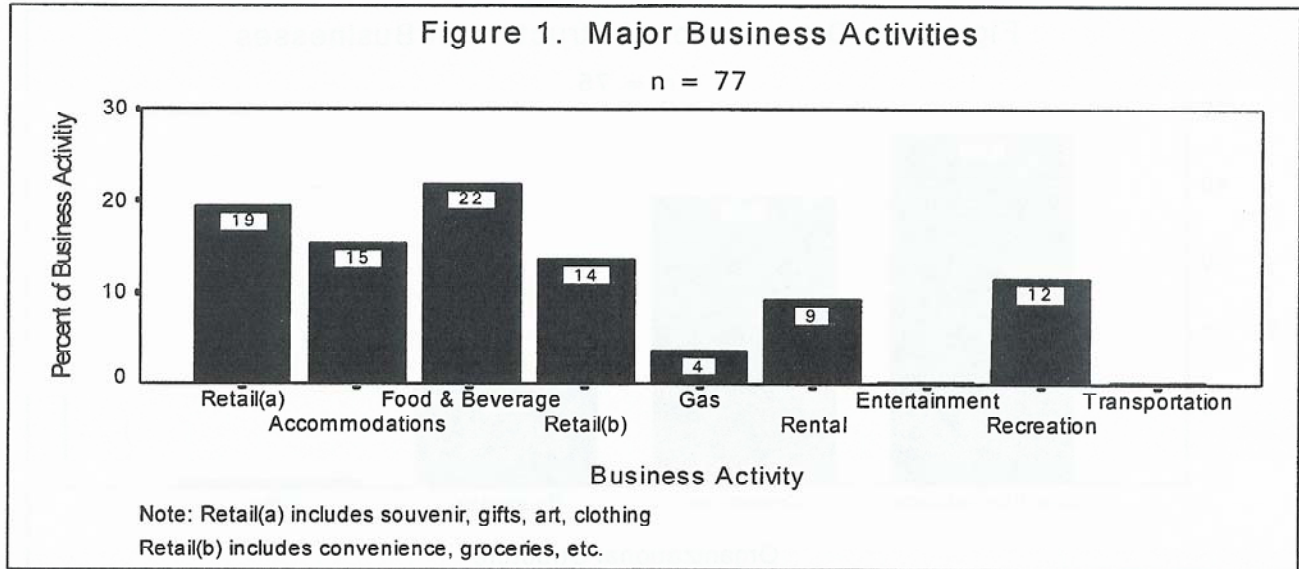
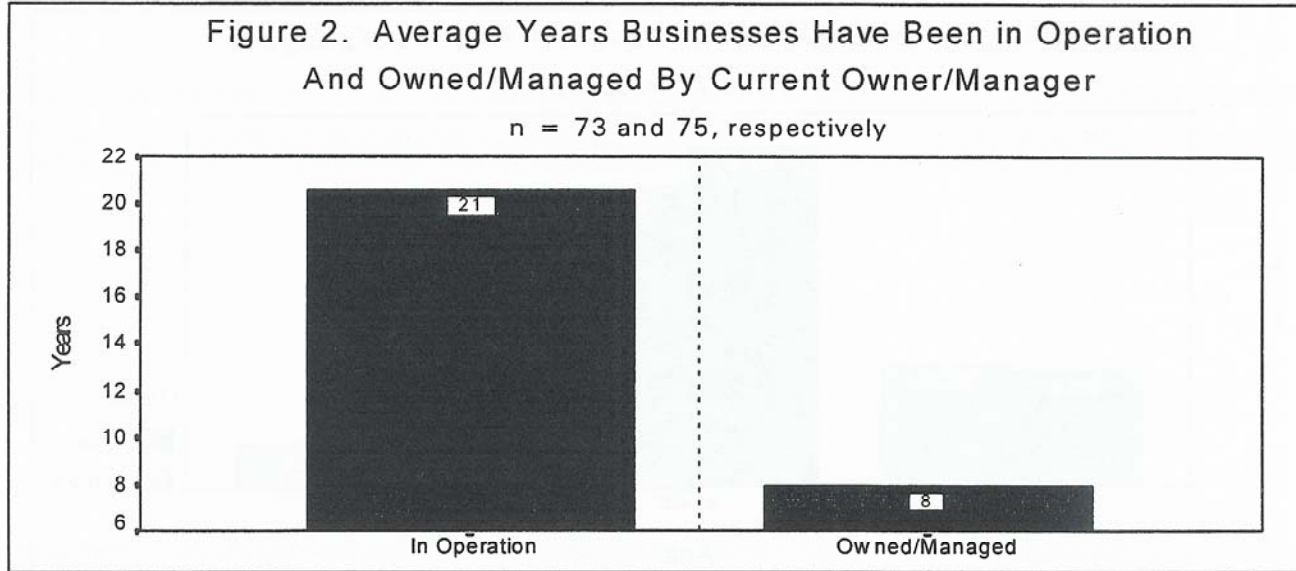
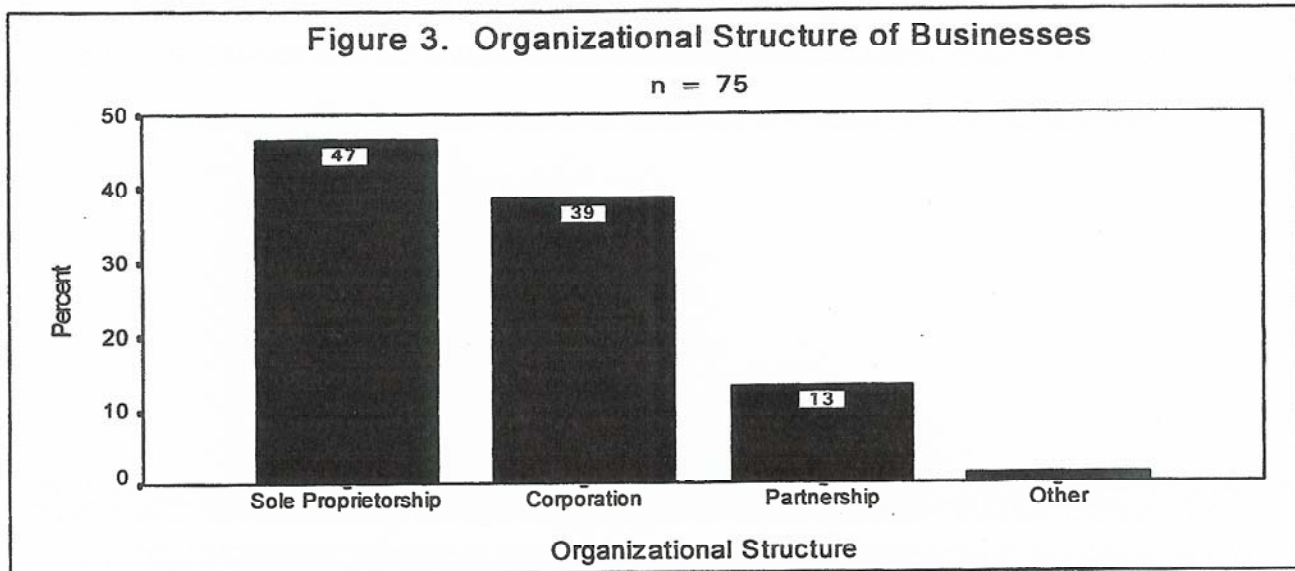


Figure 1 illustrates the major business activities of the tourism-related businesses that participated in this survey. The percentages represent the overall business activity of the 77 survey respondents. Food and beverage (22%) accounted for the largest portion of business activity. Retail(a) (19%) followed closely as the second largest portion of business activity. Accommodations (15%), retail(b) (14%), and recreation (12%) each contributed greater than 10 percent of all business activity.

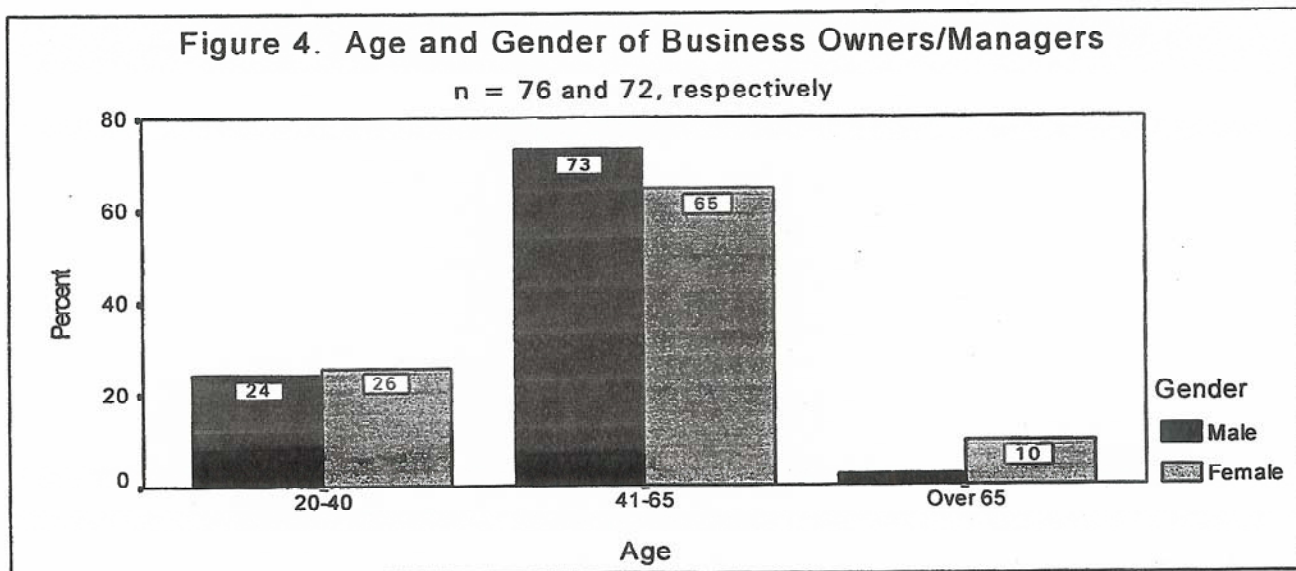


The average number of years that the businesses in this survey have been in business was 21 years, ranging from 0.5 to 90 years. The average number of years that the businesses in this survey have been operated by the current owner/manager was 8 years, ranging from 0.5 to 40 years. A majority of the businesses (50.7%) have been operated by the current owner/manager for 5 years or less.

The average number of months that the businesses operated in the last year was 10.5. A majority of the businesses (74%) were open for operation 12 months out of the year (Appendix D, Table D-14).

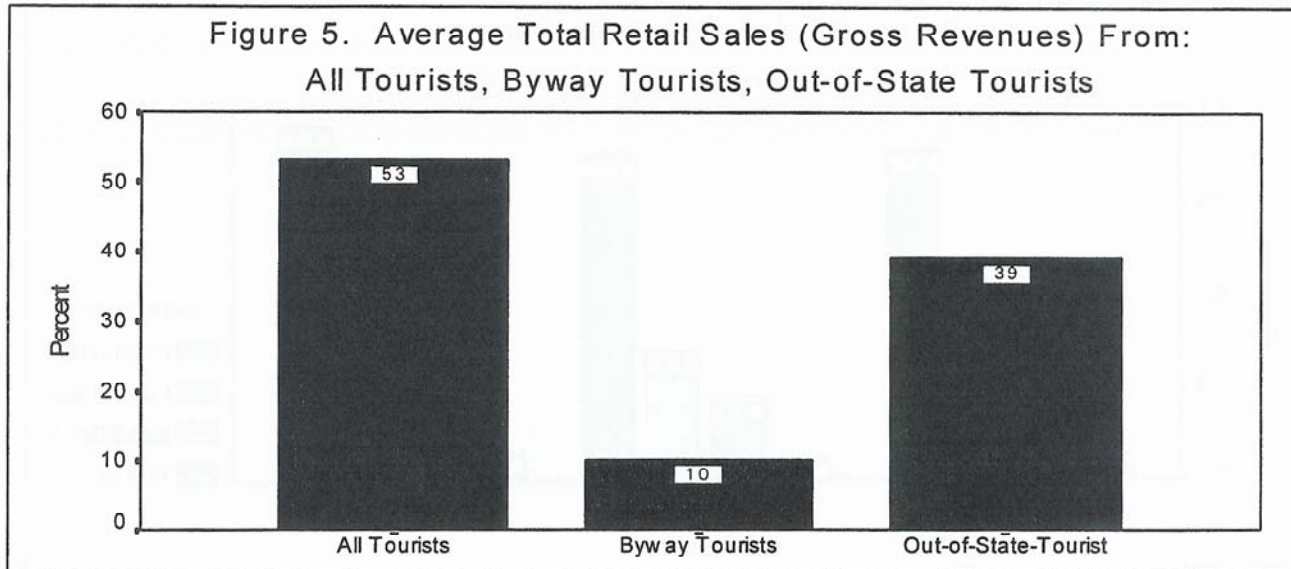


Four types of organizational structures characterize the businesses that participated in this survey. Sole proprietorships (47%) represented most of the businesses while corporations (39%) followed closely in second place. Partnerships (13%) and two limited liability companies (1%) completed the list.



A majority of the business owner/managers (68%) were between the ages of 41 and 65. One-quarter (25%) were between the ages of 20 and 40 and about 7% were over the age of 65. Close to a 14% difference existed between the number of male (56.9%) and female (43.1%) business owners/managers.

Most of the survey respondents (94%) were the business owners and one-quarter (25%) of them were also the business managers (Appendix D, Table D-26).



The business owners/managers were asked to estimate the percentage of their total retail sales (gross revenues) from various tourists. They indicated that, on average, all tourists contribute 53% of total retail sales, byway tourists contribute 10% of total retail sales, and out-of-state tourists contribute 39% of total retail sales.

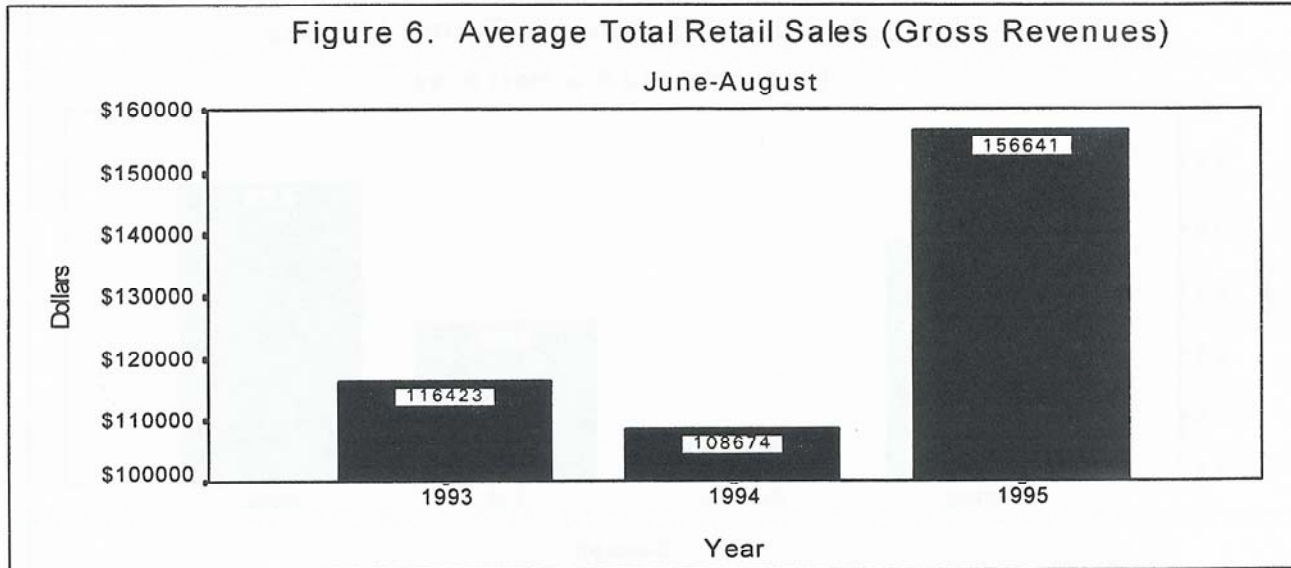
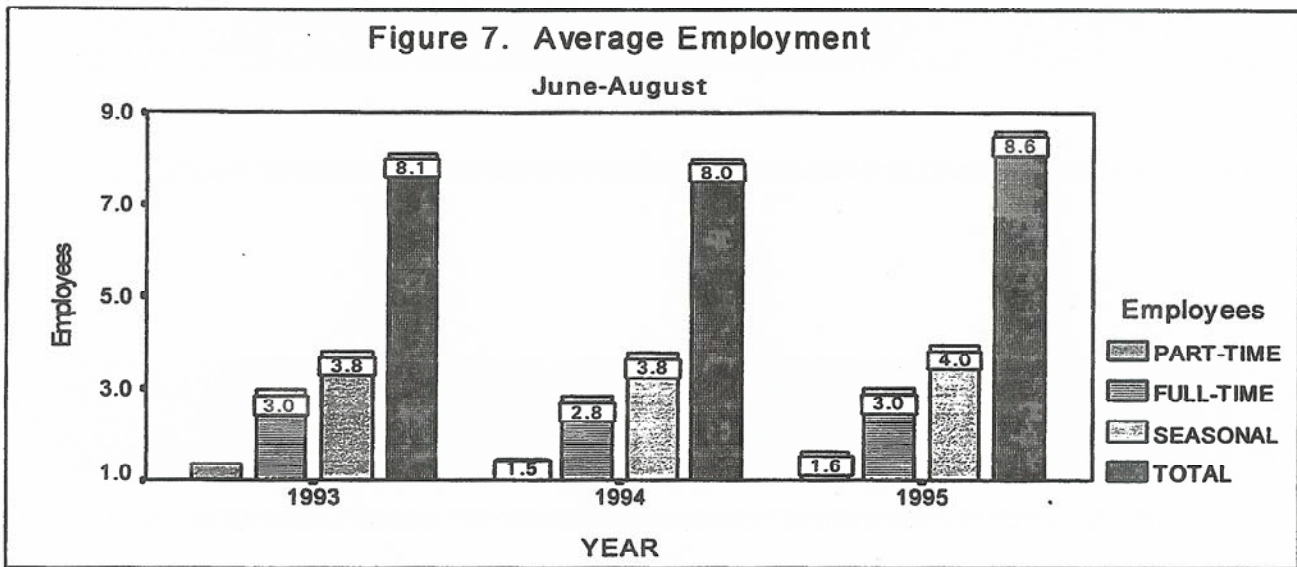
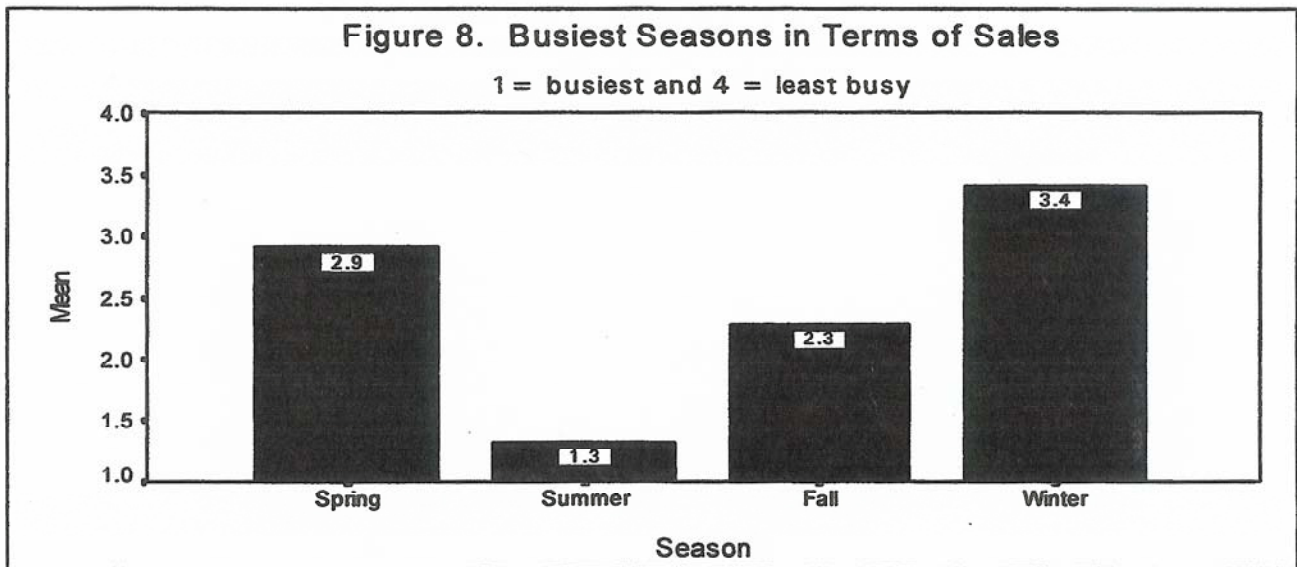


Figure 6 illustrates the average total retail sales (gross revenues) of the tourism-related businesses that participated in this survey. Average total retail sales for the peak tourism months of June through August experienced a slight decrease of less than \$8,000 (7%) between 1993 and 1994 but a large increase of almost \$48,000 (44%) between 1994 and 1995.

Business owners/managers estimated that, on average, less than 8.8% of increases in business could be attributed to byway designation and a majority of business owners/managers (84.2%) estimated that 10% or less of business increases could be attributed to byway designation (Appendix D, Table D-16).



Employment by tourism-related businesses remained fairly steady between 1993 and 1995. Average part-time employment increased slightly from 1.4 employees in 1993 to 1.6 employees in 1995. Average full-time employment decreased from 3.0 employees in 1993 to 2.8 employees in 1994 and then increased to 3.0 employees in 1995. Average seasonal employment remained constant until 1995 when it increased from 3.8 employees to 4.0 employees. Average total employment decreased slightly from 8.1 employees in 1993 to 8.0 employees in 1994 but increased to 8.6 employees in 1995.



The busiest seasons in terms of sales was based on a four-point Likert scale where 1=busiest and 4=least busy. The average response rates from the business owners/managers indicated that summer was the busiest season in terms of sales with a mean response rate of 1.3. Fall follows summer with a 2.3 mean response rate, spring with a 2.9 mean response rate, and winter is the least busy season in terms of sales with a 3.4 mean response rate.

The business owners/managers were asked to rate their opinions on statements concerning both the positive and negative impacts of byway designation (page 20). Their attitudes were based on a five-point Likert Scale where 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree.

### **Positive Impacts of Byway Designation**

*“Business owners/managers agreed that their business would benefit from additional promotion of the byway”*

Generally, the business owners/managers agreed that their business would benefit from additional promotion of the byway (3.8) and if additional tourism businesses opened in the community (3.8). They also agreed that byway designation is important for the economic health of their community (3.6).

They were neutral to the statement of whether or not the byway has created additional sales for their businesses (2.9).

### **Negative Impacts of Byway Designation**

The business owners/managers disagreed with the statements that their communities already have too many visitors (2.0) and additional visitors have reduced the quality of outdoor recreation in their communities (2.4).

They were neutral to the statement of whether or not additional visitors bring additional environmental problems to their communities (3.3).

### **Existing Support of Byway Designation**

*“Business owners/managers support the byway designation for their area”*

The business owners/managers were neutral to the statements that they were willing to commit time and resources to help improve the byway (3.1), that businesses work cooperatively in their communities to support tourism (3.2), and that the business communities and public land management agencies work cooperatively in their area (3.1).

They agreed with the statements that the byway has support from the business community (3.6) and that the business owners/managers support the byway designation for their area (4.0).

### **Additional Opinions on Byway Designation**

The business owners/managers generally agreed that visitors should contribute financially to the protection of the tourism resources along the byway (3.6) and were neutral to the statement that the community infrastructure (roads, utilities, parks, etc.) are adequate to support additional tourism development (3.1).



**Table 5. Business Owners/Managers Opinions on the Positive and Negative Impacts of Byway Designation (n = 77)**

1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; and 5=Strongly Agree

Mean Response	Opinion Statements
3.8	My business would benefit from additional promotion of the byway.
3.8	My business would benefit if additional tourism businesses opened in this community.
2.9	The byway has created additional sales for my business.
3.1	The community infrastructure (roads, utilities, parks, etc.) are adequate to support additional tourism development.
2.0	My community has too many visitors already.
3.6	The byway has support from the business community.
3.1	I am willing to commit time and resources to help improve the byway.
3.2	Businesses work cooperatively in this community to support tourism.
3.1	The business community and public land management agencies work cooperatively in this area.
2.4	Additional visitors have reduced the quality of outdoor recreation in this community.
3.6	Visitors should contribute financially to the protection of the tourism resources along the byway.
3.6	The byway designation is important for the economic health of this community.
3.3	Additional visitors bring additional environmental problems to this community.
4.0	I support the byway designation for this area.

***Selected Findings***

The following are selected findings from the business survey and observations made by the researcher. It is difficult to directly link byway designation to economic impacts. Therefore, the following observations are just that, observations, and are not intended to prove a cause and effect relationship between byway designation and economic impacts. Further research and more sophisticated analysis is planned for 1997 when more economic data will be available.

*Scenic and Historic Byway designation may have had some positive economic impacts on the tourism-related businesses and communities along the byway routes.*

***“Scenic and Historic Byway designation may have had some positive economic impacts on the tourism-related businesses and communities along the byway routes”***

- Average total retail sales for the months of June through August (1994-1995) experienced a substantial increase from \$108,674 to \$156,641, an increase of about 44%.
- Average total employment for the months of June through August (1994-1995) increased slightly from 8.0 employees to 8.6 employees.
- Business owners/managers estimated that, on average, about 8.8% of increases in business could be attributed to byway designation and about 10% of total retail sales could be attributed to byway tourists.

Although these increases in business and employment may appear insignificant, increases in business sales and activity for rural tourism-related businesses may be very significant to the business owners. Increased byway management and marketing efforts may attract more visitors to the byways in the future increasing the need for employment and increasing business revenues.

*Business owners/managers perceive the potential economic benefits of byway designation on their businesses and communities.*

***“Business owners/managers perceive the potential economic benefits of byway designation on their businesses and communities”***

The business owners/managers agreed on the following statements (1=strongly disagree; 2=disagree; 3=neutral; 4=agree; and 5=strongly):

- My business would benefit from additional promotion of the byway (3.8).
- My business would benefit if additional tourism businesses opened in this community (3.8).

- The byway designation is important for the economic health of this community (3.6)

Although the business owners/managers perceive the potential economic benefits of byway designation, they are neutral (3.1) to the idea of committing time and resources to help improve the byway. A strong emphasis placed on these potential economic benefits may lead more business owners/managers to agree with this statement.

*Business support exists for byway designation.*

The business owners/managers agreed on the following statements (1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree):

- The byway has support from the business community (3.6).
- I support the byway designation for this area (4.0).

***“Business support exists for byway designation”***

But were neutral to the following statements:

- The business community and public land management agencies work cooperatively in this area.
- Businesses work cooperatively in this community to support tourism (3.1).

The existing support should be used positively to form a cooperative union between the local byway management groups and the businesses along the byway routes and cooperation between businesses should be encouraged. Such a union should also involve the public land management agencies to develop a multi-agency support system for byway development.

## 1997 Economic Impact Research

This economic impact study along with the 1995 byways traffic analysis (published Jan. 1996) and visitor survey (published Feb. 1996), which were produced for the Byways Commission, will provide the basic data for a follow-up economic impact research effort that will begin in 1997.

The 1997 research effort will consist of three phases:

**Phase I:** The *Colorado Scenic and Historic byways Traffic Analysis* will be updated to include traffic data for 1995 and 1996.

**Phase II:** Two surveys will be conducted in three communities along three byway routes in Colorado. The first survey will consist of personal interviews with 300 byway visitors. The second survey will involve personal interviews with tourism business owners and managers. This data will be the basis for detailed economic impact projections. A set of community selection criteria will be developed as part of the research effort to help determine the best communities to survey.

**Phase III:** The data collected from the 1996 and 1997 byway economic impact studies will be used as basic information for the Forest Service input-output model (IMPLAN). This program can be used to generate various scenarios and impact options to help estimate the economic impact from byway visitors.

A byway economic impact report will be prepared in the fall of 1997 outlining economic scenarios using traffic estimates as well as gross income estimates from tourism businesses. A model will be developed so byway communities can use traffic counts or tourism business receipts to determine the economic impact of byway designation.

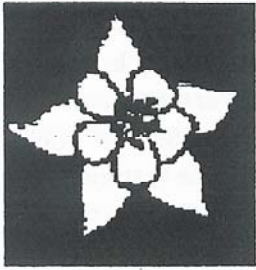


## **Appendix A**

### **Colorado Scenic & Historic Byways**

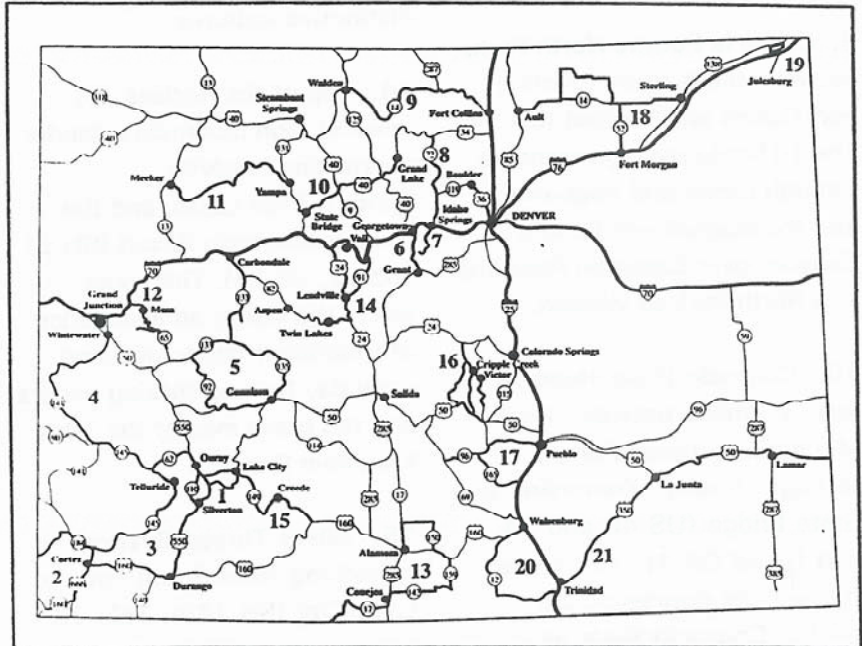
### **Byways Map & Descriptions**





# Colorado Scenic and Historic Byways

The Colorado Scenic and Historic Byways Commission has designated twenty-one of Colorado's most spectacular roadways, considered to have exceptional scenic, historic, recreational, ecological, and/or cultural value, as Scenic and Historic Byways. These roads are marked by distinctive highway signs featuring a blue columbine, and are highlighted on the state map.



- 1. Alpine Loop Back Country**, connecting the towns of Lake City, Ouray, and Silverton (SH 110, Engineer Pass Road, Cinnamon Pass Road). The 65-mile route winds its way to an elevation of 12,800 feet, crossing Engineer and Cinnamon Passes, which are among five of Colorado's spectacular "fourteeners." **PORTIONS OF THIS ROAD ARE FOUR WHEEL DRIVE ONLY.**
- 2. Trail of the Ancients**, a 113-mile route (US 666, 160, SH 184, 145, 41, Montezuma CRs L, 23, K, 10, CC) connecting Utah's Trail of the Ancients near Hovenweep National Monument with the Anasazi Heritage Center, City of Cortez, Ute Mountain Reservation and the Four Corners National Monument.

**3. San Juan Skyway**, situated in the spectacular San Juan Mountains of southwest Colorado (US 550 and 160, SH 62 and 145). This 236-mile route encompasses the nationally renowned Million Dollar Highway, often called the most scenic drive in America.

**4. Unaweep/Tabeguache**, between Whitewater and Placerville (SH 141 and 145). The 138-mile byway passes through the distinctive Unaweep Canyon, and the high, narrow Dolores River Canyon, opening onto the high plains of the Colorado Plateau.

**5. West Elk Loop**, between Carbondale, Hotchkiss, Gunnison, and Crested Butte (SH 133, 92, and 135, US 50). This 205-mile route

provides spectacular views along the north rim of the Black Canyon, fields of alpine wildflowers, and pastoral settings of the Crystal and Gunnison Rivers.

**6. Guanella Pass**, between the historic towns of Georgetown and Grant (Clear Creek CR 381 and Park CR 62). The 22-mile route provides panoramic views from the 11,669-foot mountain pass of the surrounding area, abundant wildlife and remnants of the historic mining era.

**7. Mount Evans**, extends from Idaho Springs to the summit of Mount Evans (SH 103 and 5). The 27-mile route is the highest paved highway in North America and offers spectacular views of the Front Range of the Rocky Mountains.



**8. Peak to Peak**, between Estes Park and Black Hawk (SH 7, 72, and 119). Less than an hour's drive from Denver, this 55-mile route offers numerous recreational opportunities and relics from the late 1800s mining boom days.

**9. Cache la Poudre-North Park**, between the historic towns of Fort Collins and Walden (SH 14). The 101-mile byway meanders through plains and hogbacks, into the magnificent Poudre Canyon, over Cameron Pass and into North Park to Walden.

**10. Colorado River Headwaters**, 70 miles between Rocky Mountain National Park, through Granby, Kremmling and State Bridge (US 40 and 34, and Grand CR 1). This route follows the course of the mighty Colorado River as it begins its journey west toward the Pacific Ocean.

**11. Flat Tops Trail**, connects the towns of Yampa and Meeker (Routt CR 17, FS 16, Rio Blanco CR 8, and SH 13). Scenic beauty is the main character of this 75-mile route, with rolling hills, hay meadows, deep canyons, and forested slopes of the Flat Top Mountains offering a visually unique landscape.

**12. Grand Mesa**, between I-70 and Cedaredge (SH 65, Lands End Road). The spectacular 63-mile route begins in the scenic Plateau River Canyon, then climbs through forests and meadows full of wildflowers, to offer panoramic views from the top of Grand Mesa.

**13. Los Caminos Antiguos**, between Cumbres Pass and the City of Alamosa (SH 17, 142, 159, and 150, US 285 and 160, and Alamosa CR 6). This 152-mile byway explores the rich heritage of Colorado's San Luis Valley and its blend of distinctive cultures.

**14. Top of the Rockies**, 75 miles of high mountain splendor connecting Leadville, Minturn, Twin Lakes, and the Copper Mountain Resort (SH 91 and 82, US 24). This route offers the visitor an abundance of Colorado History including early day fortune seeking miners and the brave men of the 10th Mountain Division.

**15. Silver Thread Byway**, stretching from South Fork to Lake City (SH 149). This 75-mile route provides countless photographic opportunities, including ghost towns, mountain peaks, and unique and unusual rock formations.

**16. Gold Belt Tour**, a 131-mile route between Florissant, Cripple Creek, Victor, Florence and Canyon City (SH 67, 9, 115, US 50, Teller CR 1). The route follows the historic Florence and Cripple Creek Railroad grade through Phantom Canyon; the Shelf Road, providing access to the Garden Park Fossil Area, Florissant Fossil Beds; and the High Park Road with scenic views of Pikes Peak. **POR-TIONS OF THIS ROUTE RE-QUIRE FOUR-WHEEL-DRIVE VEHICLES.**

**17. Frontier Pathways**, between the City of Pueblo and the towns of Westcliffe and Colorado City (SH 96, SH 165), is a 103-mile route featuring historic homesteads, the pristine Wet Mountain Valley, romantic stage-stop ruins, and wildlife viewing pullouts.

**18. Pawnee Pioneer Trails**, located on Colorado's north-eastern high plains between the agricultural towns of Sterling, Fort Morgan, and Ault (SH 52 and 14, Weld CR 129, 110, 112, and 390). This 125-mile route gives the visitor a chance to experience the timeless grasslands and the Pawnee Buttes.

**19. South Platte River Trail**, travels between Julesburg and Ovid (Sedgwick CR 28, US 138). The 14-mile route closely follows the trails that were established during westward migration, including the Pony Express Trail.

**20. Highway of Legends**, 75 miles linking Trinidad, La Veta, and Walsenburg (SH 12, US 160). The magnificent Sangre de Cristo Mountains provide a spectacular backdrop for the southwestern architecture which reflects Colorado's earliest Hispanic influences.

**21. Santa Fe Trail**, between the Kansas state line near Holly and the New Mexico state line at Raton Pass (US 50 and 350, and I-25). The 188-mile byway closely parallels the Mountain Branch of the historic Santa Fe Trail.

## **Appendix B**

### **Colorado Scenic & Historic Byways**

# **Methodology of the Potential Economic Impacts of Scenic Byway Designation in the Montana Study**

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PROCEEDINGS OF THE  
FOURTH INTERNATIONAL  
OUTDOOR RECREATION & TOURISM TRENDS SYMPOSIUM  
AND THE  
1995 NATIONAL RECREATION  
RESOURCES PLANNING CONFERENCE

MAY 14-17, 1995  
ST. PAUL, MINNESOTA

POTENTIAL ECONOMIC IMPACTS OF SCENIC BYWAY DESIGNATION

By designating a scenic byways system, recreational travel patterns are expected to change. The Montana Department of Transportation emphasizes that "a scenic byways (program) would tend to disperse travelers more evenly throughout the state. A scenic byways program may lessen pressure on the most commonly traveled tourist routes by alerting travelers to opportunities for spectacular views and other recreational opportunities along alternate routes." The scenic byways program can therefore be a policy and planning tool - a tool to disperse or concentrate use spatially and temporally. Alternate routes to common destination can be emphasized rather than heavily traveled existing routes. The economic implications of such a planning mechanism readily become apparent. A scenic byways program can be an economic development tool that specifically focuses tourism economic impacts to designated areas.

Several scenic byway studies have found that travelers tend to choose more scenic routes when travel time is not a primary consideration. Ulrich (1973) found that people made travel decisions which produced lower stress levels, such as choosing scenic routes. Drivers rate the scenic quality of the roadway and feel that as human intrusion increases, the scenic qualities of the roadway become proportionately less appealing (Evans 1980). A study of visitors to the Oregon coast found that the majority of pleasure travelers took a scenic route two or three times for every five pleasure trips taken (ODOT 1990). It does seem then, that when a scenic roadway is an option, a substantial number of travelers will opt for the scenic route over the more crowded but faster option. Previous studies documenting any increases in traffic have found that the amount of the increase was largely dependent upon the degree of marketing and promotion of the route.

Scenic byways are "roadsides or corridors of aesthetic, cultural, or historic value ... contain(ing) outstanding scenic vistas, unusual geologic formations, dramatic urban scenes, scientific features, or other elements - all providing enjoyment for the highway traveler" (FHWA 1988). US highway 89 follows the front range of the Rocky Mountains to Glacier National Park and is an ideal candidate for designation. The roadway provides a more scenic and slower alternative to Interstate 15 for Glacier Park visitors. Views and access to the Bob Marshal Wilderness complex, numerous rivers and reservoirs combined with historic, cultural and wildlife resources make this highway segment rich in the opportunities that attract visitors.

In 1990, US-89 attracted about 84,000 non-resident vehicles per year. Comparing the characteristics of the US-89 travelers with those on the I-15 and US-2 link shows several distinct

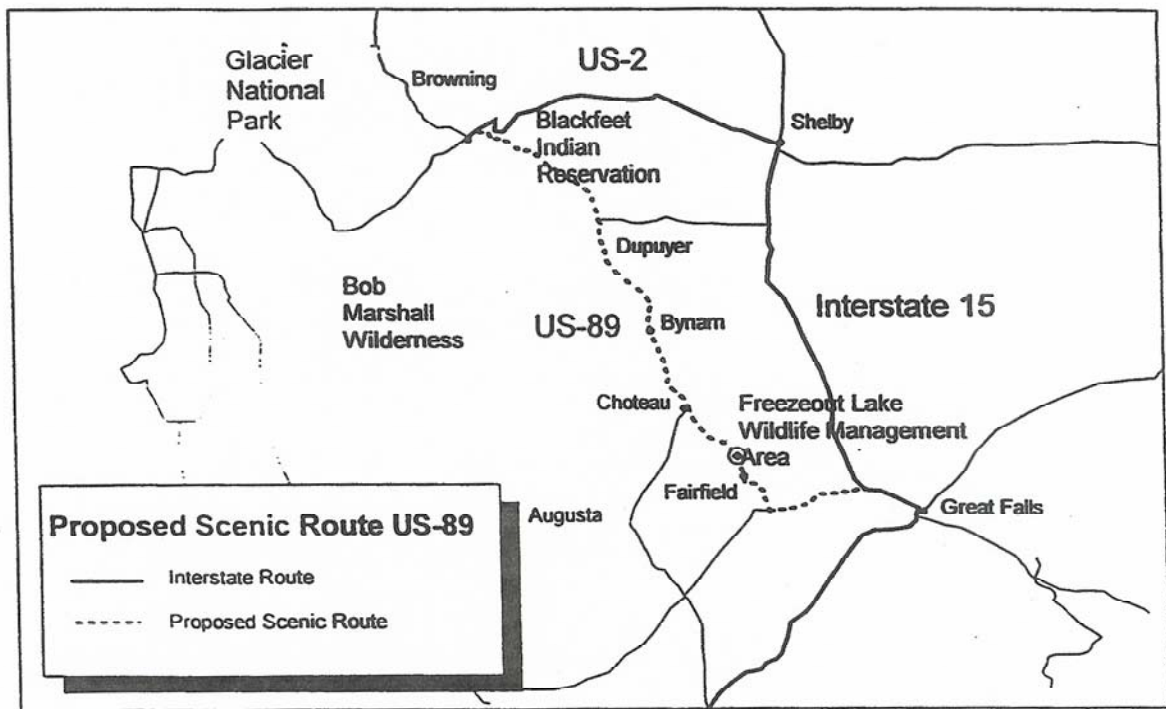


Figure 1. U.S. Highway 89. Alternate route to Glacier National Park.

differences between these two groups both traveling to and from the same destinations. The US-89 travelers were more likely to be here for vacation and recreation, were more likely to list viewing wildlife as a reason for visiting Montana and were about half as likely to return again in the next two years. The travel pattern of the US-89 travelers follows a general loop tour that includes the two national parks. When available, US-89 travelers tend to choose the more scenic travel options rather than the faster Interstate routes. These travel patterns differ from those visiting Glacier National Park via the Interstate highways as they tend not to include the scenic segments in their travel plans.

In spring and summer of 1990, resident and non-resident vacation and recreation expenditures in Choteau totaled about \$760,000. Spending in the towns along the remaining sections of the proposed scenic route was approximately \$415,000 totaling about \$1,175,000. On the average, each group traveling on US-89 accounts for about \$5.80 of expenditures in Choteau and \$8.90 along the entire route. The capture rate for Choteau is about 11% for 1990. That means about one in ten non-resident vehicles traveling on US-89 makes an expenditure in Choteau. The average expenditure made in Choteau is approximately \$20.32 and the average expenditure made elsewhere along the route is \$9.58. These figures provide the baseline estimates for modeling changes in traffic patterns and the resulting changes in expenditures.

## Scenic Byway Scenarios

The existing travel and expenditure patterns for US-89 travelers provide the basis for modeling the potential increases in visitation resulting from scenic byway designation. Historical increases in visitation from scenic byway designation range from zero to 38% (Urban Institute 1990; NHDT 1990; Barnow 1990). The level of promotion by state and local groups and the existing level of tourism have the greatest effect on traffic increases. Most commonly, annual increases in traffic of around 3% above historic trends, occur after scenic designation and local marketing. While an increase in traffic will most likely produce a corresponding increase in local expenditures, the ability of the community to capture a greater percentage of passing visitors will also increase overall expenditure levels.

As the economic potential to Choteau and the other communities along US-89 resulting from scenic byway designation are unknown, several levels of traffic flow changes based on previous studies were combined with an increase in the capture rate of passing motorists to provide a tenable range of possible outcomes. Projections of expenditures and the resulting economic impacts for the years 1990 to 2000 will be estimated for each level of traffic increase at the county level. These ranges are: current flows projected into the future, scenic byway designation with a 1% increase in traffic over the historic trend, a 3% increase with local and state promotion of the scenic byway, and the 3% increase in traffic combined with a 20% increase in the capture rate from 11% to 13% as tourism facilities become more developed along the route (Table 1).

Non-resident traffic levels on US-89 have been increasing at an annual rate of approximately 2%. Annual traffic increases based on 1980 to 1990 trends projected to the year 2000 show slight increases in labor income and jobs. By the year 2000, travel expenditures and the resulting labor income and jobs are estimated to increase by 15% over the ten year period.

As a result of a one-percent increase in traffic levels over historic trends, traveler expenditures will increase by 10% or \$90,000 over historic trends to \$970,000. Direct labor income and jobs would increase by \$15,000 and 2 respectively. The total economic impacts would be a \$23,000 increase in labor income that would translate into an additional 3 jobs in the county. As Choteau is situated in a relatively popular tourist area and route, the one-percent increase in traffic based on previous studies appears to be a reasonable estimate of the economic effects of scenic byway designation. This scenario does not rely upon local marketing or promotion to increase use levels.

Typically local marketing efforts have produced a 3% increase in traffic along scenic designated segments. A 3% change in historic use provides the mid-range estimated changes shown in scenario 2 in Table 1. Gross expenditures would increase 33% to \$300,000 by the year 2000 over historic trends. This translates into direct and total labor income increases of \$50,000 and \$76,000. The number of new jobs created in the community and county would be seven and eight respectively.

Once traffic and expenditure levels increase, the development of tourism facilities could be coordinated to capitalize on the increase in travelers. With the additional facilities, the ability of the community to "capture" passing traffic would increase as would the expenditure levels of those who stop in the community. Scenario 3 projects the historic trend to the year 2000



## **Appendix C**

### **Colorado Scenic & Historic Byways**

### **Business Survey Form**

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# Colorado Scenic and Historic Byways BUSINESS SURVEY

This survey is intended to determine the economic impact of the Colorado Scenic and Historic Byway designation on businesses.

**NOTE: Your responses are confidential and no response will be attributed to any individual or business establishment.**

1. What are the major business activities of this business establishment?				
	%		%	
Retail (souvenir, gifts, art, clothing)	_____	Equipment rental, tour guide, outfitter	_____	
Accommodations (hotel, motel, B&B, etc.)	_____	Entertainment (nightclub, theater, etc.)	_____	
Food and beverage (restaurant, bar, deli, etc.)	_____	Recreation business (campground, skiing)	_____	
Retail (convenience, groceries, etc.)	_____	Transportation (limo, taxi, jeep rentals)	_____	
Gas station or auto repair	_____			
2. Approximately how many years have <u>you</u> owned or managed this business?		3. Approximately how many years has this business been in operation?		
4. What is the organizational structure of your business?		5. How many months did this business operate during the past 12 months?		
<input type="checkbox"/> Sole proprietorship <input type="checkbox"/> Franchise operation <input type="checkbox"/> Corporation <input type="checkbox"/> Nonprofit <input type="checkbox"/> Cooperative <input type="checkbox"/> Other <input type="checkbox"/> Partnership		MONTHS:		
6. In general, what are your busiest seasons in terms of sales? (Rank them 1 to 4, 1 = busiest and 4 = least busy)		7. In your estimation, what has been the percentage increase in business since the designation of the Colorado River Headwaters Byway on September 17, 1993?		
<input type="checkbox"/> Spring <input type="checkbox"/> Summer <input type="checkbox"/> Fall <input type="checkbox"/> Winter		PERCENTAGE:		
8. What were your total retail sales (gross revenues):		9. What percentage of total retail sales (gross revenues) can you attribute to:		
June-August 1993	\$ _____	_____ % All tourists      _____ % Byway tourists		
June-August 1994	\$ _____	_____ % Out of state tourists		
June-August 1995	\$ _____			
10. How many people did you employ from June-August?		11. Are you the business		
	1993    1994    1995	<input type="checkbox"/> Owner <input type="checkbox"/> Manager		
Full time	_____			
Permanent part-time	_____			
Seasonal	_____			
12. What is your gender?		13. What is your age?		
<input type="checkbox"/> Male <input type="checkbox"/> Female		<input type="checkbox"/> Under 20 years <input type="checkbox"/> 41-65 <input type="checkbox"/> 20-40 <input type="checkbox"/> Over 65		

Continued on back...

The Scenic and Historic Byway system often serves as a primary tourism attraction. We would like your opinion on both the positive and negative impacts that Byway designation has on your community.

Please give us your opinion on the following statements.

5 = Strongly Agree	4 = Agree	3 = Neutral	2 = Disagree	1 = Strongly Disagree
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1. My business would benefit from additional promotion of the Byway .....	5	4	3	2	1
2. My business would benefit if additional tourism businesses opened in this community .....	5	4	3	2	1
3. The Byway has created additional sales for my business. ....	5	4	3	2	1
4. The community infrastructure (roads, utilities, parks, etc.) are adequate to support additional tourism development .....	5	4	3	2	1
5. My community has too many visitors already. ....	5	4	3	2	1
6. The byway has support from the business community. ....	5	4	3	2	1
7. I am willing to commit time and resources to help improve the Byway. ....	5	4	3	2	1
8. Businesses work cooperatively in this community to support tourism. ....	5	4	3	2	1
9. The business community and public land management agencies work cooperatively in this area .....	5	4	3	2	1
10. Additional visitors have reduced the quality of outdoor recreation in this community .....	5	4	3	2	1
11. Visitors should contribute financially to the protection of the tourism resources along the Byway. ....	5	4	3	2	1
12. The Byway designation is important for the economic health of this community.....	5	4	3	2	1
13. Additional visitors brings additional environmental problems to this community. ....	5	4	3	2	1
14. I support the Byway designation for this area. ....	5	4	3	2	1

*Thank You!*

## **Appendix D**

### **Colorado Scenic & Historic Byways**

### **Detailed Data Tables**

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**Table D-1 Retail (Souvenir, Gifts, Art, Clothing) (n = 77)**

Percent of Business Activities Considered Retail	Frequency	Percent of All Businesses
0	51	66.2
5	5	6.5
8	1	1.3
10	1	1.3
25	2	2.6
34	2	2.6
50	1	1.3
55	1	1.3
60	1	1.3
75	1	1.3
95	1	1.3
100	10	13.0

**Table D-2 Accommodations (Hotel, Motel, B&B, Etc.) (n = 77)**

Percent of Business Activities Considered Accommodations	Frequency	Percent of All Businesses
0	58	75.3
20	1	1.3
25	4	5.2
30	1	1.3
40	3	3.9
50	1	1.3
66	1	1.3
100	8	10.4

**Table D-3 Food and Beverage (Restaurant, Bar, Deli, Etc.) (n = 77)**

Percent of Business Activities Considered Food and Beverage	Frequency	Percent of All Businesses
0	52	67.5
10	2	2.6
20	1	1.3
25	2	2.6
30	1	1.3
33	1	1.3
34	1	1.3
50	1	1.3
60	2	2.6
70	1	1.3
80	2	2.6
100	11	14.3

**Table D-4 Retail (Convenience, Groceries, Etc.) (n = 77)**

Percent of Business Activities Considered Retail	Frequency	Percent of All Businesses
0	59	76.6
5	1	1.3
20	1	1.3
25	1	1.3
33	2	2.6
40	2	2.6
45	1	1.3
50	3	3.9
75	1	1.3
92	2	2.6
100	4	5.2

**Table D-5 Gas Station or Auto Repair (n = 77)**

Percent of Business Activities Considered Gas Station or Auto Repair	Frequency	Percent of All Businesses
0	72	93.5
33	1	1.3
50	3	3.9
100	1	1.3

**Table D-6 Equipment Rental, Tour Guide, Outfitter (n = 77)**

Percent of Business Activities Considered Equipment Rental, Tour Guide, Outfitter	Frequency	Percent of All Businesses
0	66	85.7
3	1	1.3
20	1	1.3
25	1	1.3
40	1	1.3
45	1	1.3
80	1	1.3
100	5	6.5

**Table D-7 Entertainment (Nightclub, Theater, Etc.) (n = 77)**

Percent of Business Activities Considered Entertainment	Frequency	Percent of All Businesses
0	76	98.7
20	1	1.3



**Table D-8 Recreation Business (Campground, Skiing) (n = 77)**

Percent of Business Activities Considered Recreation	Frequency	Percent of All Businesses
0	64	83.1
20	3	3.9
25	1	1.3
60	1	1.3
70	1	1.3
80	1	1.3
95	1	1.3
100	5	6.5

**Table D-9 Transportation (Limo, Taxi, Jeep Rentals) (n = 77)**

Percent of Business Activities Considered Transportation	Frequency	Percent of All Businesses
0	76	98.7
20	1	1.3

**Table D-10 Other Business Activities (n = 77)**

Percent of Business Activities Considered Other	Frequency	Percent of All Businesses
0	72	93.5
25	1	1.3
40	1	1.3
50	1	1.3
100	2	2.6

**Table D-11 Years Owned or Managed Business (n =75)**

Years Owned or Managed	Frequency	Percent (%)
0.5	2	2.7
1.0	8	10.7
1.3	1	1.3
1.5	2	2.7
2.0	8	10.7
2.5	1	1.3
3.0	3	4.0
3.5	1	1.3
4.0	7	9.3
5.0	5	6.7
6.0	3	4.0
6.5	1	1.3
7.0	1	1.3
8.0	4	5.3
8.5	2	2.7
9.0	2	2.7
10.0	2	2.7
11.0	2	2.7
12.0	4	5.3
13.0	2	2.7
14.0	2	2.7
16.0	2	2.7
18.0	3	4.0
19.0	1	1.3
20.0	2	2.7
21.0	1	1.3
22.0	1	1.3
32.0	1	1.3
40.0	1	1.3

**Table D-12 Years Business Has Been in Operation (n = 73)**

Years in Operation	Frequency	Percent (%)
0.5	1	1.4
1.0	5	6.8
1.3	1	1.4
2.0	5	6.8
2.5	1	1.4
3.0	1	1.4
4.0	4	5.5
5.0	2	2.7
6.0	3	4.1
7.0	2	2.7
8.0	1	1.4
10.0	1	1.4
11.0	2	2.7
12.0	2	2.7
13.0	2	2.7
14.0	3	4.1
15.0	6	8.2
18.0	2	2.7
19.0	1	1.4
20.0	6	8.2
21.0	1	1.4
22.0	1	1.4
27.0	1	1.4
30.0	3	4.1
35.0	3	4.1
37.0	1	1.4
40.0	1	1.4
43.0	1	1.4
47.0	1	1.4
55.0	1	1.4
60.0	3	4.1
63.0	1	1.4
65.0	1	1.4
70.0	2	2.7
90.0	1	1.4

**Table D-13 Organizational Structure (n = 75)**

Organizational Structure	Frequency	Percent (%)
Sole proprietorship	35	46.7
Corporation	29	38.7
Cooperative	0	0.0
Partnership	10	13.3
Franchise operation	0	0.0
Nonprofit	0	0.0
Other	1	1.3

**Table D-14 Months in Operation in Past 12 Months (n = 77)**

Months in Operation	Frequency	Percent (%)
0.6	1	1.3
3.0	1	1.3
4.0	2	2.6
5.0	3	3.9
5.5	1	1.3
6.0	4	5.2
7.0	3	3.9
8.0	1	1.3
9.0	2	2.6
11.0	1	1.3
11.5	1	1.3
12.0	57	74.0

**Table D-15 Busiest Seasons in Terms of Sales**

Likert Scale	Spring (n=62)		Summer (n=71)		Fall (n=63)		Winter (n=62)		
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Busiest	1	3	4.8	55	77.5	9	14.3	5	8.1
	2	18	29.0	11	15.5	28	44.4	5	8.1
	3	22	35.5	3	4.2	23	36.5	13	21.0
Least busy	4	19	30.6	2	2.8	3	4.8	39	62.9

**Table D-16 Percentage Increase in Business Since Byway Designation (n = 45)**

Percentage Increase in Business	Frequency	Percent of All Businesses
0.0	20	44.4
1.0	1	2.2
1.5	1	2.2
2.0	1	2.2
3.3	1	2.2
5.0	6	13.3
6.0	1	2.2
8.0	2	4.4
10.0	5	11.1
18.0	1	2.2
25.0	2	4.4
30.0	1	2.2
40.0	1	2.2
50.0	1	2.2
100.0	1	2.2

**Table D-17 Total Retail Sales (Gross Revenues) June-August 1993 (n = 25)**

Total Retail Sales (Gross Revenues)	Frequency	Percent (%)
\$5,000	1	4.0
\$17,000	1	4.0
\$20,000	1	4.0
\$30,000	1	4.0
\$33,016	1	4.0
\$42,569	1	4.0
\$45,000	1	4.0
\$45,571	1	4.0
\$50,000	1	4.0
\$60,000	1	4.0
\$76,000	1	4.0
\$80,000	1	4.0
\$88,459	1	4.0
\$89,098	1	4.0
\$95,000	2	8.0
\$100,000	2	8.0
\$140,000	1	4.0
\$178,000	1	4.0
\$180,000	1	4.0
\$200,000	1	4.0
\$300,000	1	4.0
\$360,870	1	4.0
\$480,000	1	4.0

**Table D-18 Total Retail Sales (Gross Revenues) June-August 1994 (n = 29)**

Total Retail Sales (Gross Revenues)	Frequency	Percent (%)
\$8,000	1	3.4
\$9,000	1	3.4
\$17,000	1	3.4
\$22,100	1	3.4
\$30,000	1	3.4
\$30,545	1	3.4
\$35,000	1	3.4
\$42,000	1	3.4
\$43,734	1	3.4
\$50,000	1	3.4
\$50,740	1	3.4
\$57,000	1	3.4
\$60,000	1	3.4
\$60,547	1	3.4
\$82,000	1	3.4
\$85,000	1	3.4
\$92,930	1	3.4
\$96,000	1	3.4
\$100,000	2	6.9
\$122,083	1	3.4
\$130,000	1	3.4
\$160,000	1	3.4
\$192,000	1	3.4
\$200,000	1	6.9
\$300,000	1	3.4
\$355,870	1	3.4
\$420,000	1	3.4

**Table D-19 Total Retail Sales (Gross Revenues) June-August 1995 (n = 37)**

Total Retail Sales (Gross Revenues)	Frequency	Percent (%)
\$500	1	2.7
\$8,000	1	2.7
\$10,000	3	8.1
\$11,200	1	2.7
\$12,050	1	2.7
\$13,523	1	2.7
\$15,000	1	2.7
\$15,200	1	2.7
\$20,000	1	2.7
\$33,351	1	2.7
\$37,000	1	2.7
\$40,000	1	2.7
\$55,001	1	2.7
\$60,000	1	2.7
\$65,046	1	2.7
\$73,000	1	2.7
\$80,000	1	2.7
\$82,147	1	2.7
\$90,000	1	2.7
\$93,000	1	2.7
\$95,190	1	2.7
\$98,000	1	2.7
\$105,000	1	2.7
\$150,000	1	2.7
\$160,844	1	2.7
\$162,000	1	2.7
\$200,000	2	5.4
\$202,000	1	2.7
\$250,000	2	5.4
\$300,000	1	2.7
\$348,650	1	2.7
\$440,000	1	2.7
\$2,000,000	1	2.7



**Table D-20 Percentage of Total Retail Sales (Gross Revenues) From All Tourists (n = 56)**

Total Retail Sales (Gross Revenues)	Frequency	Percent (%)
0	2	3.6
5	1	1.8
10	6	10.7
20	4	7.1
25	1	1.8
30	4	7.1
33	1	1.8
40	7	12.5
50	4	7.1
55	1	1.8
60	3	5.4
70	3	5.4
75	3	5.4
77	1	1.8
80	2	3.6
90	2	3.6
95	1	1.8
98	1	1.8
99	1	1.8
100	8	14.3

**Table D-21 Percentage of Total Retail Sales (Gross Revenues) From Out-of-State Tourists (n=51)**

Total Retail Sales (Gross Revenues)	Frequency	Percent (%)
0	2	3.9
1	1	2.0
5	4	7.8
10	4	7.8
15	1	2.0
20	7	13.7
25	4	7.8
30	4	7.8
32	1	2.0
40	2	3.9
45	2	3.9
50	5	9.8
60	3	5.9
70	2	3.9
75	1	2.0
80	1	2.0
85	2	3.9
90	3	5.9
95	1	2.0
98	1	2.0

**Table D-22 Percentage of Total Retail Sales (Gross Revenues) From Byway Tourists (n = 39)**

Total Retail Sales (Gross Revenues)	Frequency	Percent (%)
0	15	38.5
1	1	2.6
2	3	7.7
3	1	2.6
5	5	12.8
8	1	2.6
10	6	15.4
15	1	2.6
25	1	2.6
30	1	2.6
40	1	2.6
50	2	5.1
90	1	2.6

**Table D-23 Number of Full-Time Employees 1993-1995 (Frequency and Percent)**

Number of Employees	1993 (n = 60)		Number of Employees	1994 (n = 64)		Number of Employees	1995 (n = 72)	
	Freq.	%		Freq.	%		Freq.	%
0	28	46.7	0	30	46.9	0	28	38.9
1	8	13.3	1	8	12.5	1	10	13.9
2	9	15.0	2	10	15.6	2	12	16.7
3	3	5.0	3	4	6.3	3	9	12.5
4	3	5.0	4	3	4.7	4	2	2.8
5	1	1.7	5	2	3.1	5	2	2.8
--	--	--	--	--	--	6	1	1.4
7	2	3.3	--	--	--	--	--	--
--	--	--	8	1	1.6	8	1	1.4
9	1	1.7	--	--	--	--	--	--
--	--	--	10	1	1.6	10	2	2.8
--	--	--	--	--	--	11	1	1.4
15	1	1.7	15	2	3.1	15	1	1.4
16	1	1.7	--	--	--	--	--	--
18	1	1.7	18	2	3.1	18	1	1.4
19	1	1.7	--	--	--	--	--	--
--	--	--	--	--	--	20	1	1.4
35	1	1.7	35	1	1.6	35	1	1.4

**Table D-24 Number of Permanent Part-Time Employees 1993-1995 (Frequency and Percent)**

Number of Employees	1993 (n = 60)		Number of Employees	1994 (n = 64)		Number of Employees	1995 (n = 71)	
	Freq.	%		Freq.	%		Freq.	%
0	37	61.7	0	38	59.4	0	37	52.1
1	7	11.7	1	9	14.1	1	12	16.9
2	6	10.0	2	4	6.3	2	7	9.9
3	2	3.3	3	4	6.3	3	6	8.5
4	2	3.3	4	2	3.1	--	--	--
5	2	3.3	5	2	3.1	5	3	4.2
6	1	1.7	6	1	1.6	6	1	1.4
7	1	1.7	7	1	1.6	7	1	1.4
--	--	--	8	1	1.6	8	1	1.4
10	1	1.7	10	1	1.6	10	2	2.8
15	1	1.7	--	--	--	--	--	--
--	--	--	16	1	1.6	--	--	--
--	--	--	--	--	--	18	1	1.4

**Table D-25 Number of Seasonal Employees 1993-1995 (Frequency and Percent)**

Number of Employees	1993 (n = 60)		Number of Employees	1994 (n = 64)		Number of Employees	1995 (n = 70)	
	Freq.	%		Freq.	%		Freq.	%
0	37	61.7	0	39	60.9	0	43	61.4
1	5	8.3	1	6	10.9	1	7	10.0
2	6	10.0	2	6	9.4	2	5	7.1
3	1	1.7	3	2	3.1	3	2	2.9
4	2	3.3	--	--	--	4	2	2.9
5	1	1.7	5	1	1.6	5	1	1.4
--	--	--	6	1	1.6	--	--	--
--	--	--	--	--	--	7	1	1.4
8	1	1.7	--	--	--	--	--	--
10	2	3.3	10	1	1.6	--	--	--
--	--	--	11	1	1.6	--	--	--
--	--	--	12	1	1.6	12	1	1.4
--	--	--	--	--	--	13	1	1.4
--	--	--	--	--	--	14	1	1.4
--	--	--	--	--	--	15	1	1.4
18	1	1.7	18	2	3.1	18	1	1.4
19	1	1.7	--	--	--	--	--	--
--	--	--	--	--	--	20	1	1.4
26	1	1.7	--	--	--	--	--	--
--	--	--	27	1	1.6	27	1	1.4
35	1	1.7	--	--	--	--	--	--
--	--	--	40	1	1.6	40	1	1.4
70	1	1.7	70	1	1.6	--	--	--
--	--	--	--	--	--	75	1	1.4

**Table D-26 Owner or Manager of Business (Survey Respondent) (n = 76)**

Survey Response	Owner		Manager	
	Frequency	%	Frequency	%
No	4	5.2	52	68.4
Yes	72	93.5	24	31.6

**Table D-27 Gender of Business Owners/Managers (n = 72)**

Gender	Frequency	Percent (%)
Male	41	56.9
Female	31	43.1

**Table D-28 Age of Business Owners/Managers (n = 76)**

Age	Frequency	Percent (%)
Under 20 years	0.0	0.0
20-40	19	25.0
41-65	52	68.4
Over 65	5	6.6

**Table D-29 Business Owners/Managers' Attitudes Concerning Byway Designation (n=77)  
(Mean, Frequency, and Percent)**

1.0 = strongly agree; 2.0 = disagree; 3.0 = neutral; 4.0 = agree; 5.0 = strongly agree

Opinion*	Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Response
A	3.8	7 9.1%	4 5.2%	14 18.2%	24 31.2%	25 32.5%	3 3.9%
B	3.8	5 6.5%	6 7.8%	13 16.9%	23 29.9%	26 33.8%	4 5.2%
C	2.9	11 14.3%	12 15.6%	30 39.0%	14 18.2%	5 6.5%	5 6.5%
D	3.1	3 3.9%	25 32.5%	18 23.4%	17 22.1%	11 14.3%	3 3.9%
E	2.0	26 33.8%	30 39.0%	15 19.5%	1 1.3%	2 2.6%	3 3.9%
F	3.6	1 1.3%	3 3.9%	27 35.1%	33 42.9%	9 11.7%	4 5.2%
G	3.1	3 3.9%	16 20.8%	33 42.9%	13 16.9%	7 9.1%	5 6.5%
H	3.2	8 10.4%	11 14.3%	25 32.5%	20 26.0%	10 13.0%	3 3.9%
I	3.1	6 7.8%	13 16.9%	26 33.8%	21 27.3%	5 6.5%	6 7.8%
J	2.4	14 18.2%	34 44.2%	14 18.2%	9 11.7%	3 3.9%	3 3.9%
K	3.6	4 5.2%	8 10.4%	16 20.8%	30 39.0%	16 20.8%	3 3.9%
L	3.6	2 2.6%	3 3.9%	28 36.4%	27 35.1%	13 16.9%	4 5.2%
M	3.3	6 7.8%	13 17.6%	15 19.5%	31 40.3%	9 11.7%	3 3.9%
N	4.0	3 3.9%	3 3.9%	14 18.2%	26 33.8%	27 35.1%	4 5.2%

\* Refer to the following page for the complete listing of opinion statements that correspond with A-N in Table D-29.

**\* Opinion Statements Concerning Both the Positive and Negative Impacts That Byway Designation Has on the Business Owners/Managers' Community.**

- A. My business would benefit from additional promotion of the byway.
- B. My business would benefit if additional tourism businesses opened in this community.
- C. The Byway has created additional sales for my business.
- D. The community infrastructure (roads, utilities, parks, etc.) are adequate to support additional tourism development.
- E. My community has too many visitors already.
- F. The byway has support from the business community.
- G. I am willing to commit time and resources to help improve the Byway.
- H. Businesses work cooperatively in this community to support tourism.
- I. The business community and public land management agencies work cooperatively in this area.
- J. Additional visitors have reduced the quality of outdoor recreation in this community.
- K. Visitors should contribute financially to the protection of the tourism resources along the Byway.
- L. The Byway designation is important for the economic health of this community.
- M. Additional visitors bring additional environmental problems to this community.
- N. I support the Byway designation for this area.




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# Colorado Scenic and Historic Byways



# Marketing Strategy

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*Prepared for*

**Colorado Scenic and Historic Byways Commission**

*Prepared by*

**Colorado Center for Community Development**



**University of Colorado at Denver**

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# Colorado Scenic and Historic Byways



# Marketing Strategy

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*Prepared for*

**Colorado Scenic and Historic Byways Commission**

*Prepared by*

**John Sem, Tourism Development Specialist  
Shauna Palmer, Tourism Planning and Research Associate  
Colorado Center for Community Development**



**University of Colorado at Denver**

*Assisted by*

**Sally Pearce, State Coordinator  
Colorado Scenic and Historic Byways Program  
Colorado Department of Transportation**

*May 2000*

Funded in part by a State Historical Fund grant from the Colorado Historical Society.

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*Wet Mountain Valley and the east face of the Sangre de Christos Range,  
Frontier Pathways National Scenic Byway*

*©Byways Commission file photo*



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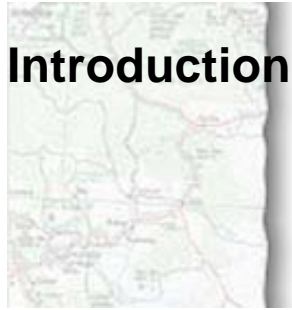
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## Introduction



*Los Caminos Antiguos, a byway which addresses “niche markets” and an explicit goal to market in a way that matches visitor expectations with actual byway products.*



©Byways Commission file photo

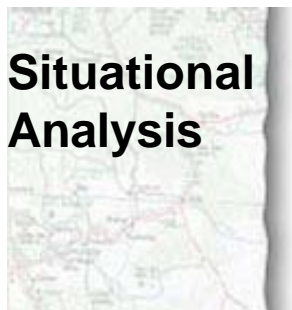
The Colorado Scenic and Historic Byways Commission, in operation since 1989, has now designated 23 Scenic and Historic Byways within Colorado. One of these Byways, The San Juan Skyway, has received All-American Road designation, as has Trail Ridge Road in the Rocky Mountain National Park. Four Byways, Top of the Rockies, Grand Mesa, Santa Fe Trail, and Frontier Pathways have received National Road designation.

Each of the twenty-three Colorado Byways is unique with intrinsic scenic and historic qualities that make each Byway an attractive route to visit and drive. However, the rapid growth of Colorado is raising concerns about the extent to which Byway organizations should market their respective routes. Some Byways have taken an active part in marketing while others have taken initiatives to reduce usage. Several Byways are initiating visitor management strategies aimed at selecting markets that are appropriate to the Byway resource and the ability of the route to handle additional visitors. These visitor management strategies may include promotional messages designed to direct visitors away from high use areas to low use areas, to reduce overall use on some Byway segments, or to market only to limited audiences such as communities along the Byway.

The Colorado Scenic and Historic Byways Commission (Commission) will continue to support local Byway marketing and promotion initiatives. The commission will also provide assistance where possible in achieving local Byway goals. Each Colorado Scenic and Historic Byway organization has its own policies and strategies for marketing and visitor management. It will be up to each individual Byway to develop its own comprehensive Byway marketing directions, goals, strategies, and plans.

However, the Commission will continue to provide basic overall visitor information and promotional initiatives needed to maintain a strong statewide Byways program. This document outlines the Byway marketing issues faced by the Commission and how it plans to address these issues, in accordance with local Byway marketing goals.

## Situational Analysis



Marketing and promotion of the Colorado Byway system is a joint effort between the Colorado Scenic and Historic Byways Commission and local Byway organizations. There are no permanent budget allocations that allow for a systematic and coordinated marketing and promotional program. However, this plan outlines a program of action that will be the basis for fundraising for Byway marketing and promotional efforts. There are many

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opportunities for promotion of the Byways, although some local Byway organizations have vastly different marketing goals. This presents unique challenges in managing an effective marketing program. The basic opportunities and challenges presented include:

## Opportunities

1) Colorado Byways have unusual scenic and historic qualities. Colorado's dramatic 14,000-foot mountains and rich mining, ranching and western expansion history attract visitors from around the world. Extensive interpretive projects now assist visitors in understanding and appreciating Colorado's dramatic resources.

2) The Colorado Scenic and Historic Byways Commission has developed a cooperative approach, supporting each local Byway organization. This support has resulted in many strong local groups that can effectively manage their Byways.

3) The Colorado Scenic and Historic Byways Commission has assisted local byway organizations in obtaining funding from a variety of sources. This has resulted in substantial investments in local facilities and management capacity along most Colorado Byways.

4) By the end of 1999, the majority of Colorado Byways will have completed their byway corridor management plans. These plans often outline the promotional and marketing strategies selected by local Byway organizations. These plans are the basis for investment along each byway. This strong planning focus has resulted in funding from the Federal Highway Administration (FHWA) Scenic Byway Program, Colorado's State Historical Fund, Great Outdoor Colorado, area foundations, the U.S.D.A. Forest Service, the Bureau of Land Management, many local city and county governments, and other local funding sources.

5) To date, Colorado is one of two states with six byways that have received All-American or National Road Scenic Byway designation by the Federal Highway Administration. The FHWA Scenic Byways Program has initiated a national byway marketing program, which has already had impact on Colorado. Some of the Colorado All-American Roads have received recognition in national press.

6) The Colorado Scenic and Historic Byways Commission has initiated several marketing and promotional projects. It has developed an outstanding informational brochure and an attractive Internet site. The Commission has also worked on cooperative projects that resulted in a KUSA—Channel 9 video product that includes video

*Cache La Poudre-North Park Scenic and Historic Byway, an example of a byway with divergent marketing goals— one of the challenges in managing an effective byway marketing program.*



©Byways Commission file photo



segments for 19 of the 23 Byways, the development of a major promotional guide sponsored by Total Petroleum Corporation, Byway information that has been included several times in the Denver Post, a Public Broadcasting System television series, and informational segments on local travel shows.

7) Most Colorado Byway organizations have developed a wide range of promotional and marketing items. These include audio interpretive tapes, videos, passports, directional maps, informational brochures, interpretive history brochures and books, low-watt radio messages, and a host of other promotional materials.

8) The Colorado Scenic and Historic Byways Commission is one of the few states that have conducted Byway market research. A statewide visitor profile was completed in 1996. In addition, at least five byways— Alpine Loop, Grand Mesa, Los Caminos, Mt. Evans and Guanella Pass Byways— have completed their own visitor profiles. The Commission has also looked at traffic patterns on each Byway and conducted research to determine the effect of Byway designation on local tourism businesses. A study that evaluates byway visitor impacts on community tourism businesses will soon be completed. This information is helping local Byways evaluate and manage their local Byway marketing programs.

## Challenges

1) The Colorado Scenic and Historic Byways Commission has no annual or recurring byway marketing or promotional budget. Each promotional project must stand on its own since the Commission relies on grant funds or organizational partnerships for project funding. Lack of a permanent source of funds limits the ability of the Commission to develop a comprehensive Byway marketing program.

2) No local Colorado Byway has a permanent funding source for Byway marketing or promotion. Each local byway organization must rely on grant sources or contributions from local tourism organizations to fund any promotional project. Lack of funding limits the development of a systematic and comprehensive Byway marketing program.

3) Several Colorado Byway organizations are not interested in attracting more visitors, while others are interested in comprehensive promotional efforts. It is difficult to develop a comprehensive statewide byway marketing program when local organizations do not have the same Byway marketing goals.



4) Since the 1992 loss of financing for tourism marketing, the state of Colorado has had difficulty in maintaining a strong tourism marketing program. This has had an effect on Colorado tourism. As a key summer market destination, for example, Colorado ranked 11th in the nation in 1997, down from 5th place in 1992 (Longwood, January 1999). This shift from a national to a regional market is resulting in lower per-person-per-day visitor expenditures. The drop could mean up to \$20.00 in expenditures per traveler per day in some Colorado locales.



## Existing Byway Promotional Efforts

Table 1 provides an overview of the existing promotional efforts initiated by local Byway organizations and the Commission. All Byways have several promotional items to help visitors use the Byway.

Extensive marketing and interpretive materials have been developed as part of the state byway program. This table indicates a wide range of strategies have been used to market and promote state byways.



## Marketing Goals

The Colorado Scenic and Historic Byways Commission will maintain a core marketing program to help maintain a strong state Byways program. Specific goals include:

- Maintain close coordination of the state Byways marketing effort with local Byway organizations.
- Continue active participation in the National Scenic Byways Program marketing efforts.
- Initiate Colorado marketing projects and initiatives to help inform visitors and Colorado residents about the Colorado Byways.
- Maintain an active research and evaluation program to help guide Commission and local Byway marketing efforts.
- Establish a more permanent source of funding for byway marketing and promotional initiatives.

*State Welcome Center,  
Julesburg Interstate 76  
exchange, the start of the  
South Platte River Trail  
Scenic and Historic Byway*



©South Platte River Trail Byway file photo

**Table 1. Colorado Byway Marketing and Promotional Materials Inventory**

<b>Byway Name</b>	<b>Brochures (Informational)</b>	<b>Interpretive Signs</b>	<b>Internet</b>	<b>Marketing Plan</b>	<b>Other</b>
Colorado Scenic & Historic Byway Commission	X (Discover Colorado)		X	X	Videos, News articles, Promotional booklet, Photo library, Visitor profile
Alpine Loop	X	X			Poster, Visitor profile
Cache la Poudre	X	X		X	History book, educational program, traveling exhibit
Colorado Headwaters	X	X			
Dinosaur Diamond	X		X	X	Passport, Press package, FAM tour
Flat Tops	X	X			Audio tapes, Video
Frontier Pathways	X	X		X	Audio tape, Video
Gold Belt	X	X		X	Poster, Audio tape
Grand Mesa	X	X		X	Pins, Hats, Newspaper, Visitor profile, Fam tour
Guanella Pass	X	X			Junior guidebook, Video, Guide, Visitor profile, Touch-screen video display
Highway of Legends	X	X	X	X	Poster, Calendar, Coloring book
Los Caminos Antiguous	X	X	X		PBS video, Newsletter, Visitor profile, Mission tour
Mt Evans	X	X			Junior guidebook, Video, Audio tape, Guide, Visitor profile, Touch-screen video display
Pawnee Pioneer Trail	X	X			
Peak to Peak	X	X			Video, Press package, Photo library
San Juan Skyway	X	X	X	X	USDA Forest Service video, Audio tape, Pins, PBS video
Santa Fe Trail	X	X		X	Audio tapes, Post cards, Touch-screen video, Low-frequency radio
Silver Thread	X	X			History booklet
South Platte River Trail	X	X		X	Exhibits

(continued)

**Table 1. Colorado Byway Marketing and Promotional Materials Inventory (continued)**

Byway Name	Brochures (Informational)	Interpretive Signs	Internet	Marketing Plan	Other
Top of the Rockies	X			X	Photo library
Trail of the Ancients	X				
Trail Ridge Road	X	X	X		Audio tapes, Photo library, Passport, etc. (NPS products)
Unaweep/ Tabeguache	X	X			Audio tapes, Poster
West Elk Loop	X	X			History guide



## Promotional Strategies

There are a wide range of promotional strategies that the Colorado Scenic and Historic Byways Commission will use to promote and inform the public about the Colorado Byways Program. Promotional efforts will include public relations, advertising, and personal sales. Effective marketing depends upon the supporting roles of coordination, training and marketing research— also discussed in this plan.

### Public Relations and Education

Public relations are defined as unpaid informational and promotional messages; that is, those delivered typically by others at no charge.

**Colorado Byway Newsletter:** Partly for program coordination purposes, the Commission staff has been producing a newsletter to inform Colorado Byway leaders on marketing and other issues of importance to Byway management. With the emergence of nearly universal email communications that are useful for timely distribution of written material, the frequency of printed newsletters is not as critical as it once was. In the future, the printed Byways newsletter will evolve to address a broader audience, providing an expanding opportunity for another public relations mechanism.

**Trademarking of the Colorado Byway Logo (Columbine flower and wording):** The Colorado Scenic and Historic Byways Commission



should trademark its logo so it can manage and control its use. Several organizations and enterprises are now actively marketing and promoting Colorado Byways. Protected use of the program’s logo may help encourage cooperation with Byway managers.

**Public Relations Packages:** The Commission staff will maintain and provide public relations packages for travel writers, the Federal Highway Administration, and various media upon request. The package will include news releases, photographs, and other documentation that is of interest to the mass media.

**Slide Library:** The Commission Staff will keep an extensive photographic library of slides and other forms of images that are available to Byways representatives, travel writers, and other parties needing photographs to help tell the story about Colorado Byways.

**Seasonal Photographs:** The Commission will initiate a project to hire professional photographers to take seasonal pictures of all Colorado Byways. This will expand the existing quality of the Colorado Byways photograph library.

**Public Speaking:** The Commission will use its extensive photographic image library to continue making presentations to a wide variety of civic groups, adult education programs, recreational conventions, historic preservation conferences and other organizations as requested. Presentations can be tailored to any length, subject matter or region that includes scenic byways.

**K–12 Educational Package:** The Colorado Scenic and Historic Byways Commission will explore the development of an educational

package for kindergarten through 12<sup>th</sup> grade that can be used by teachers throughout Colorado as a teaching tool. Packages would be developed based upon combinations of grade levels: Kindergarten through 3<sup>rd</sup> grade (K–3); 4<sup>th</sup> through 6<sup>th</sup> grade (4–6), and 7<sup>th</sup> through 12<sup>th</sup> grade (7–12). Products would include a teacher’s educational package, handout materials for students, and teachers’ training. An outline of the program needs to be developed to detail the costs and procedures for this program. Commission staff will meet with educational professionals to develop a proposal and budget for this project.

**Colorado Scenic and Historic Byways Association:** The Commission will explore the development of a Colorado Scenic and Historic Byways Association. The primary function of this new group would be to help develop salable products as income generators for local Byway organizations. The Association could explore other ways that cooperative representation could advance the byways organizations’ interests. In 2000, the Commission will evaluate the feasibility of this idea and its potential for enhancing program coordination.

*An image from a slide library showing historic downtown Trinidad on the Santa Fe Trail National Scenic and Historic Byway.*



©Photograph by Lori Baca, Trinidad-Las Animas County Economic Development

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**Cooperative Programming:** Guided by this plan, the Commission members and staff will continue looking for opportunities to develop joint promotional programming with Colorado businesses, organizations or other potential partners. Past efforts have resulted in major promotional initiatives.

**Byway Travel Books:** Several Byway travel books have been written in the past few years and the Commission staff believes there will be additional such publication efforts. In the past, several errors have been made in these books. To prevent inaccuracies in future publications, the Commission will require advance review by Byways staff in return for cooperation and assistance. Accurate information is important to users of the Byways and thus necessary for maintaining visitation.

Advertising is paid informational and sometimes interpretive messages. Guided by this plan, the Commission and its partners will utilize advertising, including the following initiatives:

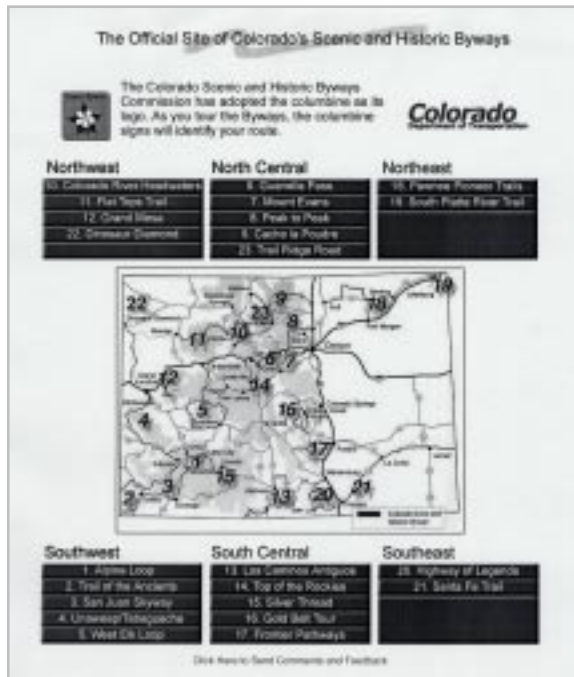
## Advertising



**Discover Colorado Brochure:** The initial printing of 200,000 Discover Colorado brochures was distributed to all Colorado Welcome Centers and local byway organizations between 1995 and 1998. A small amount of the 10,000 foreign language rack cards printed in German, French, Spanish and Japanese remain. In the spring of 1999, an update of the old brochure was printed. The reprint included two new byways, the national designations, changes to some of the photographs and minor edits to the text. A total of 315,000 brochures were printed and are currently being distributed to byway organizations, the Welcome Centers and local chambers of commerce and visitor centers. The Commission will seek funding in 2002 to update and reprint this popular brochure.

**Internet Site:** The Commission is in the process of making major changes to the existing Internet site, through the services of the University of Colorado at Boulder. The University will complete these changes by the end of 2000, and will maintain the Internet address for three years. These changes include:

- Adding a data base technology that will allow local byway managers to make changes to the Internet information using standard word processing software.
- Changing Internet technology so pictures and video will download quickly to computers with slower modem baud rates.



*Colorado Scenic and Historic Byways Web site home page (Web address currently under revision)*

- Providing local byway managers with the ability to add additional attraction and tourism service information to the existing Internet information on the Colorado Byways Commission Internet site.
- Adding more photographs to the Internet information that will change with the seasons.
- Linking the Colorado Internet site with local byway sites as well as other important Internet sites, especially [www.colorado.com](http://www.colorado.com).
- Adding features that will help travelers select Colorado as a destination for Byway visits.

There will be some on-going site maintenance costs including assistance requested by communities wishing to add to the site. A cost recovery program will be developed in the next few months.

**Traveling Exhibit:** Commission staff will develop a traveling exhibit that can be used at trade shows, conferences, and other venues where staff or Commission members tell the story of the Colorado Byway program. This will be available to any local Byway organization or representative.

**Byway History Video Series:** The KUSA-Channel 9 video on Colorado byways completed in 1994 was an outstanding project that has been used extensively in Colorado. The Commission would like to further effort by developing a byway history video series. The Commission will continue to look for partners interested in developing this series. An example of such a partnership is an ongoing series with Rocky Mountain Public Broadcasting System, Great Divide Pictures, the Colorado Historical Society, and the Commission. Two videos have been produced, an Emmy-award winning show on the San Juan Skyway in 1999 and a new one just released on the Los Caminos Antiguos Scenic and Historic Byway. The video series includes a companion teachers guide and web site to provide educational materials about the byway. This four-way partnership is currently seeking funds to produce videos on at least three more scenic byways over a three year period.

**The Colorado Scenic Byway Passport:** The Scenic and Historic Byways Commission will begin conceptual and organizational work needed to develop a Colorado Scenic and Historic Byways Passport. Participating local Byway organizations will be asked to

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provide pictures and text to include in the passport. Local Byways will also be expected to provide locations along the Byway where the passport can be stamped with a time and date that visitors traveled along the Byway. This project will be similar to the passport program of the National Park Service.

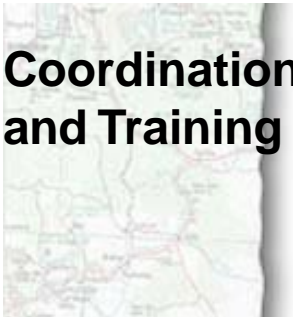
## Personal Sales

Personal sales are direct one-on-one communications whereby people are influenced to travel the Colorado Byways system. State program support for personal sales will include:

**Meetings with Visitor Centers:** Staff has been responsible for distribution of Commission brochures and other promotional materials and has used this opportunity to inform visitor center staffs about the Colorado Byway program. Staff will continue this effort as new promotional materials are developed.

**Other Support:** Other activities also supportive of personal sales are discussed under Public Relations (slide library, public speaking, K-12 educational package, Byways Association); Coordination and Training (annual conference, technical assistance, hospitality training); and Evaluation and Research (case studies on marketing).

## Coordination and Training



The Federal Highway Administration (FHWA) has initiated a National Scenic Byways marketing campaign with emphasis on the Byways designated as All-American or National Roads. Commission staff will continue participating on FHWA marketing committees. Efforts will be made to coordinate Colorado promotional efforts with national efforts.

The Commission and staff will continue to facilitate coordination within the Colorado Scenic and Historic Byways system. This will include facilitation of efforts involving local byways organizations on the proposed Byways Passport, Byways Association, and other cooperative marketing efforts. In addition to the Byways newsletter, coordinating efforts by Commission staff will include:

**Annual Conference:** An annual byways conference will be held to provide local byway organizations with an opportunity to network with other byway organizations, share experiences, and learn about new marketing techniques and programs. Byways will showcase their marketing success stories and discuss challenges of funding and managing local byways. This marketing plan will be discussed to determine what new or expanded marketing efforts should be initiated on behalf of all Colorado Byways. The conference should be held every year or every other year as funding allows.



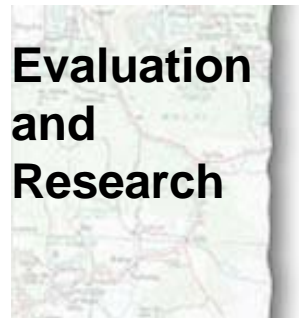
©Byways Commission file photo

Byway workshop, Fort Collins, Winter 1998

**Technical Assistance:** The Commission staff and consultants will continue providing technical assistance to Colorado Byways. Staff has assembled all products and promotional materials produced by all Byway organizations. These are available for use by any Byway representative. Staff will also attend meetings to address marketing and other Byway management issues.

**Hospitality Training:** The Commission will develop a training program to increase byway organizations’ capacity to implement their corridor management plans by establishing a hospitality training program tailored for byway/heritage tourism. The

training will emphasize increased knowledge and helpfulness about heritage resources, authenticity, tourist code of ethics, and intrinsic resource protection mechanisms. A “train-the-trainers” session is planned so byway leaders can go back to their communities and train frontline people about the scenic byways program and visitor service. A repeat session is planned, as funding allows, to reinforce the skills targeted by this program for the benefit of byway communities.



## Evaluation and Research

Evaluation is a key component of any effective, systematic marketing and promotional program. Practical research improves the information available for such evaluation. The Colorado Scenic and Historic Byways Commission will continue efforts to evaluate its programming. Future efforts will include:

**National Program:** Support the Federal Highway Administration in developing a research and evaluation component for their Scenic Byways programming.

**Internet site response page:** Add a response page to the new Colorado Byways Internet site so potential Byway visitors can communicate with Colorado Byway organizations and managers. Analyze responses on a regular basis.

**Designation impact studies:** Continue to submit Commission applications for TEA 21 funding to complete an analysis of the impacts of All-



American and National Road designations on Colorado and its communities. Coordinate with the state demographic office study on development of a program to measure economic impacts of tourism on a county-by-county basis.

**Case study:** Produce a case study on marketing, as part of the Commission’s FY 99 grant to develop a series of case studies on successful Colorado Byways projects funded through FHWA Byways funding.





Colorado Scenic and Historic Byways Commission has no dedicated marketing and promotional budget. Any marketing and promotional projects will need to be funded by grants or partnership initiatives. The Commission will look for private foundation, tourism industry and corporate contributions as well as apply for TEA 21 funding to support marketing initiatives. For effective marketing, it is important that a portion of the budget be reserved for marketing research, evaluation, coordination, and training; and this is particularly important for a state program responsible for local byway capacity-building. In the next three years, the following Byways program marketing and promotion efforts (summarized in Table 2) will be undertaken as funding allows:

**Promotional Budget**

*Public Relations*

**Newsletter.** Produce the Byways newsletter on a regular basis. The cost for each newsletter edition is estimated at \$1,500, totaling \$6,000 annually based on quarterly editions.

**Trademarking.** Trademark the Colorado Scenic Byway Logo. Costs will include trademark application costs and time to follow-up on application details. Estimated costs are \$1,000.

**Public Relations Package.** Develop a Public Relations Package to provide the press material on the Colorado Byways Program. Estimated cost for this component is \$7,000.

**Seasonal Photographs.** Develop a new series of photographs representing all seasons along Colorado’s Byways (summer, fall, winter). A professional photographer will need to be hired to take these photographs. These photos will be used in various brochures and public relations efforts. Estimated cost of this project is \$40,000.

**K–12 Education Package.** Establish an educational curriculum for K–12 for the state. The initial proposal would be developed and the Commission would look for funding in 2001. A package for each group (organized by a combination of grade levels) would be produced each year starting in 2002. Each package will cost \$50,000.

**Byways Association.** Explore the development potential of a statewide byways association. Further study of this proposal is necessary to determine need and feasibility. A budget of \$5,000 is proposed to continue the study.

*Mountain goat, Mount Evans Scenic and Historic Byway— the highest paved highway in North America. Byway visitors currently pay a per-automobile entrance fee implemented on a trial basis by the USDA Forest Service for cost recovery.*



©Byways Commission file photo

**Table 2. Budget Summary**

Priority	Marketing Item	1999	2000	2001	2002
<b>Promotional Projects</b>					
<i>Public Relations and Education</i>					
M	Public Relations Package			7,000	
H	Newsletter	3,000 (funded)	6,000	6,000	6,000
H	Trademarking		1,000		
L	Seasonal Photographs			40,000	
L	K-12 Education Package K-3 grades 4-12 grades			50,000	50,000
L	Formation of Association			5,000	
<i>Advertising</i>					
H	<i>Discover Colorado</i> Update and reprint Reprint	\$112,000 (funded)			\$120,000
H	Internet Upgrade Maintenance Add Response Page	5,000 (funded)	\$5,000 (funded) 1,200	\$1,200 1,500	1,200
L	Passport Program: Planning Implementation			10,000	40,000
H	Traveling Exhibit		15,000		
M	Video Series Los Caminos Byway Next Byways	100,000 (funded)	111,175	100,000	100,000
<b>Coordination and Training</b>					
H	Annual Conference	17,000 (funded)		25,000	25,000
M	Hospitality Training			100,000	50,000
<b>Evaluation and Research</b>					
H	Internet Site Responses			1,000	1,000
H	Designation Impact Studies	15,000 (funded)		25,000	25,000
H	Marketing Case Study	2,000 (funded)			
<b>Total</b>		<b>\$254,000</b>	<b>\$139,375</b>	<b>\$371,700</b>	<b>\$418,200</b>

Priority Key: H = High M = Medium L = Low

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## *Advertising*

**Discover Colorado Brochure.** Seek funding in FY 2002 to update and reprint the brochure by the spring of 2002. The *Discover Colorado* brochure was reprinted in 1999 using a grant of \$112,000 from the Transportation Enhancements Program. A sufficient supply is available for distribution at least through 2001. Based on previous printing budgets, an estimated \$120,000 will be needed to make necessary changes and print a sufficient supply.

**Internet Site.** Upgrade the Colorado Byway Internet site. This \$10,000 project is funded under a grant from the Gates Foundation and the ISTEA Byway Grant Program. The project should be complete by the end of 2000. A pricing program will be established so Byways requesting assistance in expanding their home pages would pay for the cost of this service. Approximately \$1,200 is needed to maintain the site on an annual basis. An additional \$1,500 is estimated for addition of a Response Page for communication between site users and Byway operators.

**Traveling Exhibit.** Develop a portable Colorado Scenic Byway display that can be used at workshops and conferences. Estimated cost would be \$15,000.

**Video Series (PBS).** Produce the Colorado Byway video series, in a cooperative venture with the Rocky Mountain Public Broadcasting System. This will be an expensive venture and require work to develop funding and partnership agreements. Application is being made to the State Historical Fund for \$236,175 and the local match will be approximately \$75,000.

**Passport Program.** Develop a Colorado Scenic Byway Passport program. Initial costs are estimated at \$50,000 to design and print the first components of the passport program.

## **Coordination and Training Budget**

**Annual Conference.** Hold an annual conference for all byway organizations. The Commission has received a grant of \$7,000 from the State Historical Fund to match \$10,000 from a FY 99 grant. The first conference will be held in late 2000 or early 2001. Funding in the amount of \$25,000 has been requested in the FY 2001-2002 scenic byways administrative budget proposal for future statewide conferences.

**Hospitality Training.** Develop and implement a hospitality training program. The Commission is applying for funds in FY 2001 for this program. A budget of \$100,000 is proposed and matching

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funds are being sought from the Colorado Travel and Tourism Authority and the Colorado Tourism Board. The training session will be repeated a year later, at an estimated cost of \$50,000, to reinforce the skills targeted by this program.

## Evaluation and Research Budget

**Internet Response Page:** Analyze responses from Internet site users on a regular basis, as part of an evaluation of the effectiveness of this Web site as a marketing tool. Estimated cost is \$1,000 annually.

**Market Impact Research.** Continue research initiatives such as the Byway business study and the evaluation of All-American and National Road designation impacts on Colorado communities. This research will be part of the Commission's future TEA 21 grant applications. An initial study to produce an economic impact study model will be done with FY 1998 funds (\$15,000); and options for additional funding to expand the study will be evaluated.

**Case Study.** Provide detailed case study information on projects implemented by local byways, including one focusing on marketing. A TEA 21 application including \$2,000 for the marketing case study was submitted in 1998, and funded in 1999.

*Kiosk in Pueblo with interpretive information for Frontier Pathways National Scenic Byway visitors.*



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# Colorado Scenic and Historic Byways



## The Impact of Scenic Byway Designation on Selected Tourism Businesses

*Prepared for*  
Colorado Scenic and Historic Byways Commission


*Prepared by*  
 University of Colorado

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**Cover**

*(Left to right) Unaweep-Tabeguache Scenic and Historic Byway interpretive sign; an historic mining site on the San Juan Skyway; a pueblo on the Santa Fe Trail.*



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### Appendix A. Business Survey Instrument

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# The Impact of Scenic Byway Designation on Selected Tourism Businesses

## Introduction

Special highways and roads have been the focus of many community economic initiatives over the years following the advent of the automobile. Organizations used these route designations as a framework to help market tourism products and services. Over time, many communities and states became more formal in their designation of these highways, and a national designation program was formed to boost these efforts. Few Americans fully appreciate the enormous economic significance of the travel and tourism industry; but many smaller communities rely heavily upon its economic benefits.

### *The History of Byways*

In 1991, the U.S. Congress approved the multi-year Intermodal Surface Transportation Efficiency Act that funded the national transportation system. This Act also created the National Scenic Byways Program administered by the Federal Highway Administration (FHWA). The \$80 million dollars allocated in this bill was earmarked to establish new programs to be administered by participating states. The 1998 Transportation Efficiency Act for the 21<sup>st</sup> Century authorized the spending of \$148 million on scenic byways through 2002.

Before the Congress initiated the National Scenic Byways Program, 26 states had initiated some type of scenic byways programs (FHWA, 1990). In the 1980's, the National Park Service, the Bureau of Land Management, and the USDA Forest Service also initiated scenic byway programs. Many of the scenic byways designated under these programs are now included in the FHWA program.

The FHWA program grew rapidly due to the availability of federal funds for byway development. To date, 42 states have initiated scenic byway programs and 33 of those states contain 81 nationally designated byways (FHWA, 2001). Over a thousand competitive grants have been awarded in 48 states, Puerto Rico, and the District of Columbia, using criteria established by the Congress under ISTEA. The program recently adopted the name "America's Byways" and changed the logo accordingly (see the former and current logo, at left).



The State of Colorado initiated a scenic byway program in 1989 and established a Scenic and Historic Byways Commission by Executive Order. The FHWA's National Scenic Byway Program was incorporated at its inception in 1991 into the state program. To date, the Colorado Scenic and Historic Byways Commission has designated 23 byways. In addition, the US Secretary of Transportation has designated seven Colorado byways as All-American Roads or national scenic byways.

### *The Economic Importance of Tourism*

The national scenic byways program was developed to protect and promote the scenic and intrinsic qualities of these important routes in rural America (FHWA, 1990). The initiative was seen as a vehicle to help rural areas tap into the country's large touring market. Pleasure travel has been a major component of the tourism industry. In 1996, Americans made 807.8 million person-trips, accounting for 70 percent of all U.S. travel, with a large majority of travel by automobile (83 percent, Tourism Works for America, 1997). In 2000, Americans made 997.6 million person-trips; and total domestic spending by travelers (U.S. residents and international visitors) is reported by the Travel Industry Association of America (TIA) to have totaled \$578.8 billion, up from \$465 billion in 1996.

As the popularity of weekend travel rises, automobiles including recreational vehicles represent 74% of this type of travel (TIA, 2001). If trends following the national tragedy of September 2001 continue to affect the travel industry, scenic byway travel may be able to serve an increasing need. Though most Americans' travel attitudes and plans remain unchanged due to the September 11 events, a sizeable percentage of consumers are more likely to drive to destinations, stay closer to home, and take more time to plan a vacation (TIA, October 2001). Following September 11, RV rentals were up, rural area travel was less affected than urban, gas prices were fairly stable, and interest was greater in heritage, including historic cultural tours and motorcoach tours.

### *The Purpose of This Study*

Now that the FHWA scenic byways program has been operational for over ten years, a major question often arises regarding its economic development function. Scenic byway organizations need greater ability to assess the economic impact of byway designation.

This study was undertaken in 1997-1998 to help determine the impact of visitor expenditures on community tourism businesses along select state byways in Colorado. Tourism related businesses were surveyed, as a partial implementation of research efforts envisioned in the program's initial economic impact report (Sem, July 1996). Highlights of that 1996 study, along with those of a visitor survey (Sem, February 1996), are provided

in the following section of this report. Interrupted by fundamental personnel changes, preparation of this report is now being completed to make use of this data, particularly to strengthen the baseline information and insights available for additional research. Future research on impacts of national byway designation will incorporate what has been learned from these and earlier results.

### **Other Studies**

A **1995 survey of scenic byway visitors** was conducted in the communities along selected Colorado byways (Sem, February 1996). The survey gathered data for a visitor profile, a trip profile, visitor expenditures, and visitor motivations. Results based upon a total of 418 completed visitor surveys are summarized as follows:

Visitors responding to the survey were characterized by:

- Forty-five years of age or older (62.2%)
- Married (75.2%)
- Some level of college education (84.6%)
- Employed (61.0%)
- Family income of \$40,000 or larger (59.2%)

The visitor's trip to the Colorado byways were characterized by:

- Party size of 3.4 people (average)
- Traveling with spouse or a family member (85.2%)
- Two adults in party (65.9%)
- Zero children in party (59.6%)
- Traveling on a vacation/holiday (79.9%)
- Traveling in personal auto (70.6%)
- Participation most often in the following activities:
  - Sightseeing (74.8%)
  - Viewing scenery (73.8%)
  - Pleasure driving (57.8%)
  - Shopping (56.9%)
  - Taking photographs (56.9%)

Average expenditures in a 24-hour period were:

- \$143.57 per party
- \$42.23 per individual

Importance of visitor motivations, and ratings of whether the desired motivating experience was obtained/realized, were measured by a four-point Likert scale, with the following ratings respectively:

1 = not important, 2 = somewhat important, 3 = important, 4 = very important

1 = not at all, 2 = somewhat, 3 = moderately, 4 = totally obtained/realized

Important visitor motivations (by mean of responses) were:

- View scenery (3.7)
- Get away from demands of life (3.4)
- Experience new things (3.3)

Visitor motivations with the largest differences between important and obtained/realized ratings (by mean of responses) were:

- Experience excitement (2.6 and 3.0 respectively)
- Get exercise (2.5 and 2.8 respectively)

A **1996 survey of tourism-related businesses** was conducted in the communities along two Colorado byways (Sem, July 1996), using a survey instrument similar to the one used in this 1997 study. The survey gathered data on business sales volumes, the number of employees, and estimates of the increase in business due to byway designation. The survey also used a five-point Likert scale to measure the business owners/managers' attitudes about the byways. Surveying 167 businesses in eight communities along two byways, Frontier Pathways and Colorado River Headwaters, 77 responses were obtained (a 46% response rate) with results including the following:

- Over 84% of the businesses reported a 10% or less increase in business since byway designation.
- The business owners/managers estimated that, on average, 10% of total retail sales could be attributed to byway tourists.
- Average retail sales for the months of June through August decreased by 7% between 1993 and 1994 but increased by about 44% between 1994 and 1995.
- The business owners/managers were neutral to the statement of whether or not the byway has created additional sales for their businesses.
- The business owners/managers support the byway designation for their area.

As part of this study, study data was compiled on byway expenditures. **Average travel party expenditures** in a 24 hour period for people traveling along four byways in four different states in the 1990s was \$109.28. This figure is based upon several studies measuring visitor expenditure patterns of travel parties on scenic byways in the following four states: \$86.00 in Montana (1993), \$104.50 in Iowa (1994), \$103.00 in New Mexico (1995), and \$143.57 in Colorado (1995-6).

Also included in this 1996 study was a review of a **traffic analysis** of Colorado's byways (Sem, January 1996): Several byways including the San Juan Skyway and the Unaweep-Tabeguache had experienced dra-

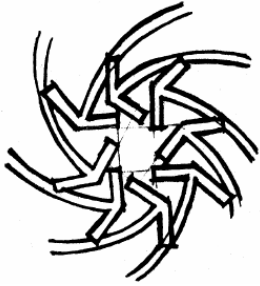
matic traffic increases from 1990 to 1993 following designation. However, it was estimated but not *proven* that some of this growth had been due to increased visitor traffic on the byways, as compared to other impacts such as area population growth.

## Challenges to Measuring Byway Visitor Impact

Measuring the impact of byway visitors on a community's economy is difficult. Most communities already have an existing tourism and recreational base; and measuring impacts of byway visitation among an existing market is even more challenging.

Various methods have been used to approximate measurements of byway visitation. Communities often check vehicle traffic trends; conduct visitor surveys to determine expenditures and demographic characteristics; or contact businesses to determine if revenues increase due to byway visitation. Each method had strengths and weaknesses. Challenges to meaningful measurement include:

- a. Tourism infrastructure: Some rural communities have a weak business infrastructure. Byways can attract visitors; however, if there are limited business services, visitor expenditures and economic impact will be limited.
- b. Tourism industry data: Another factor is that small community businesses often lack meaningful data for researchers' use (or their own).
- c. Tourism resources: Scenic byways are often only one small component of a community's tourism resources. It is difficult for visitors or businesses to segment out only those expenditures resulting from the scenic byway.
- d. Tourism promotion: Byway marketing is only a small component of a community's overall promotional effort. It is difficult to determine if increased visitation is due to the byway or other promotional activities.
- e. Traffic/population changes: Much of Colorado and other western states have been growing rapidly in the last decade, yet traffic often grows much faster than the population. It is difficult to determine if increases in byway traffic in the area are from residents or visitors. Counting traffic may be misleading unless out-of-state or out-of-area license plates are counted.



## Methodology

This project is designed to help determine the impact of visitor expenditures on community tourism businesses along select byways in Colorado. This research project selected three out of the designated Colorado Scenic and Historic Byways to represent each of three levels of tourism development among the byways: early, intermediate, and mature.

The Unaweep–Tabeguache Byway is located in a very rural area on the Colorado and Utah border. The largest towns along this byway are roughly 500 in population and represent an early stage of tourism development. The Santa Fe Trail is a nationally recognized route but, with its remote location and rural nature, represents an intermediate level of development. The San Juan Skyway has become a major destination due to its dramatic scenery and national recognition; and it represents mature tourism development.

The methodology included the following steps:

1. A small community was selected along each byway as interview sites. The communities of Naturita (Unaweep–Tabeguache), Lamar (Santa Fe Trail), and Silverton (San Juan Skyway) were selected.
2. A three-page survey was designed to collect visitor expenditure data from community tourism businesses.
3. All tourism related businesses in each selected community were identified.
4. Personal interviews were conducted with each community tourism business owner or manager in the summer of 1997.
5. A total of 51 businesses were interviewed.
6. A quantitative data analysis was conducted using SPSS 7.5 software to process the data from 36 survey questions, 15 of which used a Likert Scale to measure opinions about the byways. This process was supplemented by a qualitative analysis, which relied upon the comments made by respondents during the course of the interviews.

### *Survey Design*

A three-page survey (Appendix A) was designed to compile quantitative and qualitative data on the extent of byway visitor expenditures at tourism businesses in select communities along the scenic byways. Specific



questions were asked about the impact of visitor expenditures on business revenues, along with judgements or estimations as to the percentage of increase in business since byway designation.

## Description of Byway Communities

The following is a brief description of each route and community included in this study, and the levels of tourism development represented for this study:



### *UnawEEP–Tabeguache Byway and the City of Naturita*

The UnawEEP–Tabeguache Scenic and Historic Byway is located on Highways 141 and 145, running 138 miles through a very remote part of Colorado. Naturita lies approximately 35 miles from the southern end of the byway, where it intersects the northern section of the San Juan Skyway. Located in Montrose County’s “West End,” Naturita’s residents number roughly 600, a slight reversal of the 1980s decline in population.

Colorado designated this route as a scenic byway on October 18, 1990. While traffic doubled in the first four years after designation, income tax collections did not increase. Weak tourism business infrastructure limited opportunities for visitors to spend money. Although located in roughly the same region of the state as the San Juan Skyway, this route is very isolated and much of the tourism expenditures of the region do not spill over to the communities along this route. This byway represents an early stage of tourism development.



### *Santa Fe Trail and the City of Lamar*

The Colorado Santa Fe Trail is part of a larger route that starts in Missouri and ends in Santa Fe, New Mexico. Traders established this route into Mexican territory in the early 1800’s. The National Park Service and the U.S. Congress designated the Santa Fe Trail as a national Historic Trail Route on October 29, 1988 and Colorado designated the route as a state byway on February 20, 1992.

Southeast Colorado is very rural with low population density. This area has the lowest tourism expenditures of any of Colorado’s eleven regions (Dean Runyan Associates, 1998). Near the east end of the Byway, Lamar is a community of 8,000, reflecting a slight population gain over the last two decades for this Prowers County seat. Because of the area’s remote location and rural nature, this nationally recognized route represents an intermediate level of tourism development.

### *San Juan Skyway and the City of Silverton*

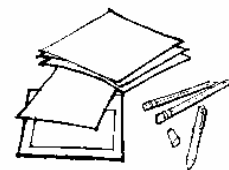
The San Juan Skyway is the longest scenic byway in Colorado, running for 236 miles. The route was designated as a state byway on September 22, 1989; and has since been designated as an All-American Road in recognition for some of the most striking scenery in the nation. This byway winds through the San Juan Mountains, a range boasting several 14,000-foot peaks.



This region has become a popular tourism area; and its population has grown between 3.5 and 4.6 percent a year since 1980. Silverton, the San Juan County seat, is a small community located near the north end of the scenic byway. It reports a population of approximately 500 (down considerably from the previous two decades of mining activity). The tourism economy of this community is well established. Despite its rural nature, this area is ranked sixth out of eleven Colorado regions (Dean Runyan Associates, 1998). This byway represents mature tourism development.

## **Data Analysis and Findings**

A total of 40 usable surveys were compiled for analysis from the 51 businesses contacted. Of these, 11 were from Unaweep–Tabeguache Byway businesses, 15 were from Santa Fe Trail Byway businesses, and 14 were from San Juan Skyway businesses.



A number of surveys were incomplete with respect to one or more of the survey questionnaires' 36 questions, such as sales figures and other fundamental, empirical business data. This, coupled with a small sample to begin with, makes a statistical analysis of certain questions impossible. However, since this was an exploratory business study, certain interesting trends and relationships can be discerned despite the fact that some questions' responses might not meet standard levels of statistical significance.

### *Quantitative Data*

A variety of quantitative data analysis techniques were employed, followed by a qualitative analysis. The quantitative data analysis techniques consisted of means, correlations and between-groups cross-tabulations (using SPSS 7.5 software). Mean scores represent average scores for each question's responses. Correlations indicate patterns of related results, which may or may not prove cause and effect. Cross-tabulations allow comparison to identify related results between groups or subgroups of respondents. Again, because of the relatively small sample, more powerful statistical techniques would not have yielded robust results in analyzing the data.

Fifteen questions addressed opinions or attitudes about the byway (questions SC1-SC15). Detailed results include comparisons of mean scores for the three byway groups (Tables 1, 2, and 3 in Appendix B). Found on the last page of the survey questionnaire, all fifteen questions are scored on a five-point Likert Scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree).

Highlights of results addressing impacts on individual businesses (Table 1, Appendix B) are the following:

- Strong agreement among the respondents that the owner/manager's business will benefit from additional promotion of the byway (question SC1 overall mean score 4.49).
- Strong agreement among the respondents that the owner/manager's business would benefit if additional tourism businesses came to the community (question SC2 overall mean score 4.62).
- Near agreement among the respondents that the byway has created additional sales for the owner/manager's business (question SC3 overall mean score 3.56); with the Unaweep-Tabeguache Byway response being most positive (mean score 3.91).

Highlights of results addressing business community support of the byway (Table 2, Appendix B) are the following:

- Overall agreement among the respondents that the byway has support from the business community (question SC7 overall mean score 4.13).
- Some differences between byways about the respondents' willingness to commit time and resources to help improve the byway (question SC8): Unaweep-Tabeguache Byway businesses were in stronger agreement (mean score 3.82) than Santa Fe Trail Byway businesses (mean score 2.79). The Pearson chi-square value for this difference was .152, meaning that the likelihood of this large of a difference occurring by chance is only 15 in 100.

Highlights of results about significant impacts on the community (Table 3, Appendix B) are the following:

- Strong overall agreement among the respondents that the byway designation is important to the economic health of the community (question SC13 overall mean score 4.18).
- Significant differences between byways about whether additional visitors bring additional environmental problems to the community (question SC14): Santa Fe Trail Byway businesses disagreed

with the statement (mean score 1.93) while San Juan Skyway businesses were more in agreement with the statement (mean score 3.57). This difference between byways was found to be significant at the .05 level, meaning that this large of a discrepancy occurs less than 5 times in 100 by chance.

- Strong overall agreement among respondents that the business owners/managers support the byway designation for the area (question SC15 overall mean score 4.77).

Other findings, though less significant statistically due to a smaller number of responses, include the following suggestions:

- On average, the business owners/managers estimated that their business had either grown “some (10-30%)” or “stayed about the same” since byway designation (overall mean score 3.19); with the Unaweep-Tabeguache Byway respondents slightly more likely to estimate “some” growth (mean score 3.27) (question #18).
- Santa Fe respondents were more likely to attribute a percentage of sales or revenues to “out of state tourists,” and San Juan Skyway respondents were more likely to attribute a percentage of sales or revenues to “tourists” (question #11).
- San Juan Skyway and the Unaweep-Tabeguache Byway were both somewhat more likely than the remaining byway to “try to provide better service than my competitors” as an important business strategy (question #20).
- The respondents tended to think that the number of customers would increase (question #16), especially the Unaweep-Tabeguache Byway respondents.

### *Qualitative Data*

Since measuring the impact of byway visitor expenditures on a community is challenging, a qualitative data analysis was utilized to elaborate on the findings of the quantitative data analysis. In general, these qualitative data findings parallel those of the quantitative data analysis and provide further insights for understanding the situation in the byway communities.

The qualitative analysis relied upon the comments provided by respondents during the course of the interviews. These comments were a record of perceptions on a number of issues; for example, why sales were down, why marketing strategies and product lines were changed, etc. Essentially, if recurring ideas or themes emerged during analysis of the comments, they were reported in these qualitative findings:

- San Juan Skyway businesses were more likely to have dropped a product in the last twelve months and more likely to have changed advertising and promotion than businesses on the other two byways (question #21).

*Discussion:* This finding is potentially related to a diluted market, in which new business growth placed competitive pressure on existing business owners/managers. According to a long-established restaurant owner, eight new restaurants had opened in Silverton since he had first opened his in the 1970s, affecting his sales and requiring development of a niche market.

- Silverton respondents tended to refer to an increase in their business (question #7, comparing business “since designation”).

*Discussion:* Eight out of twelve who answered this question referred to an increase in business; of these, six put the increase at over 10%. Regarding this trend, comments indicated that the increase in business was related to the increase in tourist numbers—and correspondingly to an increase in the number of tourism businesses—since the inception of the Durango-Silverton narrow-gauge steam train. (The exact relationship between byway designation and the inception of the steam train was not addressed.)

- San Juan Skyway had both more seasonal businesses (question #5) and seasonal staff (question #19) than did the other two byways.

*Discussion:* Silverton relies heavily on the summer tourism trade. Most businesses in town closed during the winter months, and several respondents commented on this fact. This trend was attributed to the steam train, which was seen as generating a real seasonality in the community’s tourism. Some of the business owners referred to their habit of packing up and moving back to a southern state for the winter. The permanent businesses bemoaned the fact that the town closes down in the winter, and stressed a need for a winter tourism market. The San Juan Skyway route can be hazardous in winter, and parts of it are closed at times due to blizzards or snow slides.

- Unawep-Tabeguache Byway businesses derived more of their business from customers in a closer radius than the other byways, particularly the San Juan Skyway (question #15). At the same time, the respondents from Naturita were more willing than their counterparts to commit time and resources to help improve the byway (question SC8) and expressed a lot of enthusiasm and support for their byway (question SC7) regardless of its current economic importance to the community.

*Discussion:* The Unaweep-Tabeguache Byway connects Telluride with Moab and Grand Junction, and many respondents felt the byway to be a great marketing tool. Despite the close customer radius compared to the other two byways, the Naturita respondents were strongly optimistic about the regional potential for future tourism growth because of the designation. (There was not enough information from this study to determine if this was due to the characteristics of the byway's stage of tourism development, the type of resources, or other factors.)

## Conclusions

There appears to be a general degree of similarity among the three byways' results about byways, primarily that the overall perception of the route designation is favorable. Yet there are some interesting differences between groups or byway communities that merit further consideration. These differences likely indicate that byway designation may raise distinct concerns and issues for varying communities.

Such differing opinions emerged in regards to environmental and quality of life concerns; as well as commitment of time and resources to help improve the byway. Other noticeable differences among responses by byway business owners/managers were in regards to seasonal demand, seasonal business responses, and the radius from which customers are drawn.

It's possible that the level of tourism development on the byway was related to some survey question results, though not others; so future research design should incorporate observation of this factor. For example, the more developed the tourism industry for each of the byways, the greater the radius from which customers were drawn (question #15). However, in other cases such as concern over environmental problems (question SC14), there was no clear pattern that related responses to the level of development.

The Likert Scale questions surveying *opinions* had a credible total sample size of 39 respondents; however, the number of usable answers for questions in *other* parts of the survey was, on average, much lower. Low response numbers make it impossible to draw strong statistically significant conclusions with respect to many of the survey questions. In addition, the passage of time since data collection has been significant (as discussed in the Introduction).

With these caveats, however, this report addresses findings that identify possible patterns, provide some insight, help establish a baseline for measurement, and suggest interesting directions for further research:



- (a) *Favorable views of byway/designation, and willingness to commit time:* There were positive responses to designation across the three byway communities (questions SC7, SC13). Naturita respondents appeared particularly positive and optimistic about the byway designation, its potential for the community, and willingness to commit time to improve byway efforts (questions SC7, SC8, and the qualitative analysis). There was no clear pattern based upon the level of tourism development: The byway with early development was most positive in many ways; yet respondents on the byway with intermediate development had less positive responses than their counterparts regarding importance to the community's economic health and willingness to commit time to improve the byway (questions SC13 and SC8, respectively). Though not measured in this survey, differences between byway organizations (according to other program data) may help explain the different results on businesses' willingness to commit time.
- (b) *Non-economic impacts:* Differences between byways include concern over non-economic impacts. San Juan Skyway businesses seem more concerned about "environmental problems" (question SC14) and "quality of outdoor recreation" (question SC11) than do Santa Fe Trail Byway businesses. There was no clear pattern based upon the level of tourism development: The byway with the most mature tourism development indicated the most concern in these areas; however, the least developed byway was nearly neutral and the byway with intermediate development was least concerned.
- (c) *Seasonal demand:* Business tends to peak in the summer, a characteristic particularly clear on the San Juan Skyway (question #6).
- (d) *Seasonal business responses:* San Juan Skyway businesses had both more seasonal businesses (question #5) and more seasonal staff (question # 19, and qualitative analysis), than did Santa Fe Trail and Unaweep-Tabeguache Byway businesses—not illogical, given the previous finding.
- (e) *Customer draw radius:* Unaweep-Tabeguache Byway businesses had more business from customers in a closer radius than the others (under 50 miles), with the greatest radius reported by San Juan Skyway businesses (over 100 miles) (question # 15). In this case, the more developed the tourism industry on each of the byways, the greater the radius from which the majority of customers were drawn. So it is possible (though not proven) that the level of development may be related to the radius of customer draw.
- (f) *Business strategy changes:* San Juan Skyway businesses were more likely to have dropped a product or service in the last twelve

months; and more likely to have changed to a higher level of advertising and promotion than businesses on the other two byways (question # 21). There was no clear pattern in the responses to this question based upon the level of tourism development.

Future research is recommended to address the following concerns, while building upon some of the findings suggested by this and earlier studies:

- Eliciting more financial and other data from the business owners surveyed—and understanding whether low response rates are due to below-average capacity to capture important data or reluctance to share it—for basic business information such as:
  - Sales figures
  - Percent of sales from tourism, byway tourism, or locals
  - Part-time employee numbers
  - Business goals
  - Major business activities
- Establishing more clearly a causal link between byway designation and economic performance, specifically “new” post-designation economic impacts.
- Working closely with the State Department of Transportation and Division of Demographics in the Department of Local Affairs during research design to refine capabilities for more accurate byway visitor traffic studies.
- Addressing certain concerns such as expanding tourism visitation to “shoulder seasons” or non-economic issues (i.e., environmental problems, quality of outdoor recreation).
- Looking for patterns based upon factors such as the age of a byway, the maturity of its tourism industry, the strength of its byway organization, and the perceptions of the business owners/managers—and exploring how significant such factors may be in comparison to the type of resources along the byway.

The next economic impact research effort will take into consideration that the 1996 business survey relied on a written survey questionnaire process (77 completed, in eight communities). This 1997 business study relied more heavily on an interview process (40 completed, many only partially, in three communities). Despite much the same questions, the strength of results differed considerably. A smaller and different data pool were two factors: fewer surveys collected from fewer communities, with varying business infrastructures. In combination with differing circumstances of data collection (face-to-face v. written inquiries about financial matters), these factors may have reduced the information provided by this study.





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**Appendix A**  
**Business Survey Questionnaire**





# Colorado Scenic and Historic Byways BUSINESS SURVEY

This survey is intended to determine the economic impact of the Colorado Scenic and Historic byway designation on businesses.

**NOTE: Your responses are confidential and no response will be attributed to any individual or business establishments.**

<p>1. What are the major business activities of this business establishment? (Activities should total 100%).</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;"></td> <td style="text-align: center;">%</td> <td style="width: 50%;"></td> <td style="text-align: center;">%</td> </tr> <tr> <td>Retail (souvenir, gifts, art, clothing)</td> <td style="text-align: center;">_____</td> <td>Outfitter, tour guide, equipment rental</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Accommodations (hotel, motel, B&amp;B, etc.)</td> <td style="text-align: center;">_____</td> <td>Entertainment (nightclub, theater, etc.)</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Food and beverage (restaurant, bar, deli, etc.)</td> <td style="text-align: center;">_____</td> <td>Recreation business (campground, skiing)</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Retail (Convenience, groceries, etc.)</td> <td style="text-align: center;">_____</td> <td>Transportation (limosine, taxi, jeep rentals)</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Gas station or auto repair</td> <td style="text-align: center;">_____</td> <td>Other (please describe) _____</td> <td style="text-align: center;">_____</td> </tr> </table>			%		%	Retail (souvenir, gifts, art, clothing)	_____	Outfitter, tour guide, equipment rental	_____	Accommodations (hotel, motel, B&B, etc.)	_____	Entertainment (nightclub, theater, etc.)	_____	Food and beverage (restaurant, bar, deli, etc.)	_____	Recreation business (campground, skiing)	_____	Retail (Convenience, groceries, etc.)	_____	Transportation (limosine, taxi, jeep rentals)	_____	Gas station or auto repair	_____	Other (please describe) _____	_____
	%		%																						
Retail (souvenir, gifts, art, clothing)	_____	Outfitter, tour guide, equipment rental	_____																						
Accommodations (hotel, motel, B&B, etc.)	_____	Entertainment (nightclub, theater, etc.)	_____																						
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Retail (Convenience, groceries, etc.)	_____	Transportation (limosine, taxi, jeep rentals)	_____																						
Gas station or auto repair	_____	Other (please describe) _____	_____																						
<p>2. Approximately how many years have you owned or managed this business?</p>	<p>3. Approximately how many years has this business been in operation?</p>																								
<p>4. What is the organizational structure of your business?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Sole proprietorship</td> <td><input type="checkbox"/> Partnership</td> </tr> <tr> <td><input type="checkbox"/> Corporation</td> <td><input type="checkbox"/> Franchise operation</td> </tr> <tr> <td><input type="checkbox"/> Cooperative</td> <td><input type="checkbox"/> Non-profit</td> </tr> </table>	<input type="checkbox"/> Sole proprietorship	<input type="checkbox"/> Partnership	<input type="checkbox"/> Corporation	<input type="checkbox"/> Franchise operation	<input type="checkbox"/> Cooperative	<input type="checkbox"/> Non-profit	<p>5. How many months did this business operate during the past 12 months?</p> <p>MONTHS: _____</p>																		
<input type="checkbox"/> Sole proprietorship	<input type="checkbox"/> Partnership																								
<input type="checkbox"/> Corporation	<input type="checkbox"/> Franchise operation																								
<input type="checkbox"/> Cooperative	<input type="checkbox"/> Non-profit																								
<p>6. In general, what are your busiest seasons in terms of sales? (Rank them 1 to 4 with 1 = busiest and 4 = least busy)</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Spring</td> <td><input type="checkbox"/> Summer</td> </tr> <tr> <td><input type="checkbox"/> Fall</td> <td><input type="checkbox"/> Winter</td> </tr> </table>	<input type="checkbox"/> Spring	<input type="checkbox"/> Summer	<input type="checkbox"/> Fall	<input type="checkbox"/> Winter	<p>7. In your estimation, what has been the percentage increase in business since the designation of the Scenic and Historic Byway through your community?</p> <p>PERCENTAGE: _____</p>																				
<input type="checkbox"/> Spring	<input type="checkbox"/> Summer																								
<input type="checkbox"/> Fall	<input type="checkbox"/> Winter																								
<p>8. What were your total retail sales (gross revenues):</p> <table style="width: 100%; border: none;"> <tr> <td>June-August 1994</td> <td>\$ _____</td> </tr> <tr> <td>June-August 1995</td> <td>\$ _____</td> </tr> <tr> <td>June-August 1996</td> <td>\$ _____</td> </tr> </table>	June-August 1994	\$ _____	June-August 1995	\$ _____	June-August 1996	\$ _____	<p>9. How many people did you employ?</p> <table style="width: 100%; border: none;"> <tr> <td></td> <td style="text-align: center;">1994</td> <td style="text-align: center;">1995</td> <td style="text-align: center;">1996</td> </tr> <tr> <td>Full time</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Permanent part-time</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Seasonal</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> </table>		1994	1995	1996	Full time	_____	_____	_____	Permanent part-time	_____	_____	_____	Seasonal	_____	_____	_____		
June-August 1994	\$ _____																								
June-August 1995	\$ _____																								
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	1994	1995	1996																						
Full time	_____	_____	_____																						
Permanent part-time	_____	_____	_____																						
Seasonal	_____	_____	_____																						
<p>10. Estimate your total retail sales (gross revenues) for each of the last three years.</p> <table style="width: 100%; border: none;"> <tr> <td>1994</td> <td>\$ _____</td> </tr> <tr> <td>1995</td> <td>\$ _____</td> </tr> <tr> <td>1996</td> <td>\$ _____</td> </tr> </table>	1994	\$ _____	1995	\$ _____	1996	\$ _____	<p>11. In your estimation, what percentage of sales or revenues can you attribute to:</p> <p>_____ % Tourists</p> <p>_____ % Byway tourists</p> <p>_____ % Out of state tourists</p>																		
1994	\$ _____																								
1995	\$ _____																								
1996	\$ _____																								
<p>12. Are you the business</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Owner</td> </tr> <tr> <td><input type="checkbox"/> Manager</td> </tr> </table>	<input type="checkbox"/> Owner	<input type="checkbox"/> Manager	<p>13. Gender</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Male</td> </tr> <tr> <td><input type="checkbox"/> Female</td> </tr> </table>	<input type="checkbox"/> Male	<input type="checkbox"/> Female																				
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<input type="checkbox"/> Male																									
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<p>14. What is your age?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Under 20 years</td> <td><input type="checkbox"/> 40-65</td> </tr> <tr> <td><input type="checkbox"/> 20-40</td> <td><input type="checkbox"/> Over 65</td> </tr> </table>		<input type="checkbox"/> Under 20 years	<input type="checkbox"/> 40-65	<input type="checkbox"/> 20-40	<input type="checkbox"/> Over 65																				
<input type="checkbox"/> Under 20 years	<input type="checkbox"/> 40-65																								
<input type="checkbox"/> 20-40	<input type="checkbox"/> Over 65																								

15. Eighty percent (80%) of my business comes from customers within a radius of:

- |             |              |               |                         |
|-------------|--------------|---------------|-------------------------|
| (1) 1 mile  | (3) 10 miles | (5) 50 miles  | (7) more than 100 miles |
| (2) 5 miles | (4) 25 miles | (6) 100 miles | (8) don't know          |

16. During the next five years, how much average change per year do you expect in the market you are trying to serve?

	Increase over 20%	Increase 20% to 11%	Increase 10% to 3%	Unchanged +2% to -2%	Decrease -3% or more	Don't Know
The number of customers will:	_____	_____	_____	_____	_____	_____
The number of competitors will:	_____	_____	_____	_____	_____	_____
Total sales for all firms providing my kind of product/service will:	_____	_____	_____	_____	_____	_____

17. Your primary goals when you went into this business were? (Indicate by "1" the most important goal, a "2" the next most important, and so on.)

- To let me do the kind of work I always wanted to do. \_\_\_\_\_
- To avoid having to work for others. \_\_\_\_\_
- To make more money than I would make otherwise. \_\_\_\_\_
- To build a successful organization. \_\_\_\_\_
- Other \_\_\_\_\_

18. Has your business grown since byway designation? (Circle one).

- Considerably (100% or more) 1
- Moderately (30-99%) 2
- Some (10-30%) 3
- Stay about the same 4

19. Do you have seasonal staff? Yes No

If yes, list the months of the year during which you have seasonal employees. \_\_\_\_\_

20. From the list below, how would you describe your business strategy. Using a TOTAL of 100 points, please assign points to each item below that reflects its importance in your business strategy. A blank is 0 points. For example, if "low prices" were your major strategy with "better service" receiving secondary emphasis, you might assign 70 points to "low prices" and 30 points to "better service", leaving the rest blank to indicate they are not receiving special emphasis in your strategy. Please go through the entire list before answering.

- Try to keep prices lower than my competitor \_\_\_\_\_
- Try to provide better service than my competitor \_\_\_\_\_
- Provide more product or service choices and selection than my competitors \_\_\_\_\_
- Try to build a better reputation for quality \_\_\_\_\_
- Try to advertise more effectively \_\_\_\_\_
- Try to target customers missed or poorly served by my competitors \_\_\_\_\_
- Select a superior location \_\_\_\_\_
- Have a better appearance or better facilities \_\_\_\_\_
- Provide a service or product otherwise unavailable \_\_\_\_\_

21. During the last twelve months, have you made major changes in the nature of your business?

- |  |            |             |               |
|--|------------|-------------|---------------|
| Added new product lines or services              | (1) Yes    | (2) No      |               |
| Dropped product lines or services                | (1) Yes    | (2) No      |               |
| Moved business location                          | (1) Yes    | (2) No      |               |
| New branches or added locations                  | (1) Yes    | (2) No      |               |
| Changed the name of the business                 | (1) Yes    | (2) No      |               |
| Changed your prices relative to your competitors | (1) Higher | (2) Lower   | (3) No change |
| Changed your advertising and promotion           | (1) Higher | (2) Lower   | (3) No change |
| Floor Space                                      | (1) Added  | (2) Reduced | (3) No change |

The Scenic and Historic Byway system often serves as a primary tourism attraction. We would like your opinion on both the positive and negative impacts that byway designation has on your community and business. Please give us your opinion on the following statements.

5	=	Strongly Agree
4	=	Agree
3	=	Neutral
2	=	Disagree
1	=	Strongly Disagree

1. My business will benefit from additional promotion of the Byway .....	5	4	3	2	1
2. My business would benefit if additional tourism businesses came to this community .....	5	4	3	2	1
3. The Byway has created additional sales for my business.....	5	4	3	2	1
4. Tourism is changing the nature of my business. ....	5	4	3	2	1
5. The community infrastructure (roads,utilities, parks, etc.) are adequate to support additional tourism development .....	5	4	3	2	1
6. My community already has too many visitors. ....	5	4	3	2	1
7. The byway has support from the business community. ....	5	4	3	2	1
8. I am willing to commit time and resources to help improve the Byway. ....	5	4	3	2	1
9. Businesses work cooperatively in this community to support tourism. ....	5	4	3	2	1
10. The business community and public land management agencies work cooperatively in this area .....	5	4	3	2	1
11. Additional visitors have reduced the quality of out-door recreation in this community .....	5	4	3	2	1
12. Visitors should contribute financially to the protection of the tourism resources along the Byway. ....	5	4	3	2	1
13. The Byway designation is important for the economic health of this community. ....	5	4	3	2	1
14. Additional visitors brings additional environmental problems to this community.....	5	4	3	2	1
15. I support the Byway designation for this area. ....	5	4	3	2	1

**Thank You!**





**Appendix B**  
**Selected Detailed Results**



## Selected Detailed Results

### Business Survey Questions SC1 – SC15

**Table 1. Individual Business Impacts (Means by Byway, Questions SC1-SC4)**

Key: Mean 5.0 = Strongly Agree, 4.0 = Agree, 3.0 = Neutral, 2.0 = Disagree, 1.0 = Strongly Disagree

Byway	Business Benefits from Promotion (SC1)	Business Benefits from Additional Tourism Businesses (SC2)	Byway Creates Additional Sales (SC3)	Tourism Changes Nature of My Business (SC4)
UnawEEP-Tabeguache	4.64	4.73	3.91	3.00
Santa Fe Trail	4.36	4.71	3.29	2.86
San Juan Skyway	4.50	4.43	3.57	2.57
<b>Total</b>	4.49	4.62	3.56	2.79

**Table 2. Byway Support (Means by Byway, Questions SC7-10, 15)**

Key: Mean 5.0 = Strongly Agree, 4.0 = Agree, 3.0 = Neutral, 2.0 = Disagree, 1.0 = Strongly Disagree

Byway	Business Community Supports Byway (SC7)	Willing to Commit Time & Resources to Help Improve Byway (SC8)	Businesses Work Cooperatively to Support Tourism (SC9)	Business Community & Public Land Management Work Cooperatively (SC10)	Respondent Supports Byway Designation (SC15)
UnawEEP-Tabeguache	4.18	3.82	3.18	3.27	4.91
Santa Fe Trail	4.07	2.79	3.71	3.57	4.71
San Juan Skyway	4.15	3.14	3.21	3.29	4.71
<b>Total</b>	4.13	3.21	3.38	3.38	4.77

**Table 3. Community Impacts (Means by Byway, Questions SC5-SC6, SC11-SC14)**

Key: Mean 5.0 = Strongly Agree, 4.0 = Agree, 3.0 = Neutral, 2.0 = Disagree, 1.0 = Strongly Disagree

<b>Byway</b>	<b>Infrastructure Adequate For Additional Tourism (SC5)</b>	<b>Too Many Visitors Already (SC6)</b>	<b>Additional Visitors Reduced Quality of Outdoor Recreation (SC11)</b>	<b>Visitors Should Contribute To Protection Of Byway's Tourism Resources (SC12)</b>	<b>Byway Designation Is Important For Community's Economic Health (SC13)</b>	<b>Additional Visitors Bring Community Additional Environmental Problems (SC14)</b>
<b>Unaweep-Tabeguache</b>	2.91	1.09	2.00	2.91	4.64	2.64
<b>Santa Fe Trail</b>	3.21	1.07	1.36	2.86	3.86	1.93
<b>San Juan Skyway</b>	2.79	1.50	2.07	3.43	4.14	3.57
<b>Total</b>	2.97	1.23	1.79	3.08	4.18	2.72



# AMERICA'S SCENIC BYWAYS

## THE COLORADO REPORT

Commissioned by:  
The America's Byways Resource Center

Prepared by:  
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Summer 2004

# ACKNOWLEDGMENTS:

## THANK YOU

This report would not have been possible without the help of the byway groups and their volunteers. We would like to extend our gratitude to everyone at the following Scenic and Historic Byways: Dinosaur Diamond, Frontier Pathways, Gold Belt Tour, Grand Mesa, Santa Fe Trail, San Juan Skyway, Top of the Rockies, and Trail Ridge Road. We would also like to thank the staff at Rocky Mountain National Park, Bureau of Land Management, Colorado Welcome Centers, and the Interpreters at Old Bent Fort and Dinosaur Ridge. Your help and knowledge are very much appreciated.

## FUNDED BY

America's Byways Resource Center  
Deputy Director - Michelle Johnson  
Colorado Scenic and Historic Byways Commission  
State Coordinator - Sally Pearce

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# EXECUTIVE SUMMARY

## BACKGROUND:

The Colorado Scenic and Historic Byways Commission, along with the America's Byways Resource Center, recognized the need for a study that would provide a basis for comparison for future studies. This study was commissioned by the America's Byway Resource Center (then known as the National Scenic Byway Resource Center) in 2002 to determine the impact of designated National Scenic Byways on awareness, economic activity and area use. This study was designed to provide a baseline for a later, more comprehensive look at America's Byways in the State of Colorado.

The eight byways evaluated in this study have undergone multiple designation changes in the last decade, the latest of which was a change in the national brand from "National Scenic Byway" to "America's Byway" in 2003. A change in any product name affects brand recognition, even in a well-known product. As this study investigated the brand equity of the former name, we will use "National Scenic Byway" when referring to the study and its results in the interest of clarity.



## OBJECTIVES:

The purpose of this study was to explore whether the designation of “National Scenic Byway” had impacts along the byways. There were multiple objectives for the study:

1. To **develop a process** and products to look at measuring byway users and their preconceptions.
2. To provide a **survey template** for other states to follow when conducting their own byway audits, in an effort to ensure the most data integrity possible.
3. To gain an **understanding** of the **awareness levels** of the National Scenic Byway brand among travelers to National Scenic Byways within the State of Colorado
4. To determine if there is a **relationship** between designation and overall economic health and usage of the corridors immediately surrounding the byway study areas.
5. To measure and compare the overall effect of designated National Scenic Byways in a controlled manner, **providing a baseline** for future studies.

The hypothesis is that the name “National Scenic Byway” has the strength to attract visitors that would normally not go to these areas if the roads lacked the designation. Therefore, this is essentially an evaluation of the brand strength or “equity” of the “National Scenic Byway” brand and the related byway brands for the byways studied.

## CONCLUSIONS:

It is difficult to attribute economic impact from designation status based on survey data. Given survey responses, it appears that there is a relative lack of public awareness of the Colorado and National Scenic Byway Program. In discussions with survey respondents we found that most learned about byway designation through state byway road signs on the route, brochures, and maps picked up en route. Very few respondents knew anything about the byway before they started their trip, or they had learned about the byway route on their last trip through the area, as shown by responses of repeat drivers.

Responses to questions regarding overall satisfaction with the byway driving experience were very positive, and many respondents indicated that they would definitely recommend the byway experience to others.

Given the survey data reported here, it appears that National Scenic Byway designation does not have sufficient brand equity to make an impact on local corridor economies. However, secondary data shows that after state byway designation there were increased traffic and expenditures along the byways. In Colorado, the state byway symbol (Columbine flower) is used to designate all state and national byways. There is not a separate sign for national designation. There are a great many ways to increase public awareness through means of differentiation – such as using different signs for levels of byway designation -- and target marketing to increase use of the byways. Together, these strategies could help increase economic activity in the byway corridors. The quality of visitors' contacts with local people might also impact economic activity, as may a coordination of effort between the byways to cross-market the byways. The Colorado Scenic and Historic Byways Commission is currently offering grassroots seminars to educate local service people about byways in their area.

# PROJECT DESCRIPTION

## SCOPE:

All data collection and analysis are intended as exploratory research and a basis for further study. This report is not intended to be a comprehensive evaluation of either the “National Scenic Byway” brand or its associated individual byway brands, and it was not within the scope of this project to determine the worth or dollar value of these brands for present value or accumulated worth over time. To do this we recommend a more extensive study utilizing additional methods such as focus groups, targeted measurement, and a longer period of study with cooperation from local byway organizations.

## STUDY DESIGN:

This study was conducted in two sections. In **Section 1** we collected primary data using a survey designed to explore respondents' byway awareness levels and to determine what amenities and activities along the byway consumers find useful. The survey was designed to gain an understanding of consumer attitudes and feelings about eight National Scenic Byways in Colorado. The same survey instrument was used for all eight National Scenic Byways over three-day periods during high volume weekends in July and August.

**Section 2** contains a report of secondary data.

## Section I, THE SURVEY OF SCENIC BYWAY TRAVELERS:

In this section, we focused on the eight byways and areas immediately surrounding byway corridors. The eight byways are: Gold Belt Tour Scenic and Historic Byway, Frontier Pathways Scenic and Historic Byway, Dinosaur Diamond Scenic and Historic Byway, Top of the Rockies Scenic and Historic Byway, Trail Ridge Road/Beaver Meadows Road Scenic and Historic Byway, Grand Mesa Scenic and Historic Byway, San Juan Skyway Scenic and Historic Byway and Santa Fe Trail Scenic and Historic Byway. The surveys were exploratory in nature and began to help us investigate brand awareness levels, general attitudes toward designated National Scenic Byways and their features, and reasons why people were traveling the byways. (Information about each of the byways can be found in the Appendices.)

## TIME PERIOD

Data for the survey were collected from July 17<sup>th</sup> through August 25<sup>th</sup>, 2003, during the peak traveling season for the majority of the byways. Some of the byways have very low travel rates during other times of the year, and we felt that the risk of bias – of collecting survey data only in one season -- was acceptable. Crews of two or more interviewers visited each byway for three days. Each byway was visited on the same days of the week: Thursday, Friday, and Saturday.

## LOCATION

We chose survey locations with help from local byway groups and with input from community officials. We did not feel it would be safe or effective to stop traffic, and so we selected natural stopping places where people would want to stay for a little while. The vast majority of the locations we finally chose consisted of visitor centers, State Welcome Centers, sites of interest, and large pull-off areas.

## THE SURVEY INSTRUMENT

As commissioned, we used a survey instrument designed by America's Byways Resource Center to screen out local residents who were using the byway as a regular means of travel for the purposes of commuting and everyday pursuits. The survey instrument itself was designed to have **two parts**.

## METHODOLOGY

The first part of the survey was a written questionnaire that was read to respondents by interviewers. Interviewers read each question and possible responses, and then filled in the response categories on copies of the survey. The survey solicited information about how respondents found out about the byway, about respondents' use of the byway, and about their recognition of byway status. (See the Appendices for copies of surveys and data.)

### Web Survey

This second part of the survey was web-based, and this questionnaire took a deeper look into spending habits and specific recreational activities. The web survey solicited more information about the respondents' trip as a whole, including visits to places outside of the designated National Scenic Byway study areas. Respondents who consented to do the web survey *and* who gave an email address were contacted to complete the web-based survey.

Respondents were sent an email with the web site address, and they were guided through the survey, which was hosted by a third party service. The "electronic" survey took about 5 to 10 minutes to complete and was self-administered. At the end of the survey respondents were offered a \$5 gas certificate as a thank you for completing the survey.

# **SURVEY FINDINGS**

## **DATA SYNOPSIS:**

Organization and collaboration with the various National Scenic Byway organizations was necessary to coordinate the implementation of the survey instrument. This questionnaire was prepared in 2001, reviewed by the National Scenic Byway program, divided into two parts, and reduced to a size that would be easily administered and positively received by respondents.

The surveying went well overall, and most people were willing to take a few minutes to respond. Approximately 1300 people completed the survey. Of these, about 30% indicated a willingness to complete Part 2 of the survey on the web. However, only 55 respondents (4% of all respondents) actually completed the survey on the web.

## **TRENDS AND IMPLICATIONS:**

It appeared to surveyors that most people who completed the surveys were couples from 45 to 65 years old. Few respondents were doing business-related travel, with most citing vacation time as their reason for traveling. According to zip code data collected, there was a heavy concentration of traffic from Southwestern United States and from Texas. While most respondents were unaware of the National Scenic Byway designation, the most common reason for choosing the route was the scenic views, either as identified on a map or based on recommendations from friends or relatives. A large portion (72%) of respondents had traveled the route at least one time before.

## **SURVEY RESPONSES - PART 1:**

### **DATA TABLES FOR INDIVIDUAL AND GROUPED BYWAYS**

The survey provided some very valuable information, and results are shown in the charts below. The figures listed represent the eight National Scenic Byways in Colorado as a whole and individually. The data used to create these charts can be found in the appendices.

<b>Abbrev. Used Here</b>	<b>Byway Name</b>	<b>Number of Respondents</b>
DD	Dinosaur Diamond	111
FP	Frontier Pathways	176
GB	Gold Belt Byway	201
GM	Grand Mesa	191
SF	Santa Fe Trail	277
SJ	San Juan Skyway	139
TOP	Top of the Rockies	78
TRAIL	Trail Ridge Road	108
Eight Byways	All Eight Byways	1281

Respondents at each of the byways were surveyed on different weekends in 2003. Because the dates and respondents were not randomly sampled, we cannot infer that the information presented here is representative of all visitors to these byways for 2003 or any other year. However, they do give us a snapshot of day-to-day activity on the byways and the information can be useful for planning and other purposes.

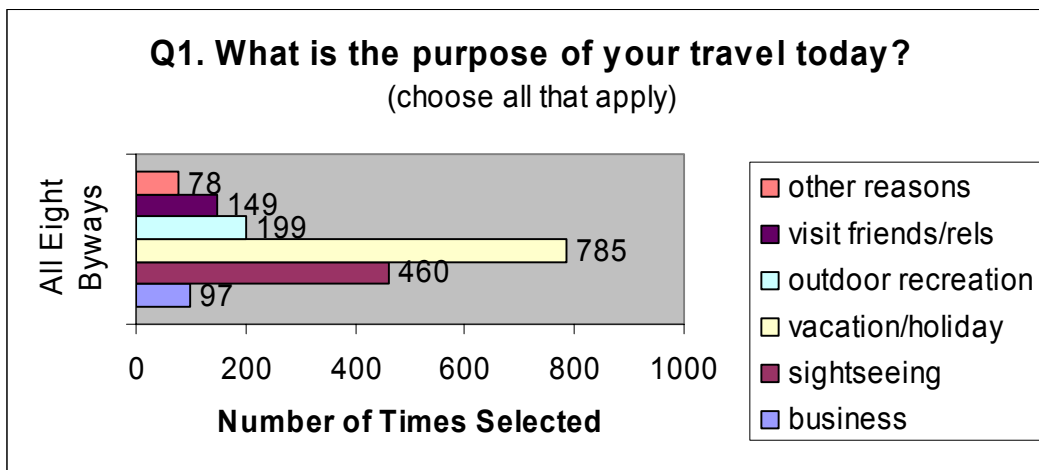
The data are presented here to show, for each byway, visitors' responses to the set of questions on the survey. The reader should note that questions were worded in such a way as to allow respondents to "choose only one answer" for some questions, while others allowed them to "choose all that apply. When a question allowed the respondent to "choose only one answer", the charts often show responses as percentages of total responses for each byway. This makes comparisons between byways easier than using raw numbers, especially since there is such a wide range in the number of respondents for each byway, as shown in the above table.

Charts that show responses to questions where respondents could "choose all that apply" are clearly marked as such. When percent of total responses are shown, it should be noted that the percentages shown will not add to 100%, but can still be used for comparing the responses to that question.

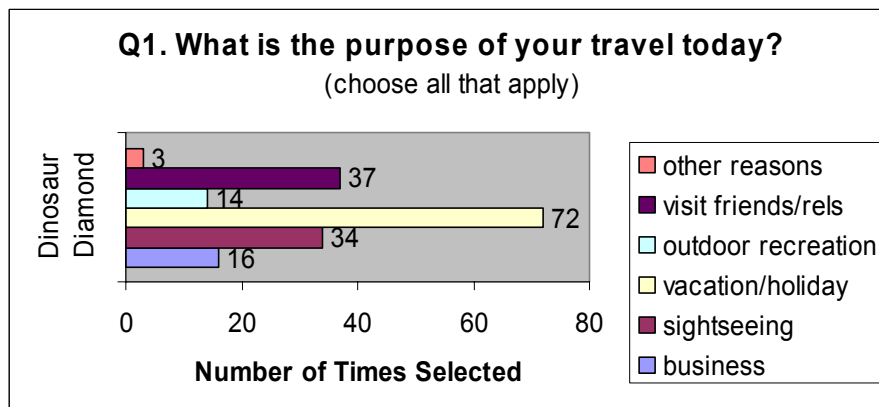
**DATA TABLES: Q1. What is the purpose of your travel today? (Choose all that apply)**

This question was one of a set used to determine respondents' travel purpose and their eligibility to participate in the survey. (Please see the appendices for a copy of the National Scenic Byway Designation Impacts Study Colorado 2003.)

Survey question number one asked respondents to indicate all the **reasons for travel** that applied to their trip, and they were asked to choose all responses that applied. (See table below.) For **All Eight Byways**, the highest number of responses was for vacation (785 respondents), followed by sightseeing (n=460), outdoor recreation (n=199) and visiting friends or relatives (n=149). Traveling for business reasons (n=97) and “other” (n=78) got the fewest number of responses for the byways as a group. Note that byway travelers could have selected more than one reason for travel (and as many as six reasons) in answer to this question.



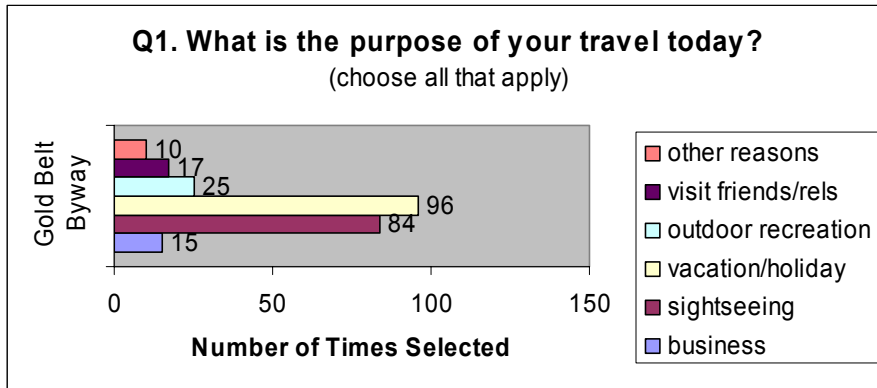
The next chart shows that **Dinosaur Diamond** visitors, like byway visitors in general, also tended to travel the byway as part of their vacation (n=72), with



many also traveling for visiting friends and relatives (n=37), sightseeing (n=34), business (n=16) and outdoor recreation (n=14).

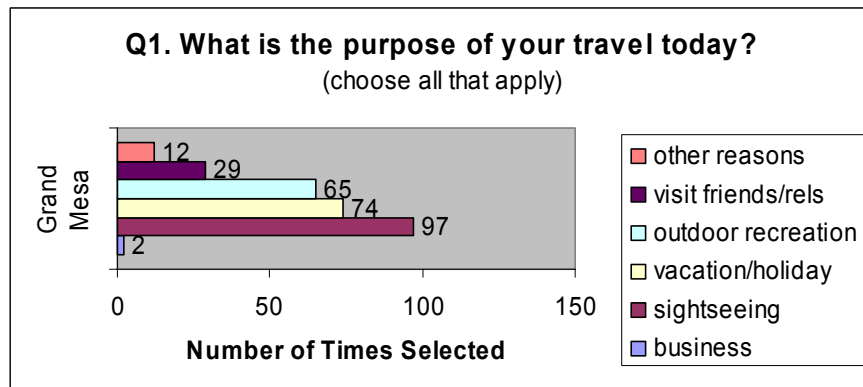


Below, we see that visitors to the **Gold Belt Byway** also chose vacation/holiday as their main reason for travel (n=96). Additional reasons for



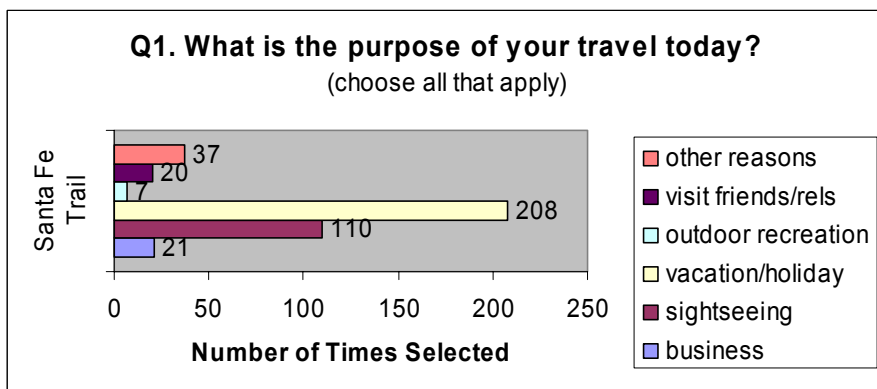
travel include sightseeing (n=84), outdoor recreation (n=25) and visiting friends and relatives (n=17).

Sightseeing was the most popular travel purpose for respondents at **Grand Mesa** on the days that survey data were collected, with 97 of those surveyed selecting this response. Other popular travel purposes were vacation/holiday (n=74), outdoor recreation (n=65), and visiting friends and relatives (n=29).



Along the **Santa Fe Trail**, the most-selected purpose for travel

was also vacation/holiday (n=208), with the next most selected response, sightseeing (n=110), being selected only about half the number of times that

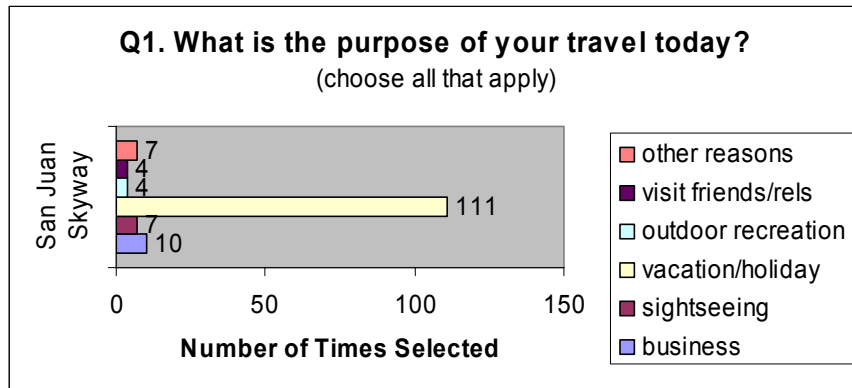


vacation/holiday was chosen. Thirty-seven Santa Fe Trail travelers selected “other” as one of their reasons for travel, and

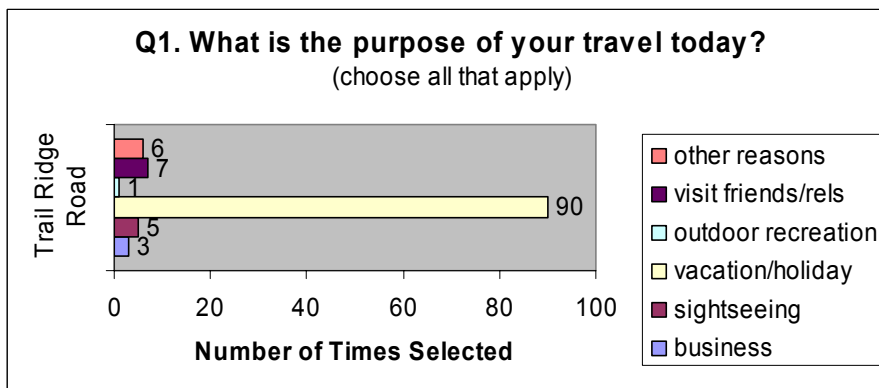
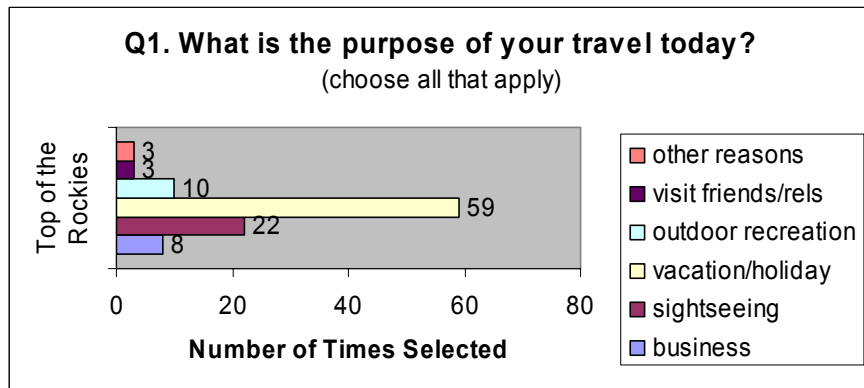
many of these people told interviewers that they were on the byway to visit the Bent's Fort National Historic Site for an Encampment activity that weekend.

By far the most chosen purpose of travel for those on the **San Juan Skyway** was vacation/holiday (n=111). The other purposes listed received much fewer

responses, with the next most-selected reason for travel, business (n=10), receiving less than 10% of the number of responses vacation/holiday did.



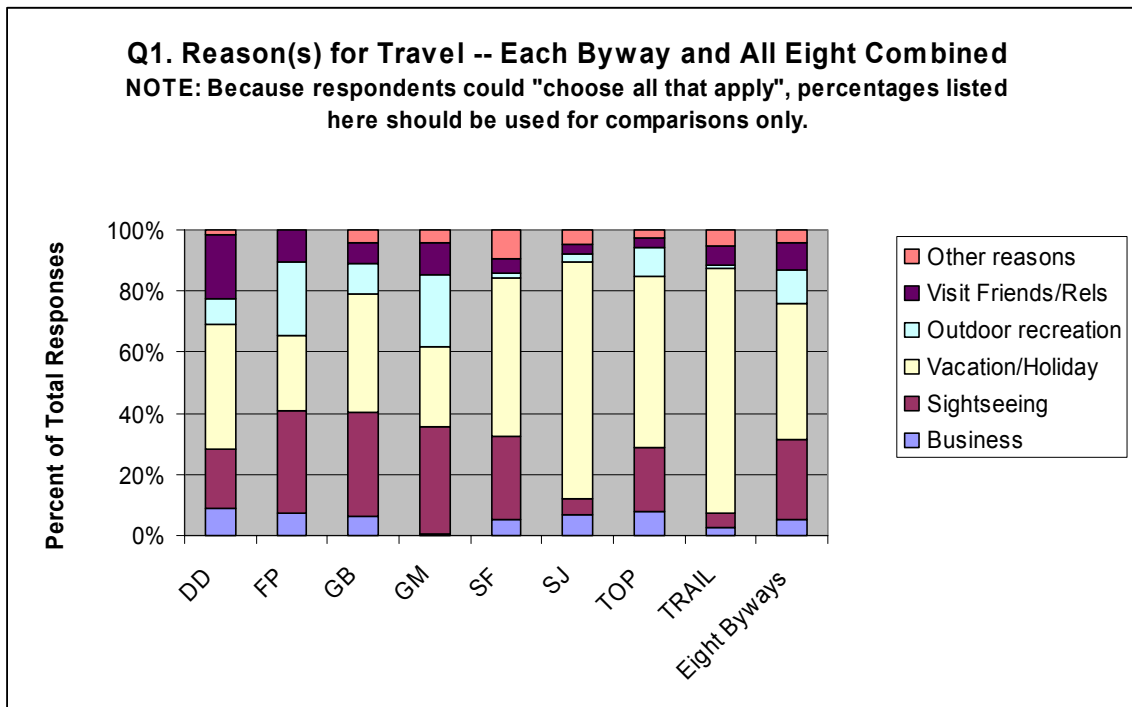
On the **Top of the Rockies**, 59 respondents said vacation/holiday was their purpose for travel that day. The next most-chosen response, sightseeing, was selected 22 times, or less than half the number of times vacation/travel was chosen. Outdoor recreation was selected 10 times and business was selected 8 times as a purpose of travel by respondents.



**Trail Ridge Road/Beaver Meadows Road** had a higher percentage of responses

selecting vacation/holidays (n=90) than did other byways, with a variety of “other” purposes being the next most selected (n=6).

The chart below shows **reasons for travel for each byway and all eight byways combined**. Here, the purposes for travel are shown on a bar chart, with the “other” category being the top stripe of the chart for most byways (except Frontier Pathways which had no “other” responses) and “business” being the stripe at the bottom of each bar (except Grand Mesa which had no respondents who selected business as a purpose for travel).

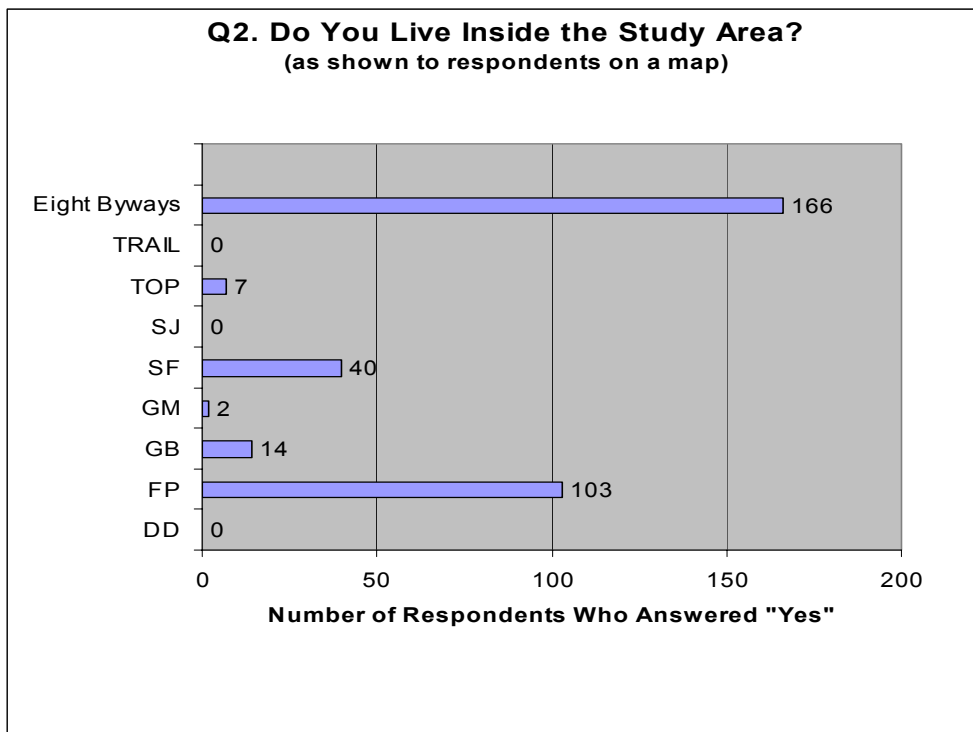


This striped bar chart shows the percentage each travel purpose was chosen as a percentage of all purposes chosen by respondents. The percentages add to 100%, which is the total number of responses (not the total number of respondents) because respondents could “choose all that apply.” The vacation/holiday strip is the light-colored strip in the center of the bars, and we can see that this purpose for travel was selected more often than other purposes for travelers on six of the individual byways and for the eight byways combined.

**DATA TABLES: Q2. Do you live inside or outside the Study Area as marked on this map?**

When asking this questions, byway Interviewers/Surveyors were told to, Please refer to the map as needed for clarification anytime questions refer to “the Study Area”. On the chart below please note that the total number of respondents on all eight byways combined who answered that they lived in the Study Area (n=166) comprised a very small portion of the people who were approached to complete the survey. A large majority of those early respondents who said they lived in the study area were traveling on the **Frontier Pathways** (n=103).

This question was used to identify local residents and separate them from byway visitors. Those respondents who lived inside the Study Area were thanked for their time but were not asked to respond to the remainder of the

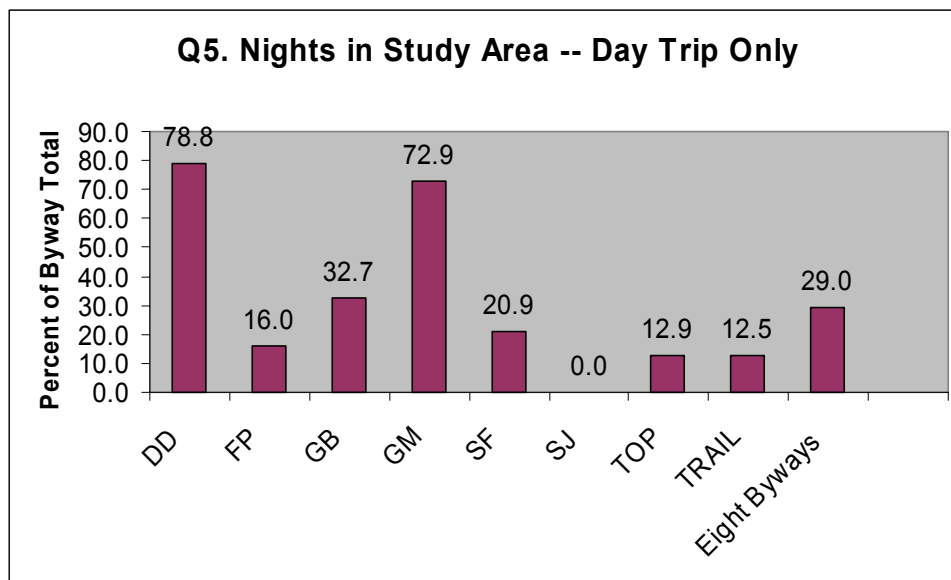


survey questions. Respondents who lived outside the Study Area were asked for their ZIP code (**Question 3**) or for their country of origin (**Question 4**) if they were not residents of the USA. Then they were asked to complete the remainder of the byways survey. These data will be reported separately.

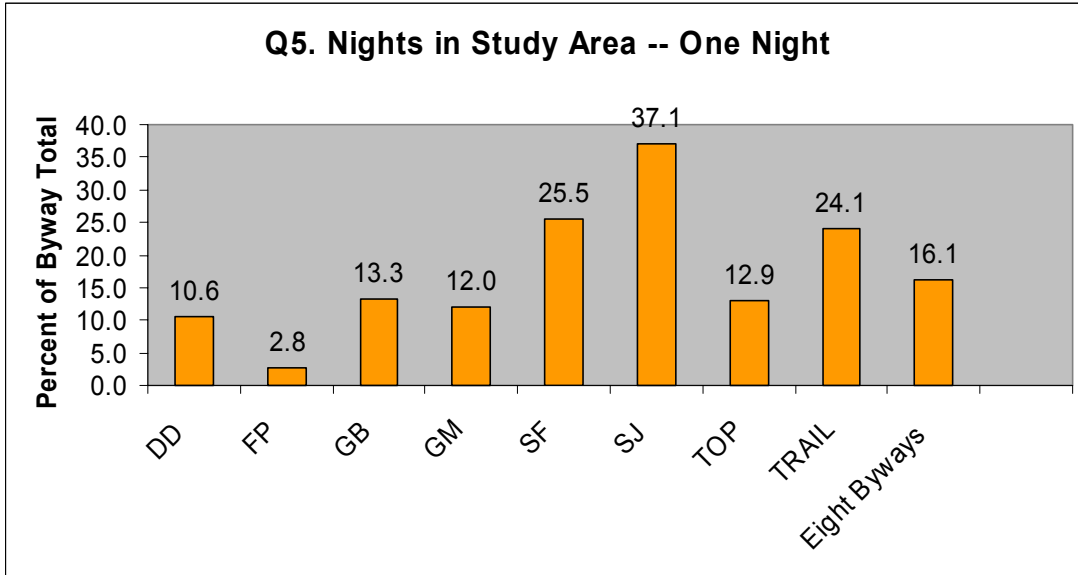
**DATA TABLES: Q5. How many nights do you expect to be in the Study Area marked on the map? (Choose only one)**

Regarding **nights stayed** or **trip length**, the majority of travelers (29%) for **all eight byways combined** were only visiting for the day (n=454). Of those who stayed overnight, 16.7% (n=261) stayed for 2 to 3 nights, and 16% (n=252) stayed only one night. Just over 12% (n=191) stayed for 6 nights or longer, and about 8% (n=123) stayed 4 to 5 nights. The total number of responses to this question for all eight byways combined was 1281.

The chart below shows the percent of respondents (and their travel companions), for **each byway** and for **all eight byways combined** who were in the Study Area or on the byway for a day trip only when visitors were surveyed. The **Dinosaur Diamond** had the highest percentage of respondents who stayed for less than a day (78.8%), followed closely by visitors to the **Grand Mesa** (72.9%). During the survey period, the **San Juan Skyway** had no respondents who were day trippers only.

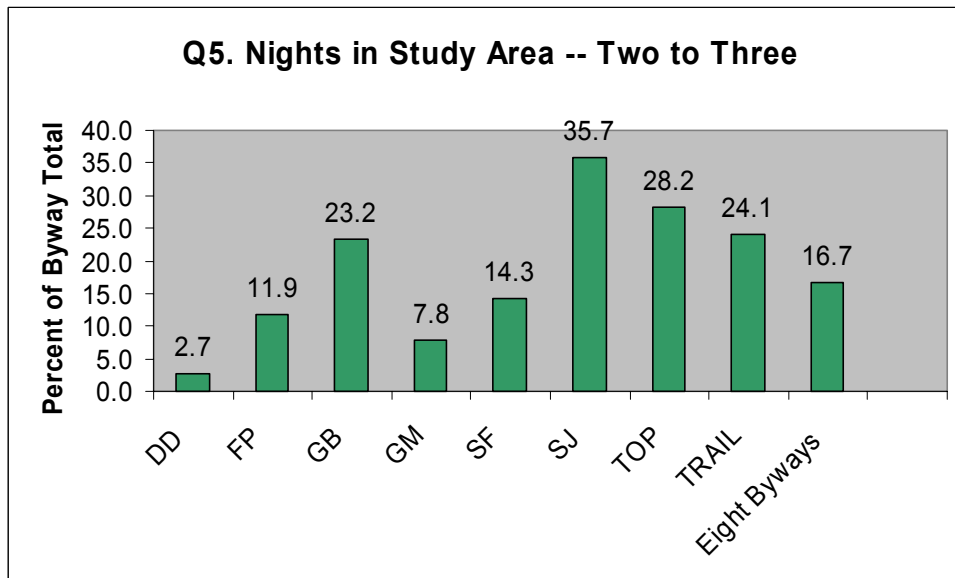


The **San Juan Skyway** was the byway with the largest percentage of respondents who stayed for one night only (37.1%), with the **Santa Fe Trail** (25.5%) and **Trail Ridge Road** (24.1%) each having about a fourth of their respondents staying only one night. **Frontier Pathways** had the smallest percentage of their survey period travelers staying for only one night.

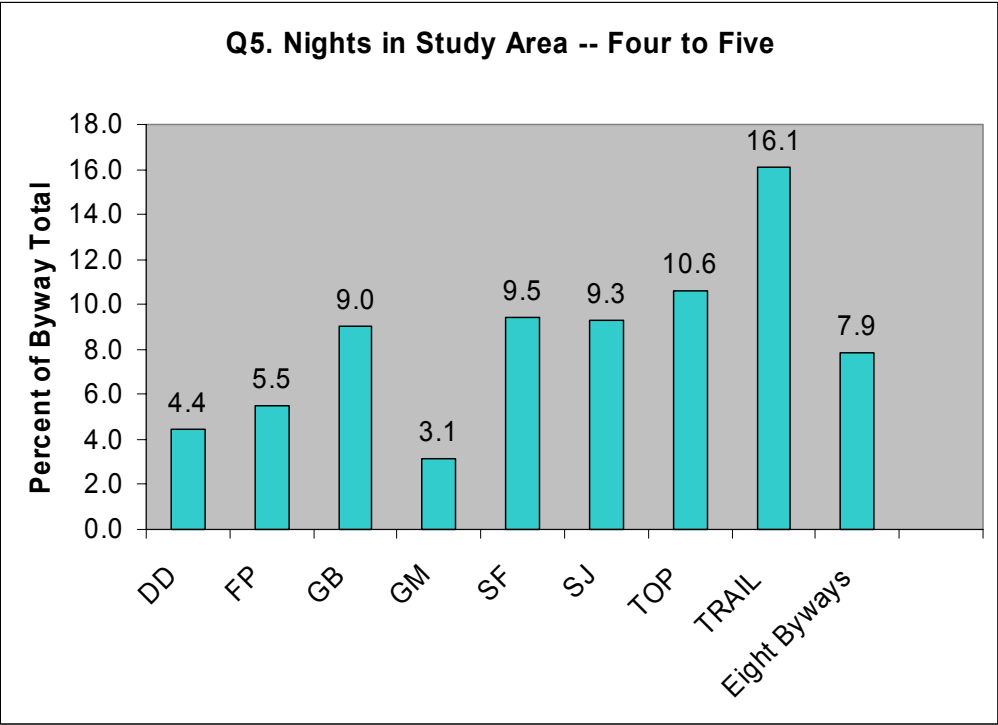


Of all eight byways, the **San Juan Skyway** had the highest percentage of survey respondents who stayed two to three nights (35.7%). The **Top of the**

**Rockies** (28.2%), **Trail Ridge Road** (24.1%) and the **Gold Belt Byway** (23.2%) also had a high percentage of their visitors staying two to three nights in their Study Areas.

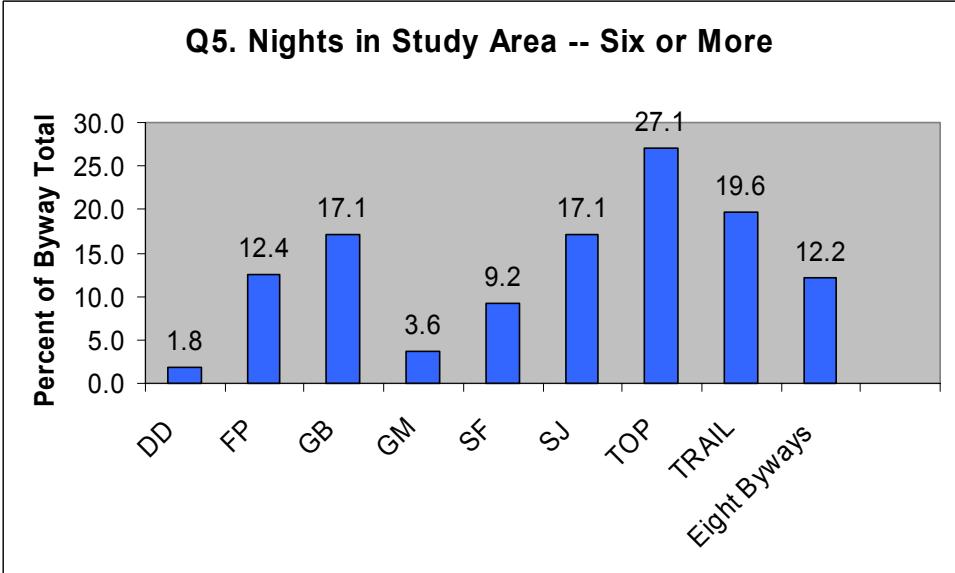


With 16.1% of its survey period visitors staying four to five nights, **Trail Ridge Road** had the highest percentage for this category. Four byways had close to 10% of their travelers staying four to five nights – the **Gold Belt Byway**, **Santa Fe Trail**, **San Juan Skyway** and **Top of the Rockies**.

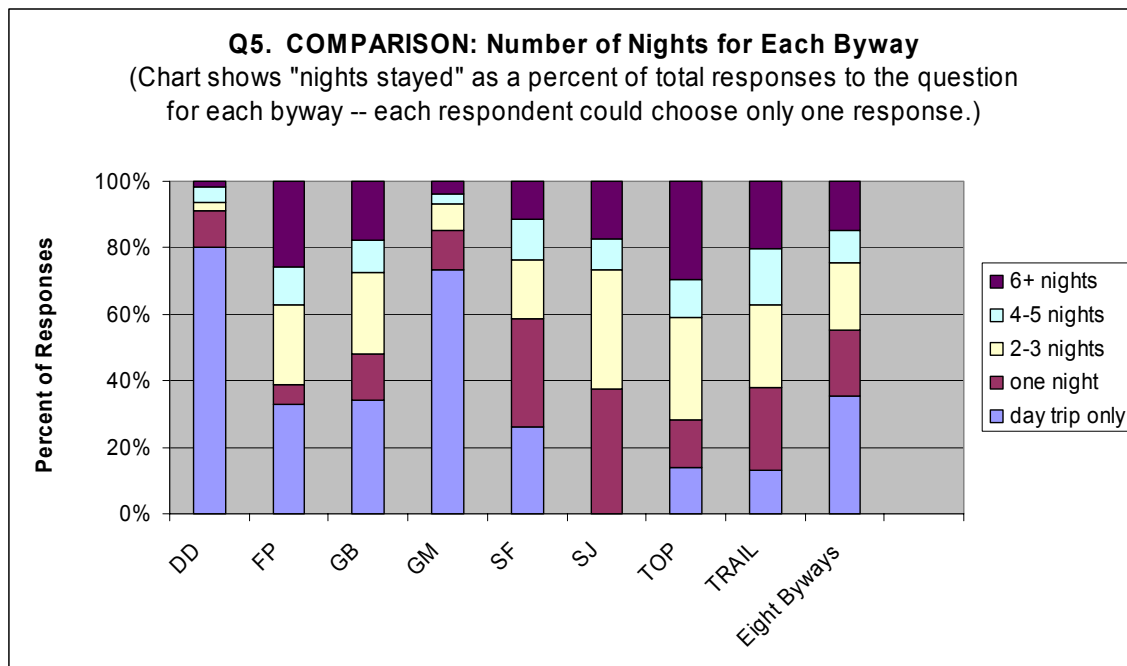


The **Top of the Rockies** had the highest percentage (27.1%) staying more than six nights, for those visitors who were in the area during the survey period.

**Trail Ridge Road** also had a high percentage of these longer staying visitors (19.6%), as did the **San Juan Skyway** and **Gold Belt Byway**, both with 17.1%.



Below is a striped bar chart showing the length of stay for visitors to each byway and to all eight byways combined. Note that respondents could choose only one option, so the number listed represents the percentage of responses and respondents. The top stripe represents the percentage of respondents who reported that they had stayed or would be staying more than six nights. The bottom stripe shows those visitors who were day trippers.

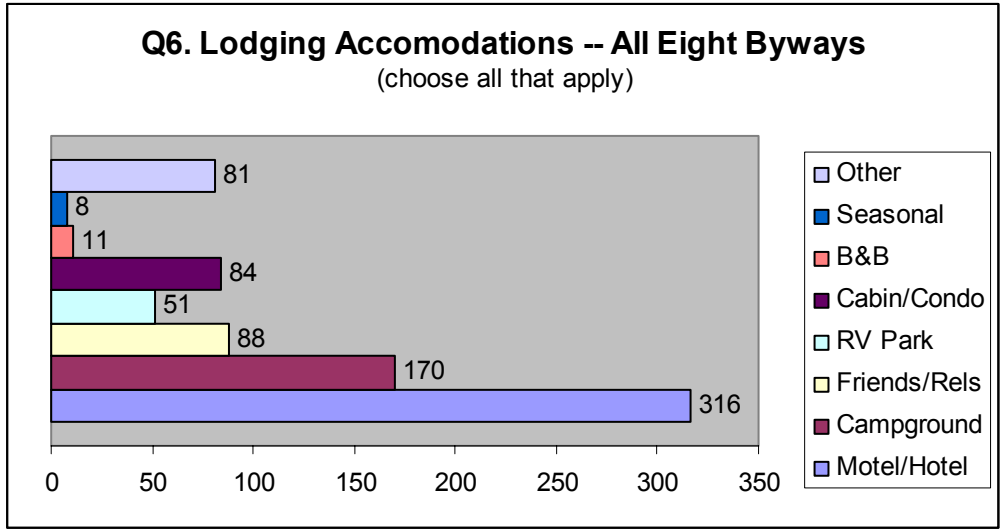


**DATA TABLES: Q6. What are your lodging accommodations while in the Study Area? (Choose all that apply)**

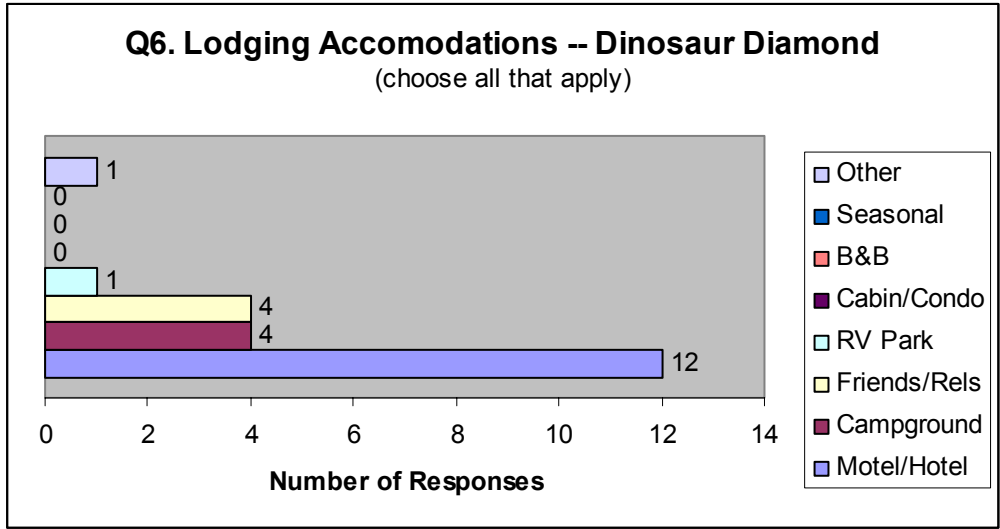
Respondents who noted in Question 6 that they had stayed for less than one day were not asked about their lodging accommodations.

When asked about their **lodging accommodations**, the top three types were Hotel/Motel (n=316), Campground (n=170), with Friends/Relatives (88) and Cabin/Cottage/Condo (n=84). Respondents were asked to “choose all that apply”, and the total number of categories checked was 809.

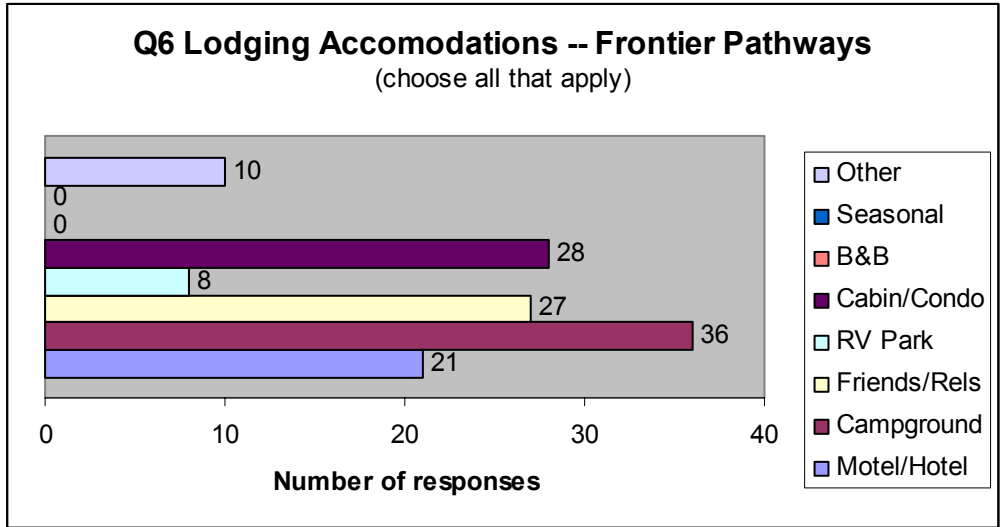




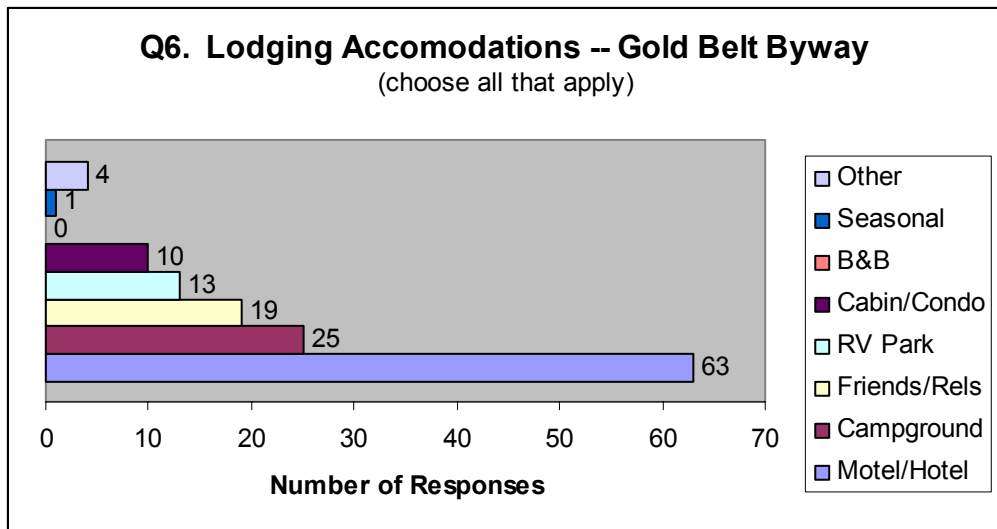
For those who stayed overnight during their travel on the **Dinosaur Diamond**, the motel/hotel option was most popular (n=12). Four respondents (and travel companions) each stayed at campgrounds or with friends/relatives.



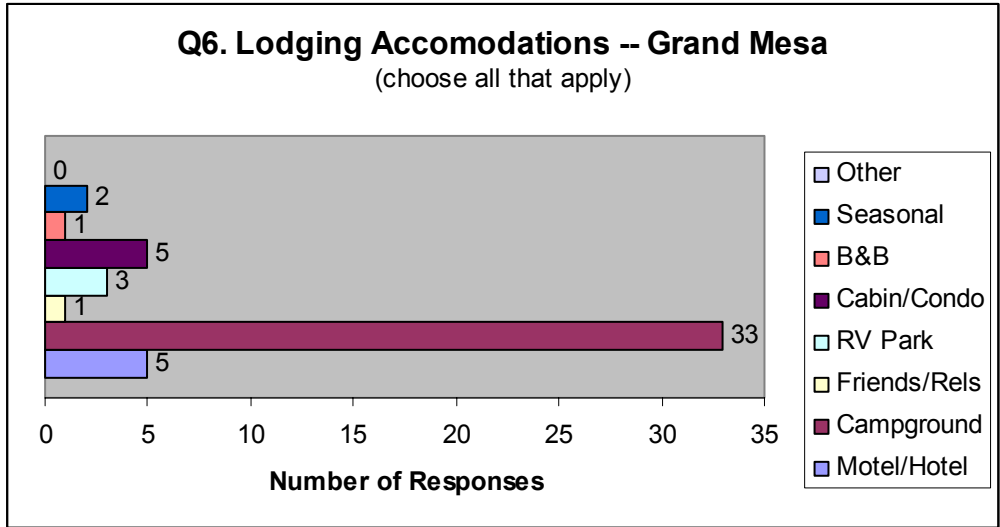
Campgrounds (n=36) were the most popular lodging accommodations used by visitors on the **Frontier Pathways** during the survey period. Also popular were cabin/condo (n=28), with friends/relatives (n=27) and hotel/motel (n=21).



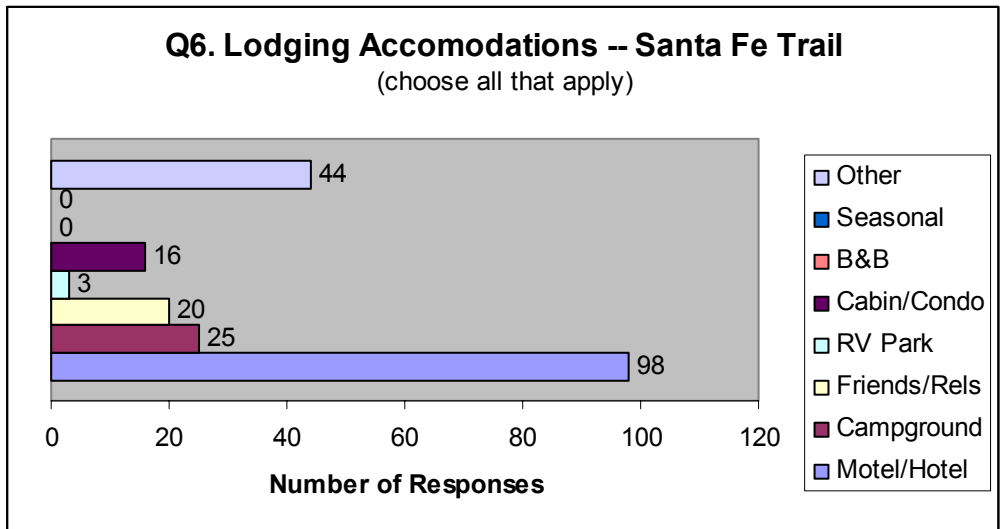
Similar to patterns at other byways, **Gold Belt Byway** visitors chose the hotel/motel (n=63) option most during the survey period. Other favored options were campgrounds (n=25), with friends/relatives (n=19), RV park (n=13) and cabin/cottage/condo (n=10).



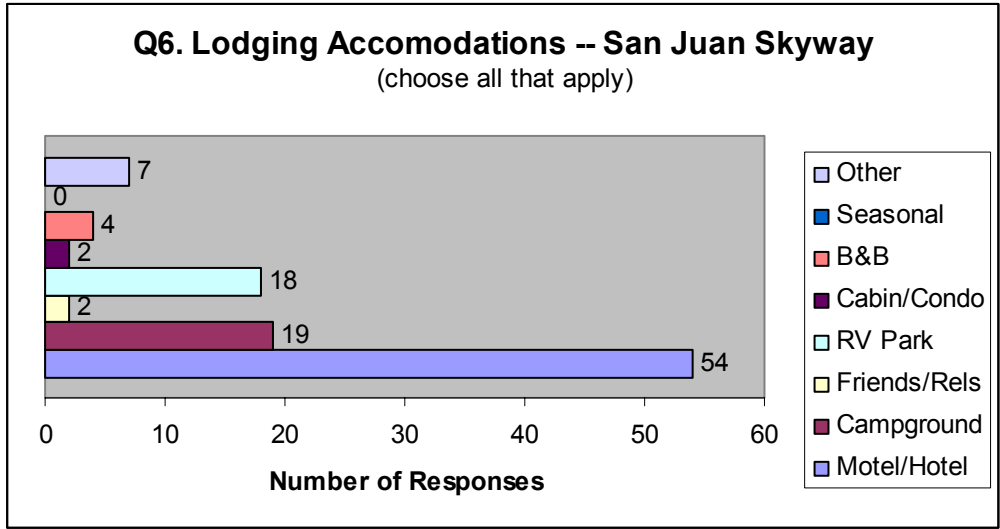
For travelers to the **Grand Mesa** during the survey period, camping was the lodging accommodation chosen most often (n=13). The next most chosen were the cabin/cottage/condo option (n=5) and motel/hotel (n=5).



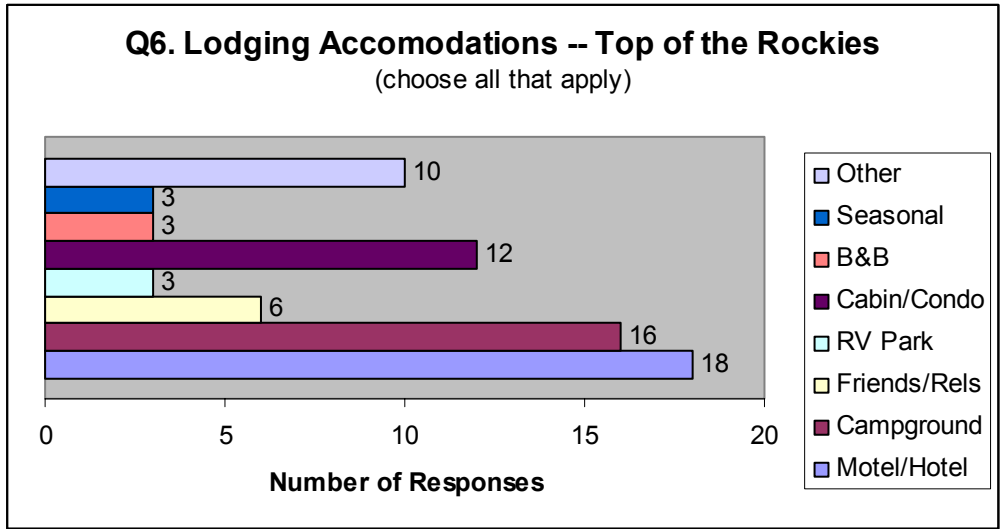
Respondents traveling along the **Santa Fe Trail** during the survey period chose the hotel/motel option (n=98) more than any other category, with the “other” category being the second most popular choice (n=44). This “other” category included the following diverse accommodations -- house, truck, dorm, Koshare Indian Museum, driving through and tent.



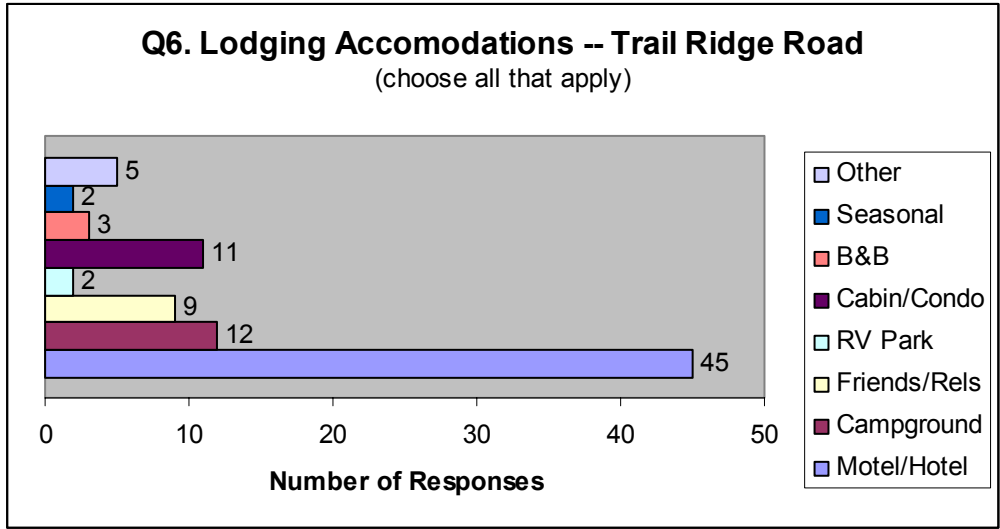
The motel/hotel option (n=98) was again the most popular choice of travelers along the **San Juan Skyway** during the survey period. Campgrounds (n=25) and RV Parks (n=3) were next in line, but together not equaling the number choosing the hotel/motel option.



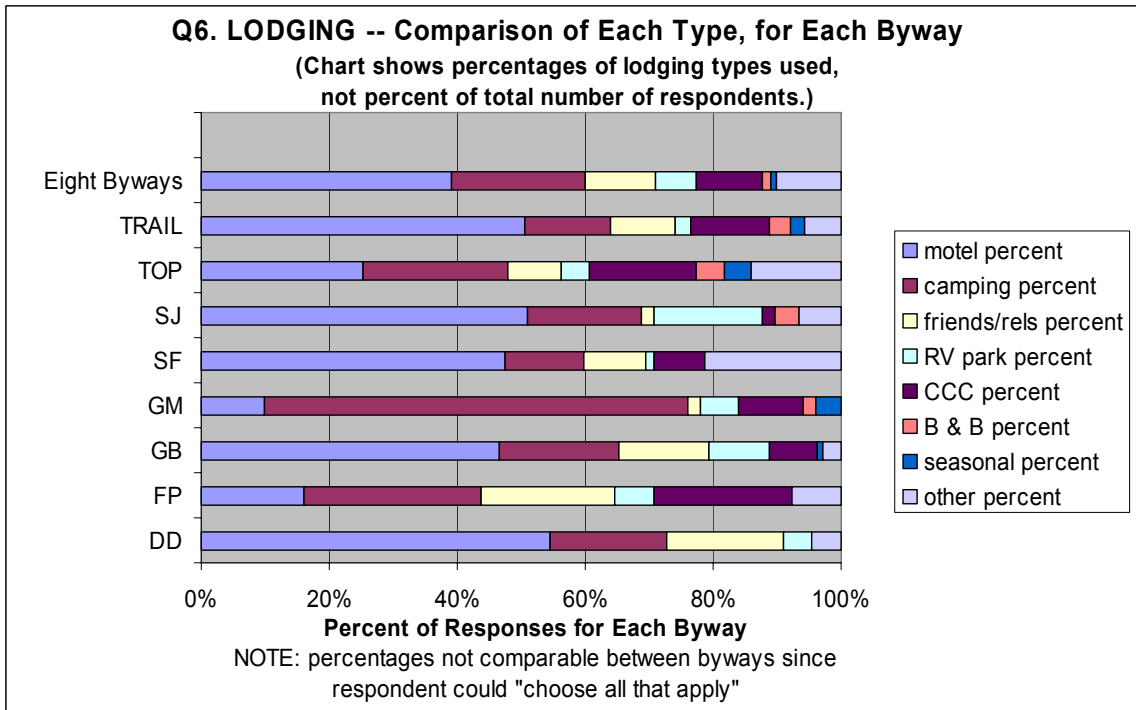
At the **Top of the Rockies**, again, motel/hotel was the most chosen lodging accommodation option (n=18), closely followed by campground (n=16) and cabin/cottage/condo (n=12). The “other” category (n=10) was also popular with respondents, and here this category included such things as house, time share, semi, private residence and driving through.



Survey respondents on the Trail **Ridge Road/Beaver Meadows Road** followed the pattern of choosing the motel/hotel option (n=45) more than any of the other categories. Only about a fourth as many respondents reported that they had or would stay in a campground (n=12), cabin/condo/cottage (n=11) and/or with friends/relatives.



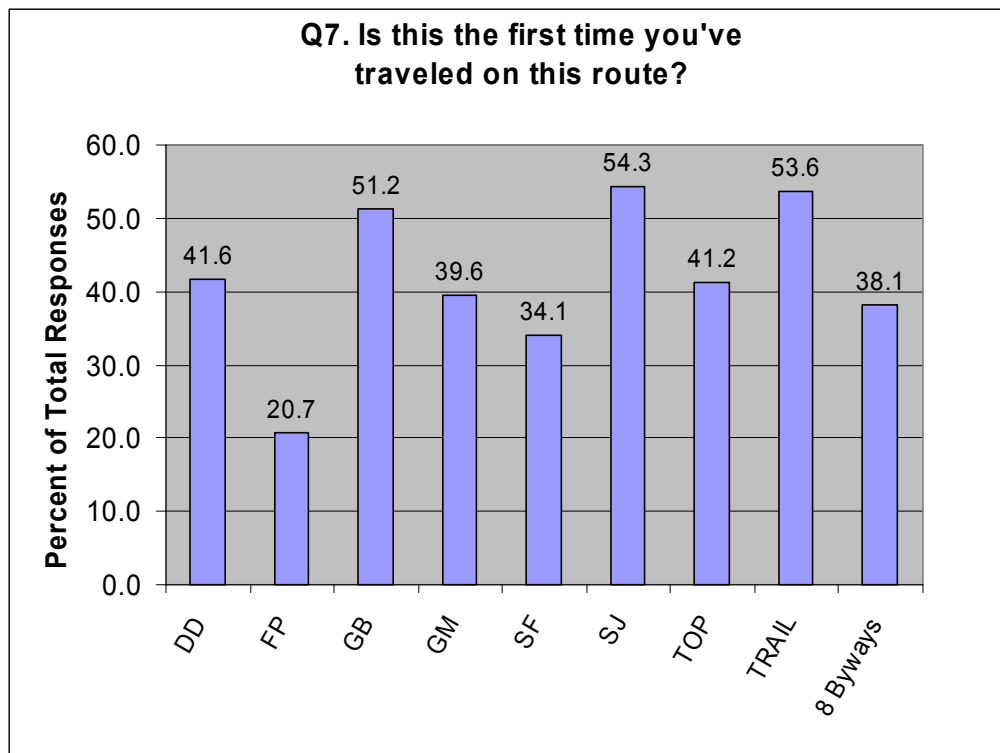
Below is another striped bar chart that shows how the lodging accommodations options fared with respondents. Since respondents could choose all that apply, the 100% here is for the total number of responses for each of the byways and for all eight byways.



The motel/hotel option is represented by the stripe at the far left of the bar chart, with the “other” stripe on the far right. Note that the third stripe from the right, B&B has the lowest percent of responses for all byways except **Trail Ridge Road**, the **San Juan Skyway** and **Grand Mesa**.

**DATA TABLES: Q7. Is this the first time you’ve traveled on this route?**

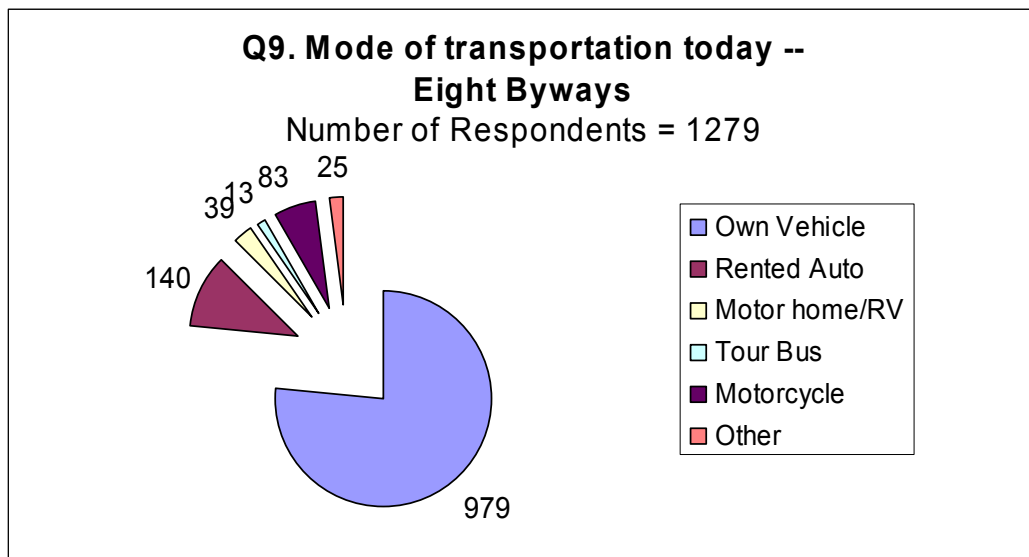
Below is a bar chart that shows the percent of respondents for each byway who replied in the affirmative to this question. For three of the byways – **San Juan Skyway**, **Trail Ridge Road** and the **Gold Belt Byway** – over half of respondents were traveling the route for the first time. On three other byways – **Dinosaur Diamond**, **Top of the Rockies**, and **Grand Mesa**, close to forty percent had not traveled the route before. About eighty percent of travelers on **Frontier Pathways** during the survey period were “return customers”.



**Question 8** asked respondents who said this was not the first time they had traveled the route, “How many times have you visited before?” Answers ranged from once before to over three-hundred times, with most of these respondents having traveled the route less than 30 times previously.

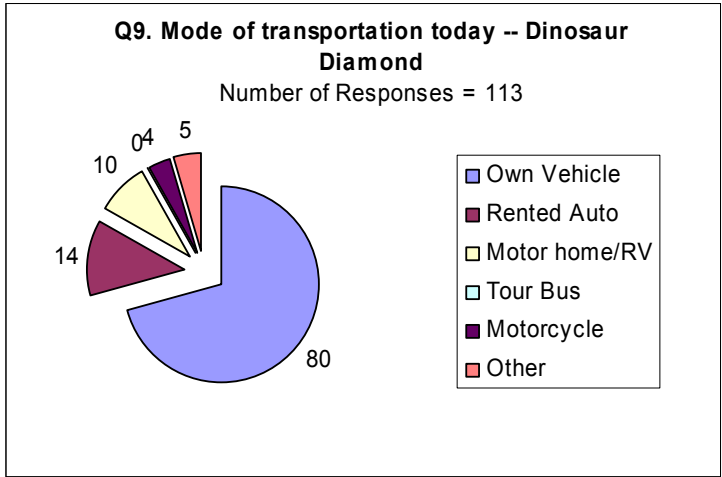
**DATA TABLES: Q9. What mode of transportation brought you here today?**

In response to this question, the vast majority of survey takers reported driving their own vehicle (62.6%) The next largest category was rented auto (9%). Relatively few respondents reported driving an RV (2.5%), and 5.3% were on motorcycles. Eight-tenths were on bus tours, and 1.6% reported using some “other” mode of travel. Most of the “other” responses were respondents who were driving a vehicle that was owned by some other entity such as a business or a church. One respondent’s mode of transportation was a train, one drove a school bus, a couple was on bikes and one was hitchhiking.

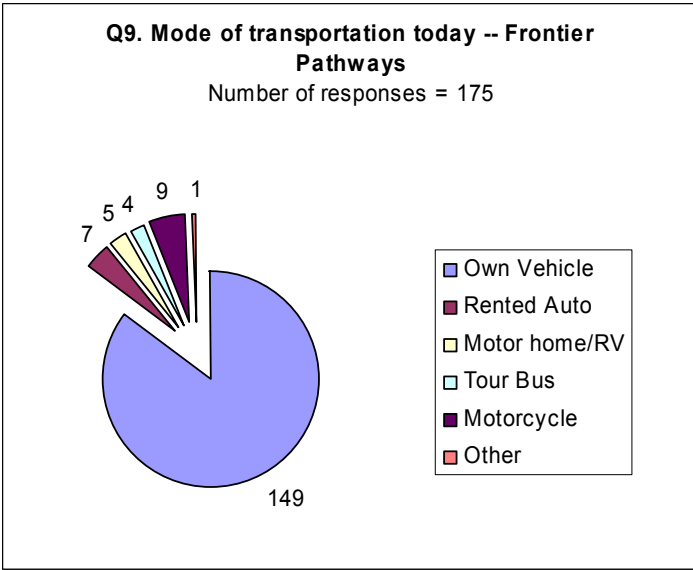


For this pie chart and others showing responses for **Question 9**, the largest “slice” of pie is “own vehicle” on the bottom left with 979 responses, and the options shown in the legend move counter clockwise – with “rented auto” showing 140 responses for the **eight byways**, RV with 39, tour bus with 13, etc.

On the **Dinosaur Diamond**, during the survey period, most respondents drove their own vehicle (70.8%) The next largest category was rented auto (12.4%). Almost 9% drove an RV, and 3.5% were on motorcycles. None reported being on bus tours, and 4.4% used some “other” mode of travel.

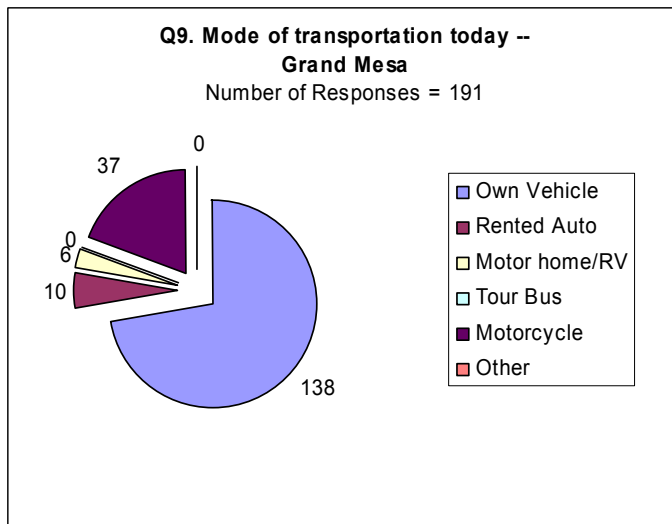
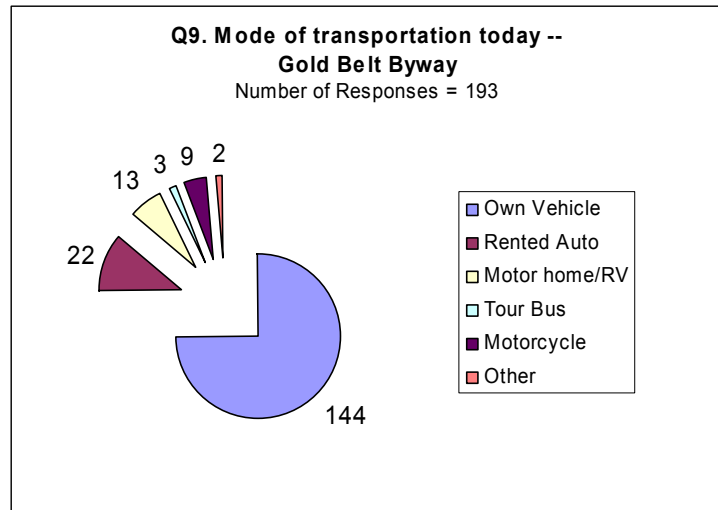


**Frontier Pathways** saw a very high percentage of their survey period travelers who drove their own vehicle (41.2%). Other categories were checked less often, with rented auto at 1.9%, RV at 1.4%, motorcycles with 2.5%, 1% on bus tours and less than 1% using some “other” mode of transportation.



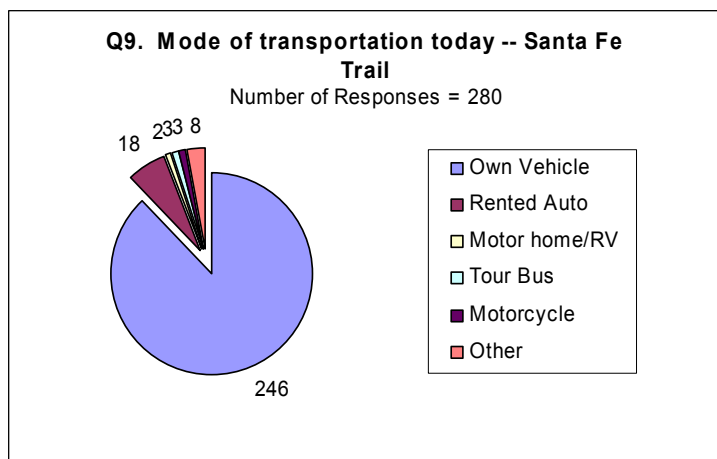


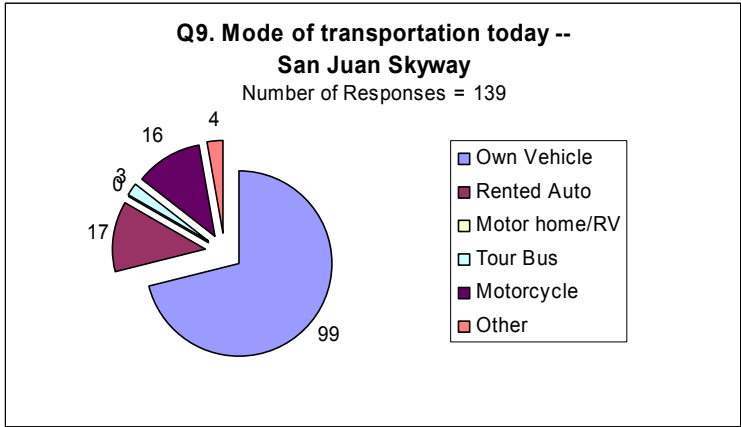
On the **Gold Belt Byway**, 68.2% of respondents reported that they drove their own vehicle. Just over ten percent drove rented autos, RVs were used by 6.2%, and 4.3% were on motorcycles. Just over one percent reported being on a bus tour and less than one percent used some “other” mode of travel.



Almost 72% of survey respondents on the **Grand Mesa** drove their own auto. Just over 5% drove a rented vehicle, and about 3% drove an RV. No respondents reported being on a bus tour, and almost 20% were traveling by motorcycle.

Along the **Santa Fe Trail**, over 70% of survey respondents drove their own auto. Just over 5% were in a rented vehicle of some type, and less than one percent were in an RV, on a bus tour or on a motorcycle. Just over 2% were using some other mode of transportation.

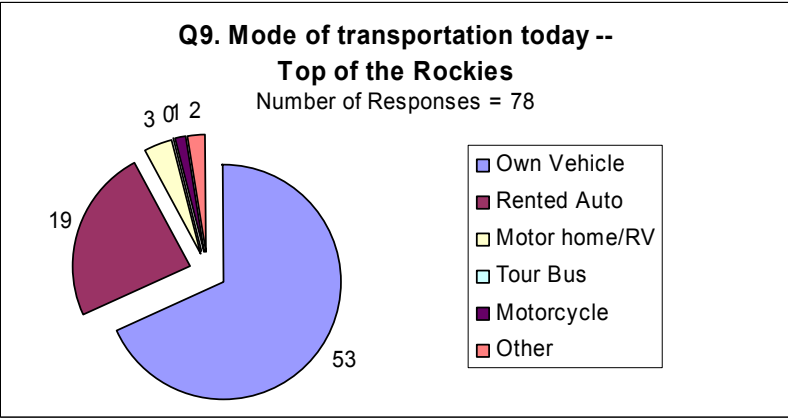




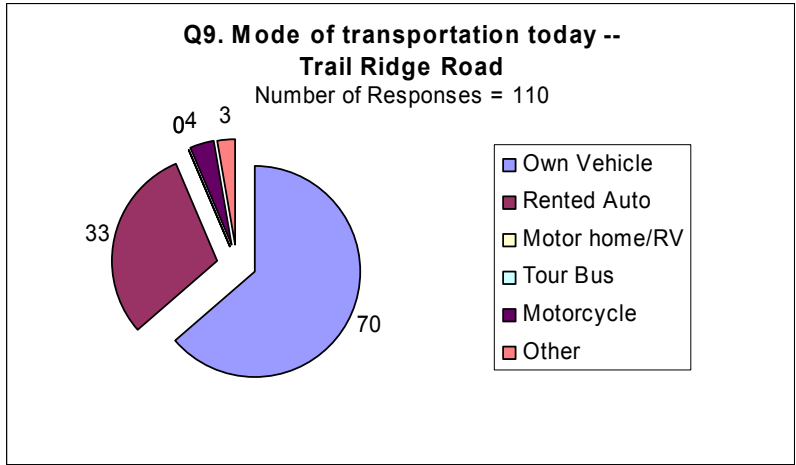
**The San Juan Skyway,** like all the other byways, had a high percentage of their survey period travelers driving their own vehicle (70.7%). Other categories were checked less often, with rented auto at 12.1% and RV with 0%. There were a relatively high

percentage of respondents on motorcycles (11.4%), only about 2% on bus tours and almost 3% using some “other” mode of transportation.

Respondents on the **Top of the Rockies** reported driving rented vehicles at higher rates (22.4%) than did those on almost all other byways. They mostly drove their own autos (62.5%), with few numbers traveling by RV (3.5%), none on bus tours, just over 1% on motorcycles, and 2.4% using “other” modes of transportation.

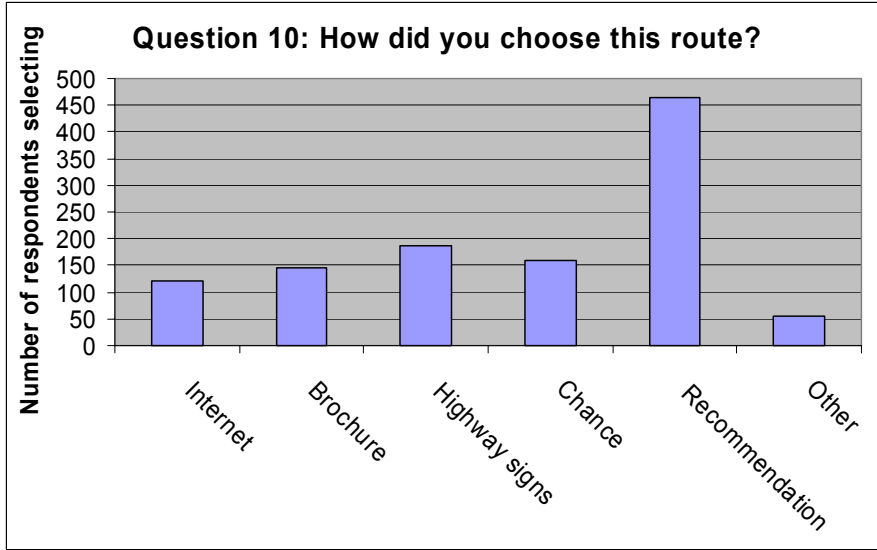


**Trail Ridge Road/Beaver Meadows Road** had the highest percentage of respondents who drove some type of rented vehicle at almost 30%. Just over 62% of survey respondents drove



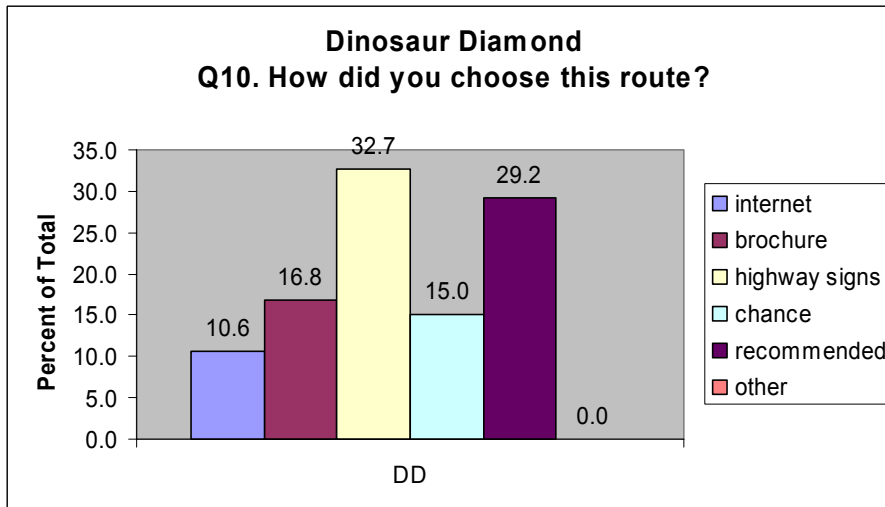
their own auto, none reported driving an RV, and none reported being on a bus tour. Just fewer than 4% were on motorcycles and 2.7 were using some “other” mode of transportation.

**DATA TABLES: Q10. How did you choose this route?**



Under a section heading labeled **Trip Planning**, respondents were next asked to tell **how they chose the route** they were on. For all travelers on the eight byways, the

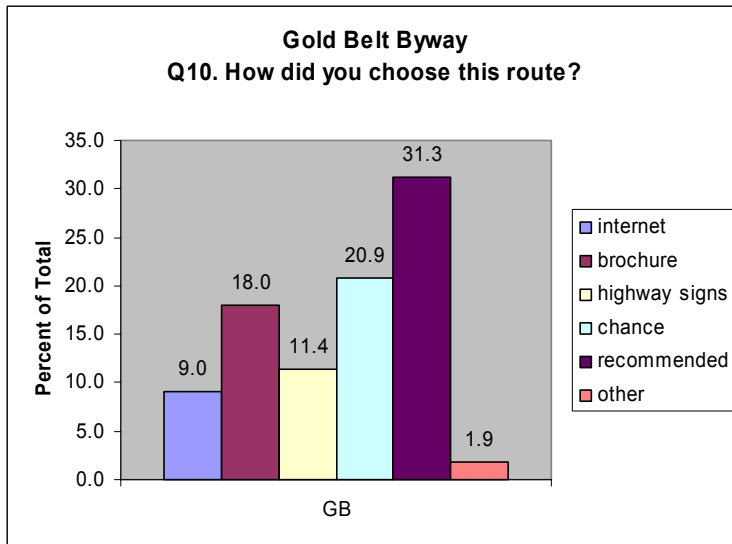
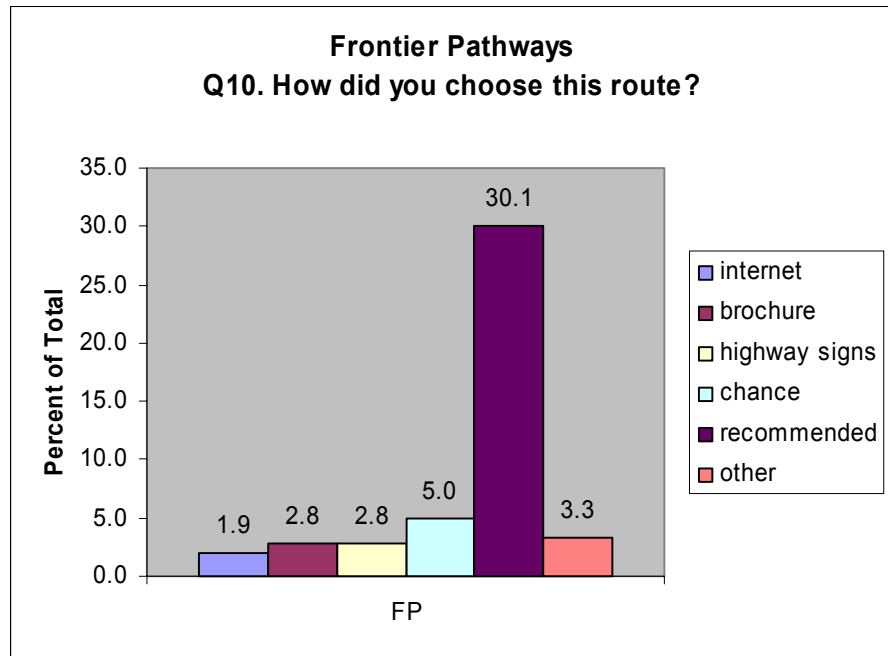
category checked most often was recommendation (n=465), followed by highway signs (n=186), chance (n=159), brochure (n=146) and the Internet (n=120). A large number of respondents reported choosing the route by some “other” method, though this option was not listed on some surveys. The most often cited “other” methods of choosing were maps, tour books, AAA and past experience.



For survey respondents on the **Dinosaur Diamond**, most chose the route because of highway signs (n=37), with 33 respondents

following a recommendation and 19 using a brochure to choose the route.

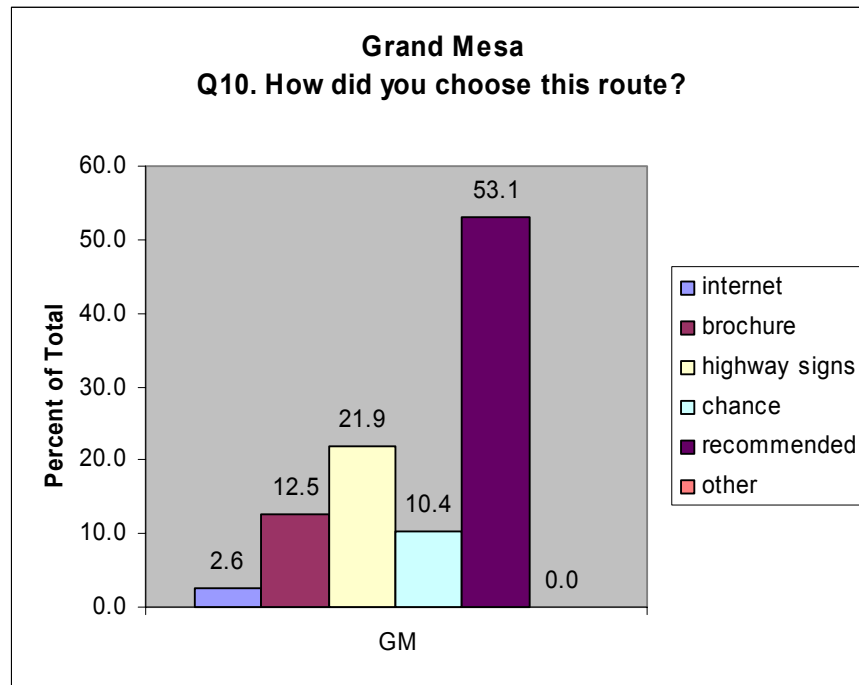
Over a hundred **Frontier Pathways** respondents chose this route because of a recommendation (n=109), with different options falling far behind, such as the 18 who relied on chance.



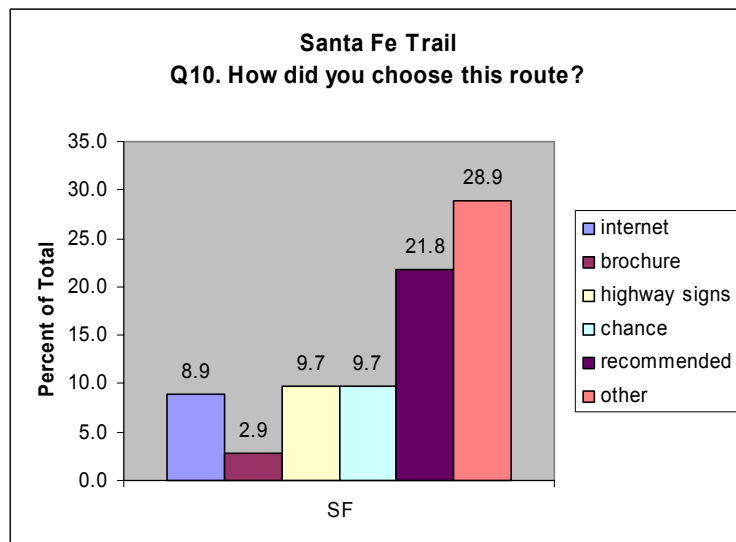
The **Gold Belt Byway** was also traveled because it was recommended, according to 66 survey respondents who said this was how they chose the route. Other important ways the route was chosen were chance (n=44) and brochure (n=38).

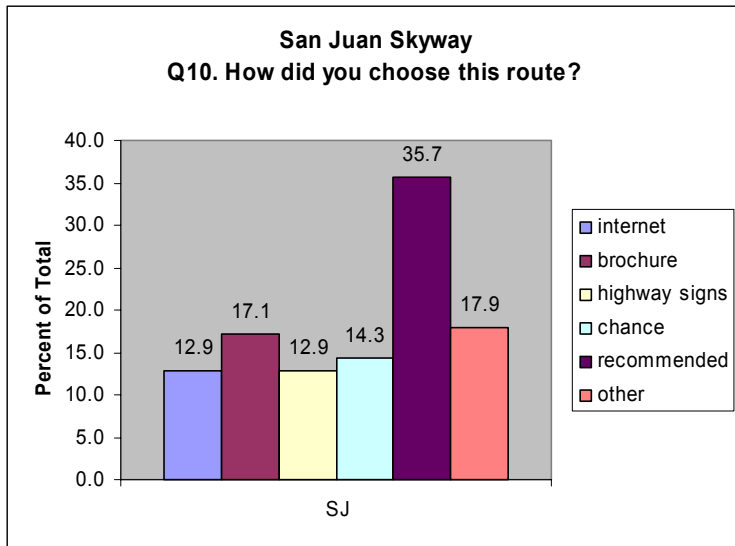
Recommendations (n=102) also figured prominently as reasons travelers were on the **Grand Mesa** during the survey period, with over half of this byway’s survey respondents saying that they chose the route because of a recommendation. Less than a quarter of respondents chose the route because

of highway signs (n=42), and an eighth used a brochure (n=24) to help them make their route choice.



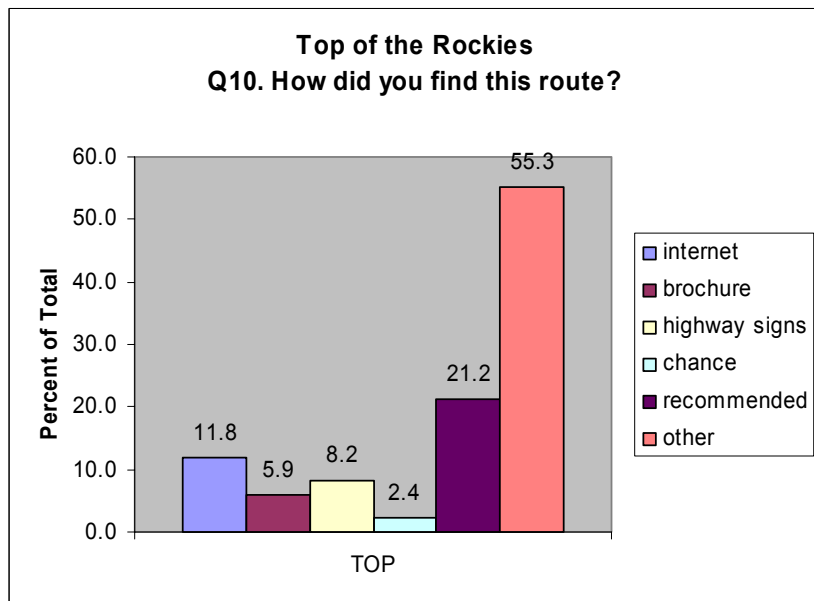
Mostly past experience and maps, in the “other” category, influenced 101 respondents to choose to travel the **Santa Fe Trail** during the survey period. Other influences were recommendations (n=76), with about 10% citing the Internet, highway signs and chance as influencers.

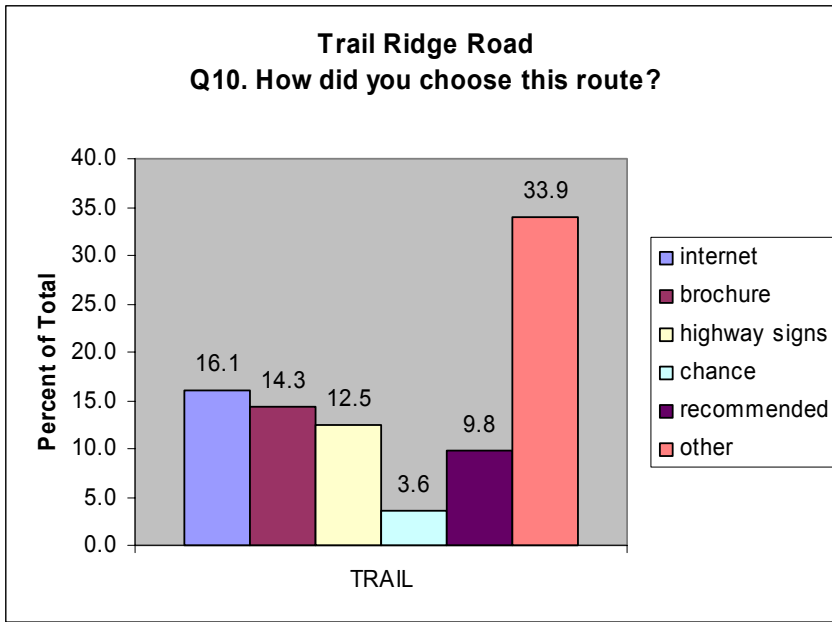




Fifty people chose to travel the **San Juan Skyway** during the survey period because of recommendations. Maps and/or past experience were some of the “other” ways 25 people chose the byway, and 24 respondents said they were influenced by a brochure.

Maps and past experiences (n=47) were again among the “other” influencers of **Top of the Rockies** respondents regarding their choice of routes, with over 55% listing other things as important. Recommendations were next in line, with 18 citing this as a reason for their route choice.

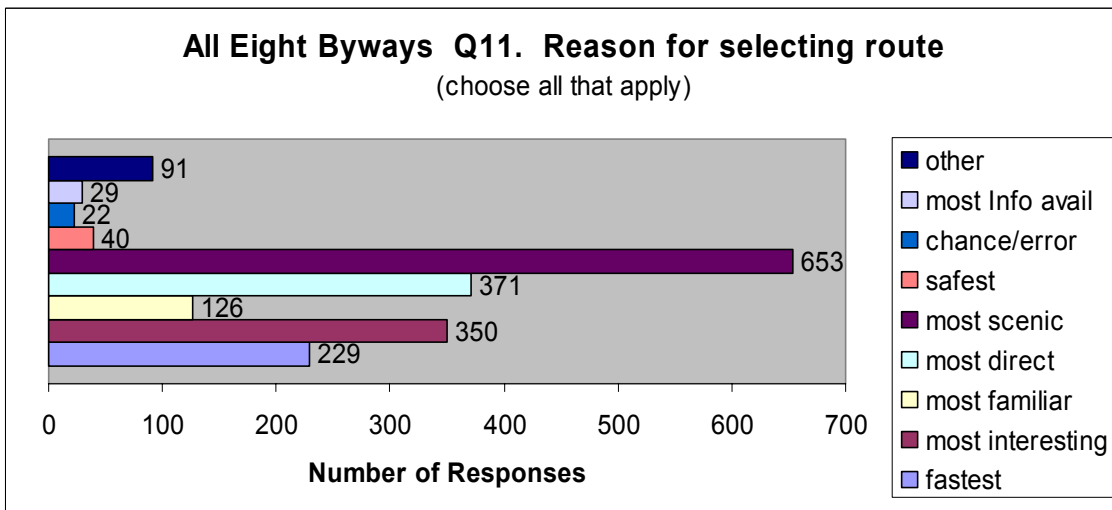




**Trail Ridge Road/Beaver Meadows Road** also had a large number of respondents (n=38) who relied on past experience or maps, among some other things, to help them choose a route. The Internet was also

an important influence (n=18), as were brochures (n=16).

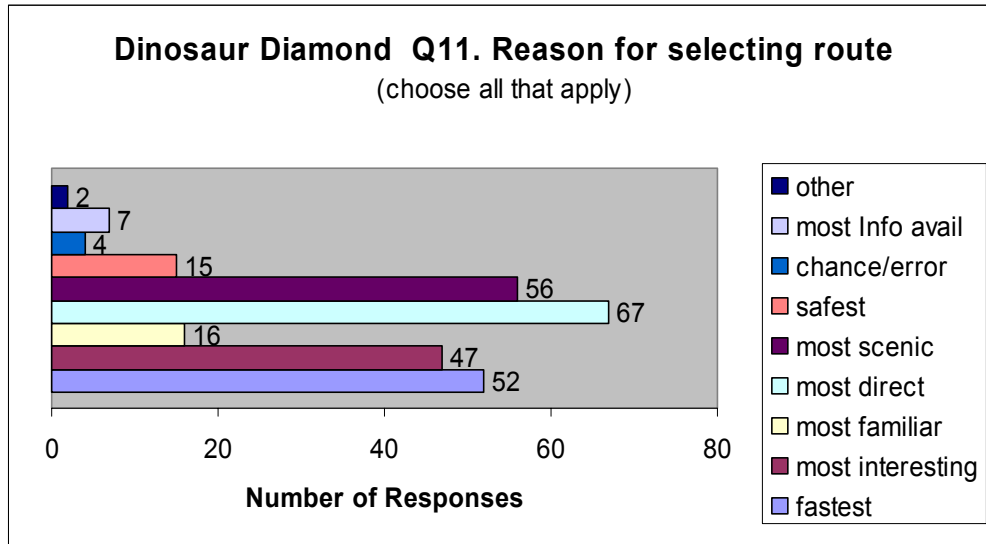
**DATA TABLES: Q11. Which of the following best describes your reasons for selecting this particular route? (choose all that apply)**



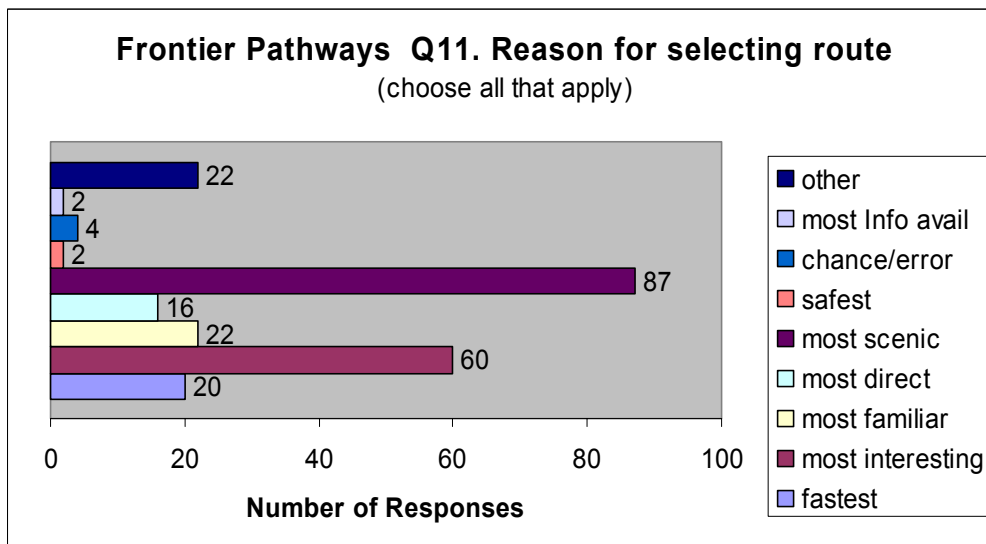
When asked to select the response that **best described their reasons for selecting the route** they were on, for survey respondents on **all eight byways** combined, the most common response was “most scenic” (n=653), followed

by “most direct” (n=371), “most interesting” (n=350), “fastest” (n=229), and “most familiar” (n=126). Respondents could choose more than one option.

For travelers on the **Dinosaur Diamond** during the survey period, most cited as the best description of the reason they selected that particular route was that it was “most direct”. Fifty-six respondents said it was “most scenic”, and fifty-two said it was the “fastest”.

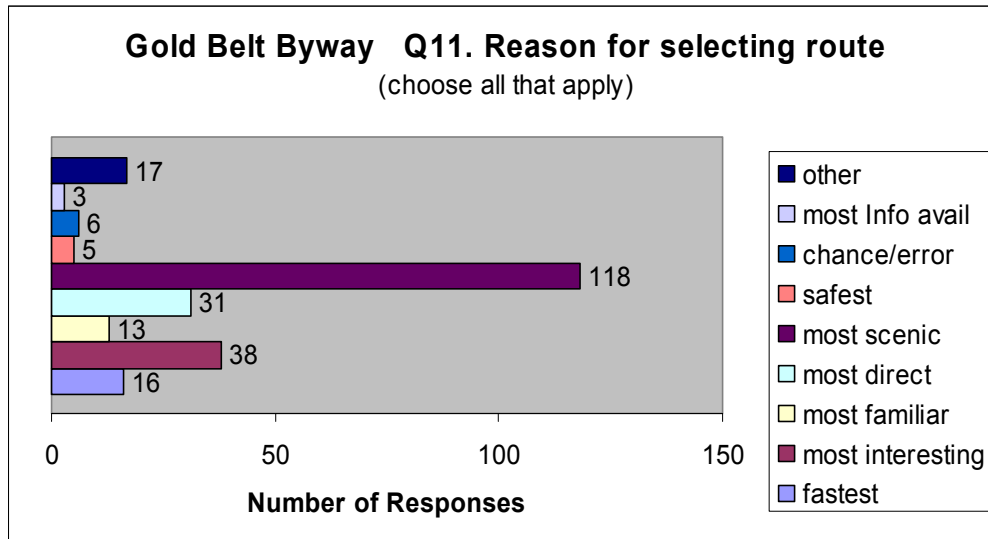


**Frontier Pathways** travelers cited “most scenic” the highest number of times as the best description of the reason for traveling the route. Sixty survey respondents cited “most interesting”.

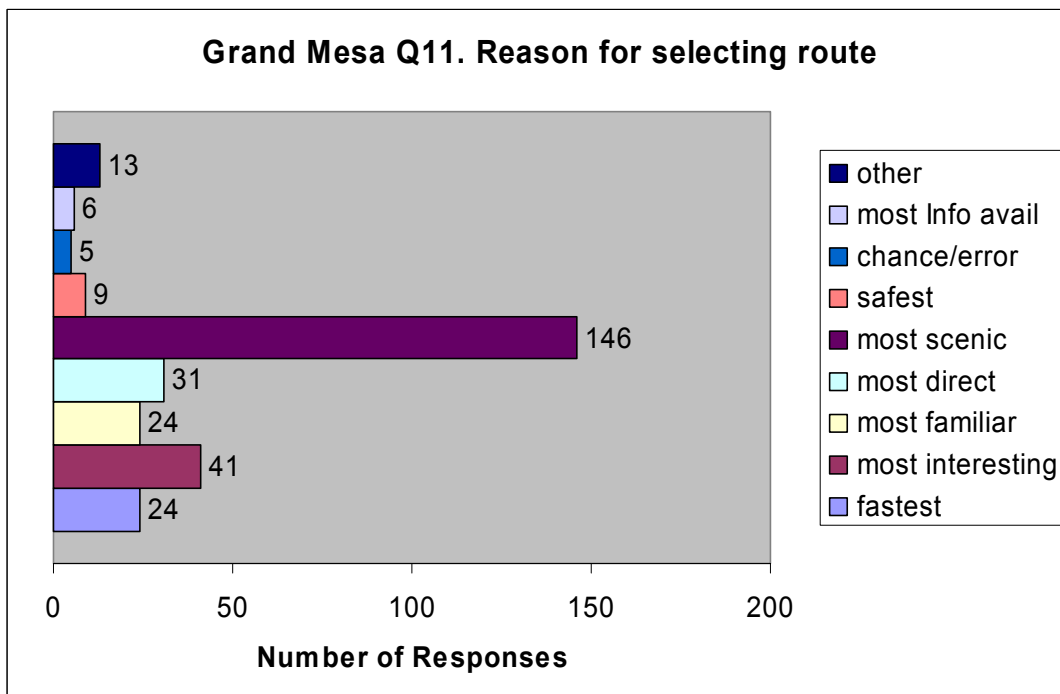




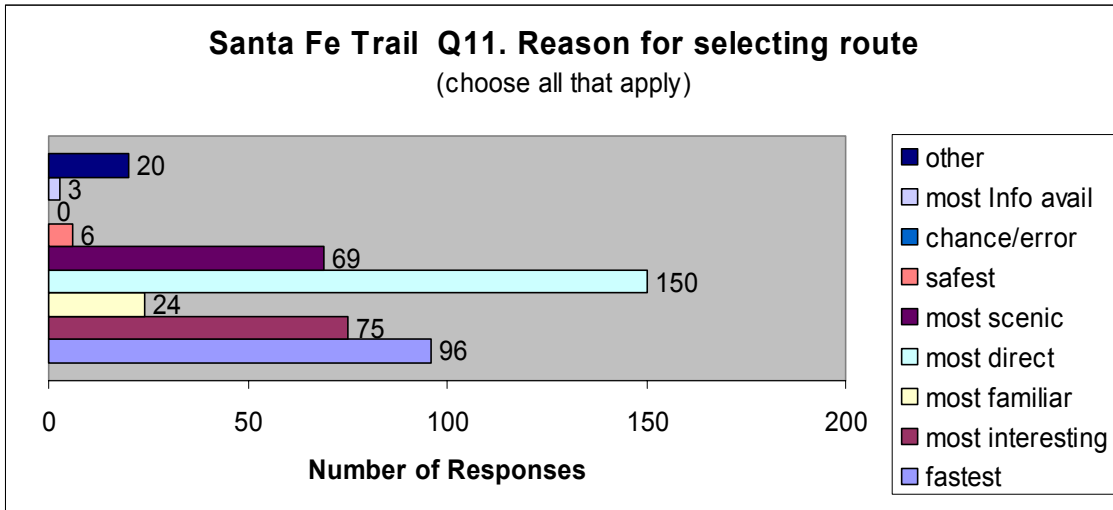
That it is “most scenic” best describes the reason 118 respondents chose to travel on the **Gold Belt Byway**. Other reasons were cited much less often, with “most interesting” being the second most cited descriptor of the reason they were on the route (n=38).



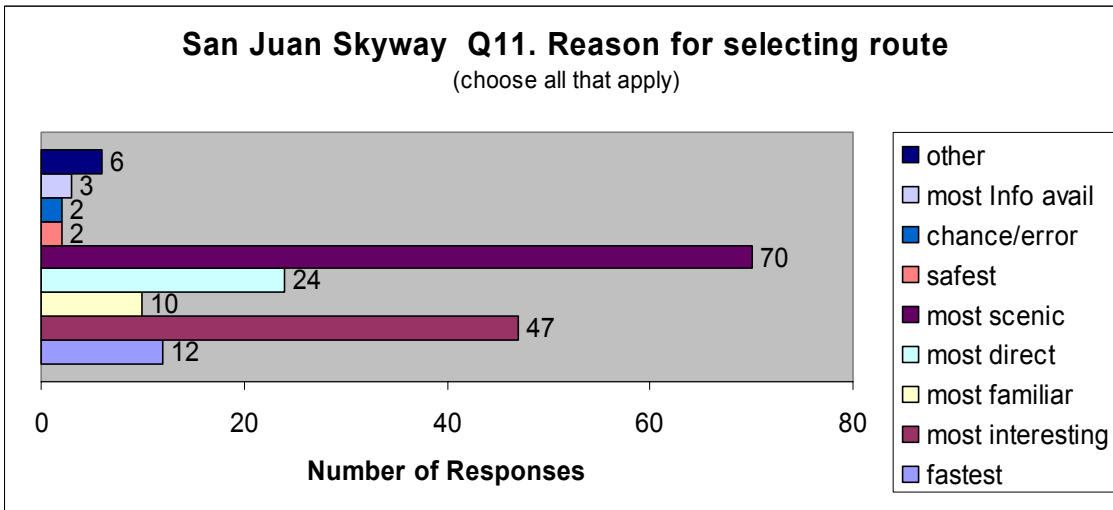
**Grand Mesa** survey respondents also selected “most scenic” (n=146) as the reason that best described their choosing to travel that route. Far behind was that the route is “most interesting” (n= 41).



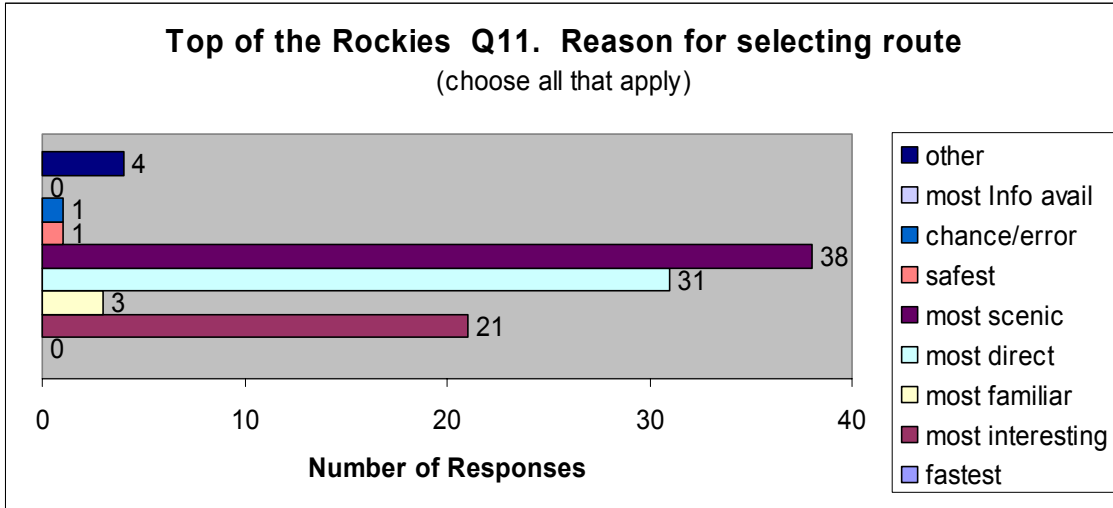
During the survey period, travelers on the **Santa Fe Trail** said the best description for their reason to travel that route was that it was “most direct”. The second best description was that that it was “fastest”.



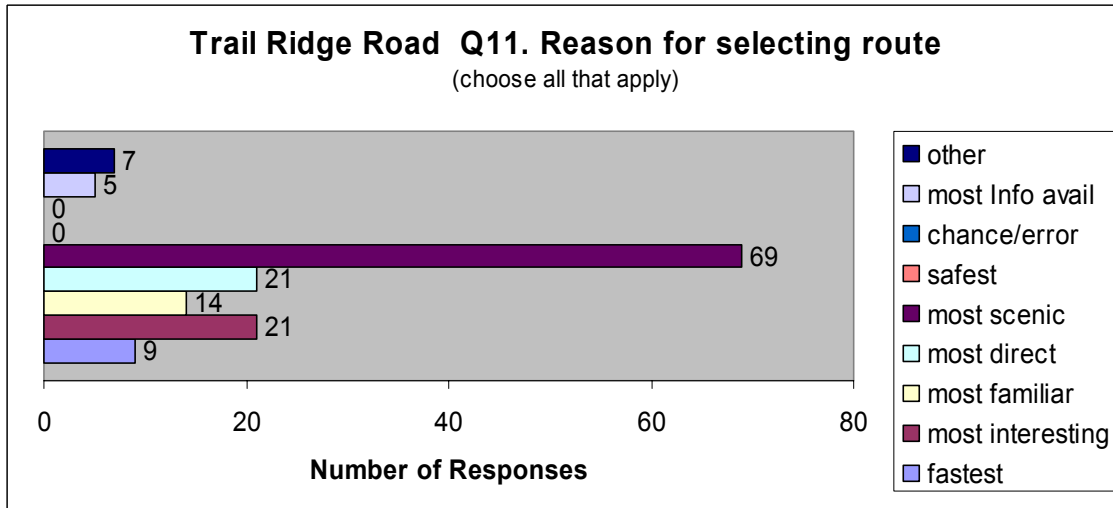
For survey respondents on the **San Juan Skyway**, 70 respondents said that “most scenic” best describes their reason for traveling this byway. Forty-seven respondents said that “most interesting” best describes their reason for traveling there.



On the **Top of the Rockies**, 38 people said that “most scenic” best describes their reason for traveling this byway. Thirty-one said it was “most direct” and 21 said it was “most interesting”.



According to survey respondents on **Trail Ridge Road**, “most scenic” best describes their reason for traveling this byway. Far behind were “most direct” and “most interesting” with 21 responses each.

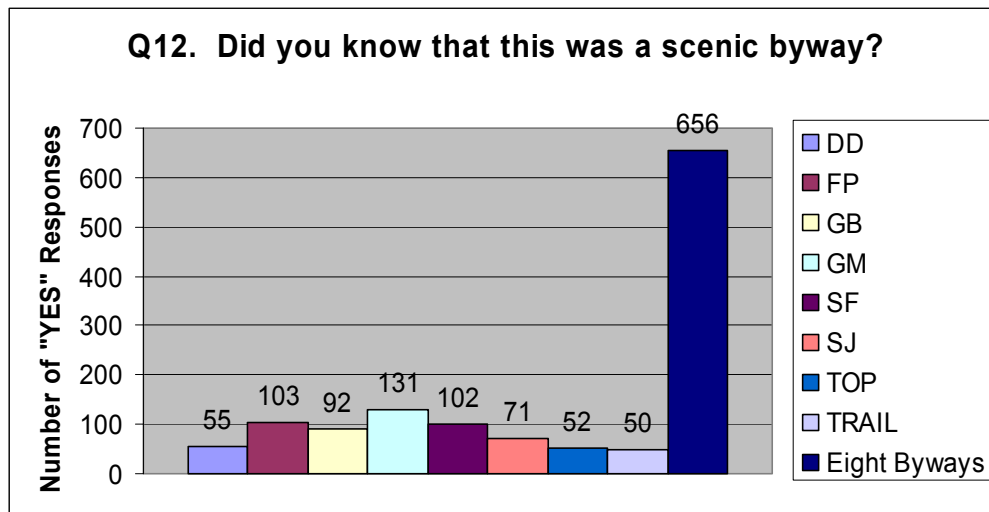


**DATA TABLES: Q12. Did you know that this is a Scenic Byway?**

Survey respondents were asked if they were aware that the route they were traveling was a Scenic Byway. The bar chart below shows the number of positive responses for **individual byways** and for **all eight byways combined**. For **Dinosaur Diamond**, almost 49% of those who answered the question were aware of the designation. Almost 29% of **Frontier Pathways**

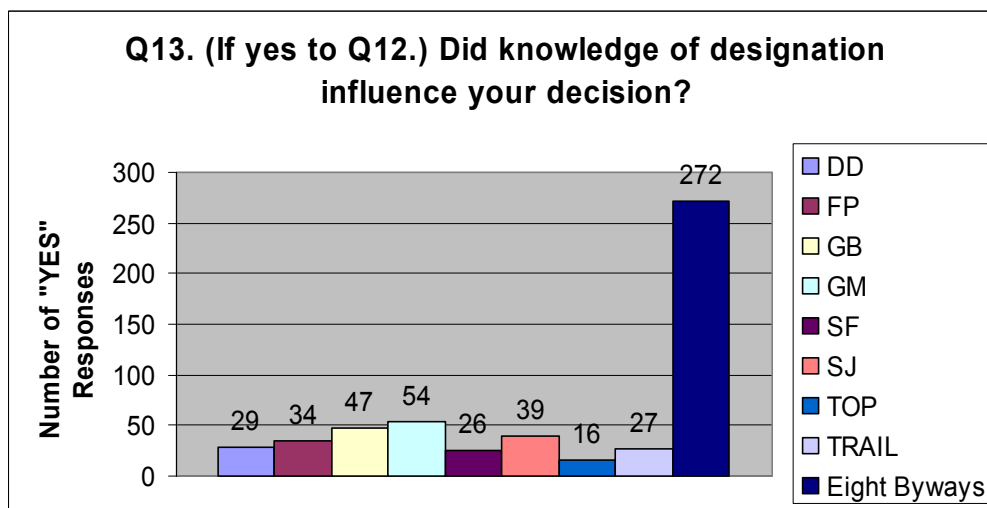
respondents were aware of the designation, and 43.6% of **Gold Belt Byway** travelers during the survey period were aware. With the highest percentage of the eight byways, almost 70 % of **Grand Mesa** travelers knew about the designation. Almost 30% of **Santa Fe Trail** respondents knew about that route’s designation. Just over half of San **Juan Skyway** survey respondents were aware of the designation, and 61.2% of **Top of the Rockies** survey period visitors knew. For travelers on **Trail Ridge Road**, about 45% knew about the designation.

**Frontier Pathways** and the **Santa Fe Trail** had the lowest percentages of respondents who were aware of the Scenic Byway designation. Overall, only about 18% of **all byway visitors** were aware of the designation.



**DATA TABLES: Q13. Did that influence your decision?**

Those respondents who said that they knew of the designation (Question 12)

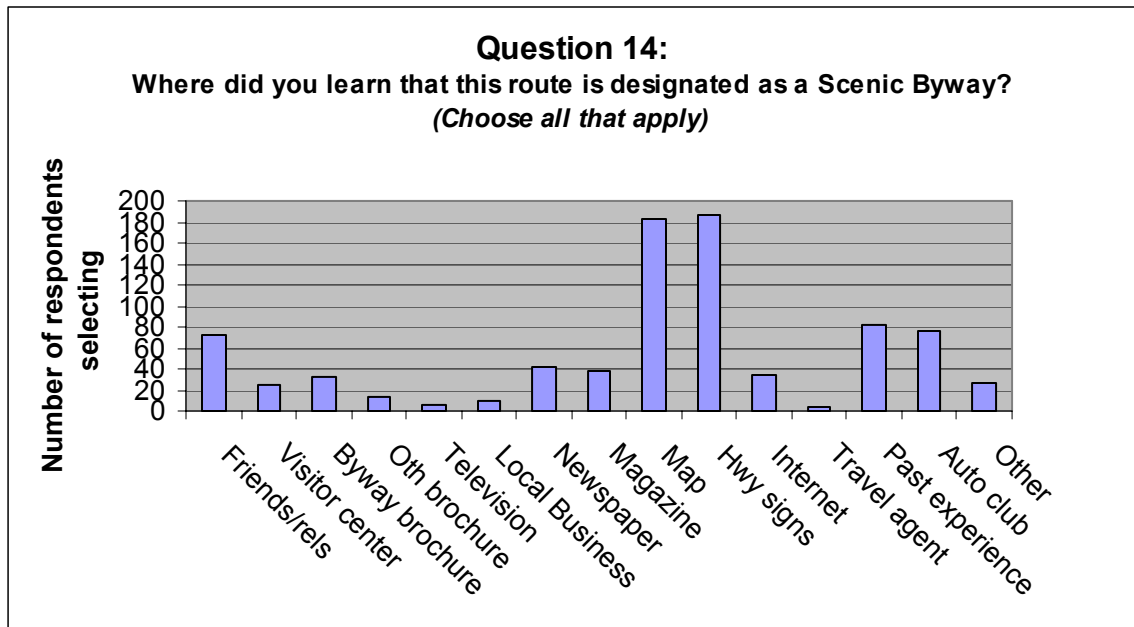


were then asked if this **knowledge had influenced their decision to drive the route they were on.** The bar chart shows the number of respondents who answered in the affirmative to this question. Overall, about 18% of those on **all eight byways** who responded to this question said, yes, the designation did influence their decision to travel the byway route they were on.

Those byways with higher percentages of Question 13 respondents answering in the affirmative were **San Juan Skyway (29%), Grand Mesa (28%), Dinosaur Diamond (26%)** and **Trail Ridge Road (24%)**. Those with lower percentages were **Gold Belt Byway (22%), Top of the Rockies (19%), Frontier Pathways (9%),** and **Santa Fe Trail (7%)**.

When asked **“Is this the first time you’ve traveled on this route?”** 72% of those responding answered “No.” Thirty-eight percent of those responding said they were aware of the Colorado or National Scenic Byway designation of the route they were on.

**DATA TABLES: Q14. Where did you learn that this route is designated as a Scenic Byway? (choose all that apply)**

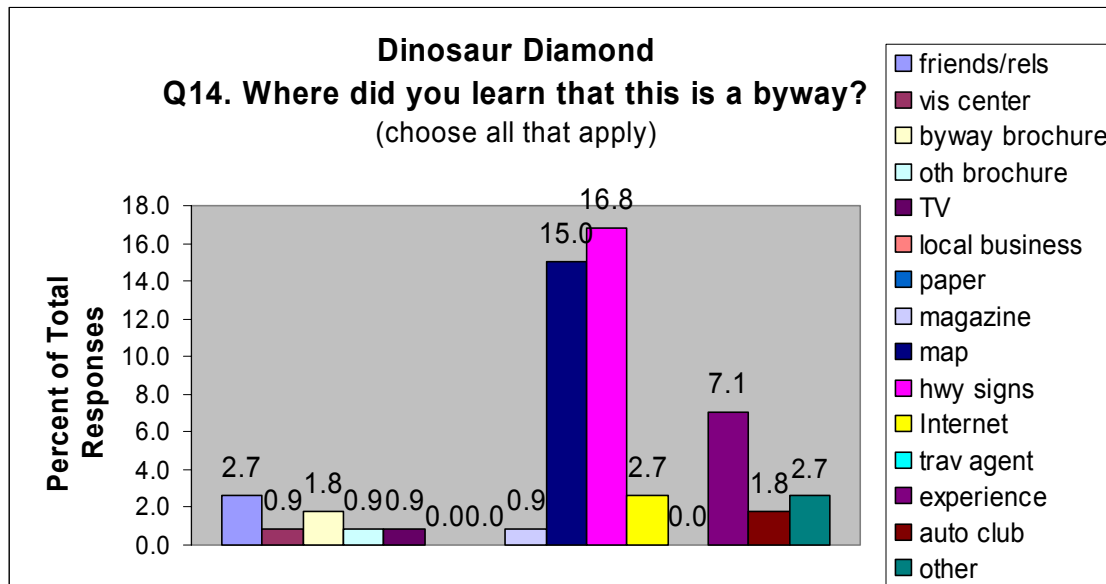


In answer to question 14, **Where did you learn that this route is designated as a Scenic Byway,** for **all eight byways combined,** the largest numbers of respondents said they had learned of the designation from highway signs

(n=223) and maps (n=210). Note that respondents could choose all ways of learning that applied. Other ways respondents reported learning of the designation were through past experience (n=95) and friends/relatives (n=79). Again, please note that these responses represent a single snapshot for individual byways and just a small portion of overall visitors to the byways.

Other ways of learning about the byway that had a fair number of responses included scenic byway brochures (n=33) and other ways (n=31) which included reading about it in a book, previous knowledge, an individual met on the route, a club/group and from their hotel. Twenty-six respondents learned about the byway on the Internet, 24 learned about it from a visitor center, and 14 learned about it from a brochure other than a scenic byway brochure. For the **eight byways combined**, there were very few responses for the following ways to learn that the route was a byway: magazine (n=8), auto club (n=8), newspaper (n=7), TV (n=6), a local business (n=3), and travel agent (n=2).

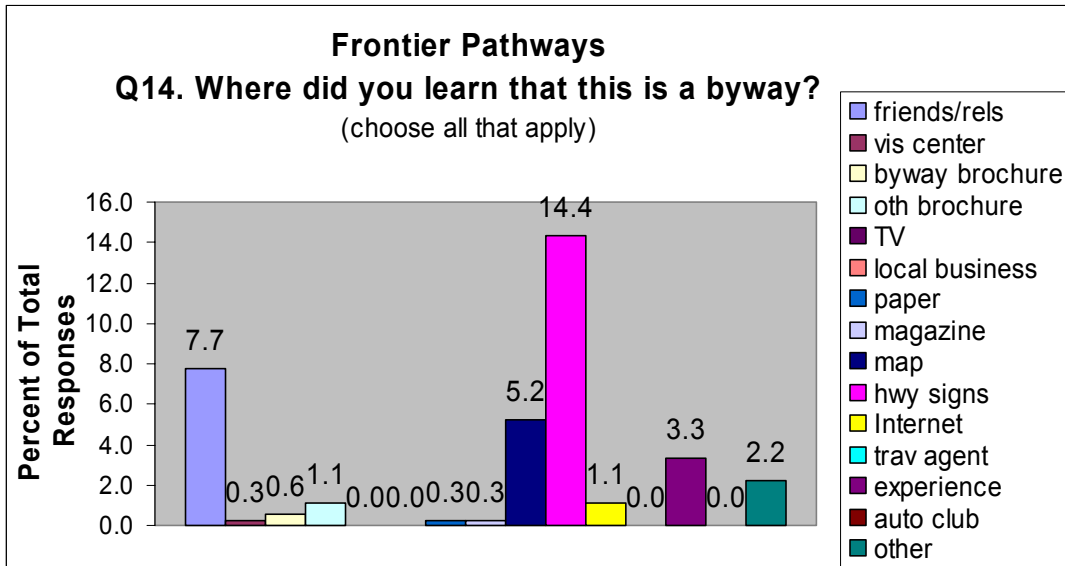
Highway signs (n=19) were an important source for **Dinosaur Diamond**



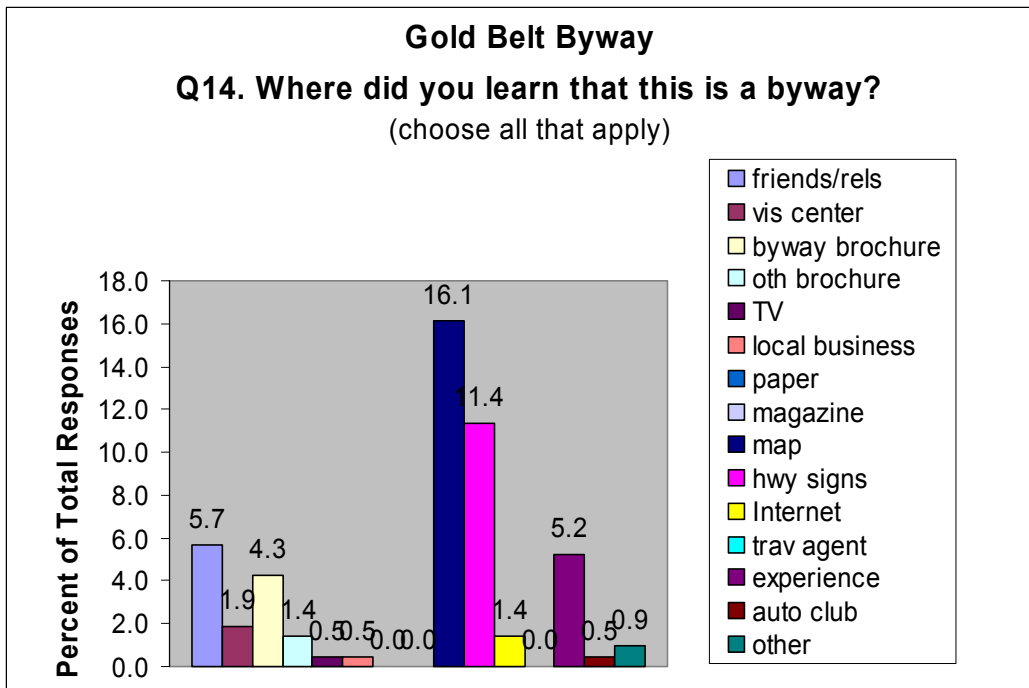
survey respondents to learn that they were on a Scenic Byway. Seventeen respondents found out about the designation from a map and eight learned about the designation through experience.

For travelers on the **Frontier Pathways** during the survey period, highway signs (n=52) were the most often cited way of learning that their route was a

designated byway. Twenty eight learned of the designation from friends/relatives.

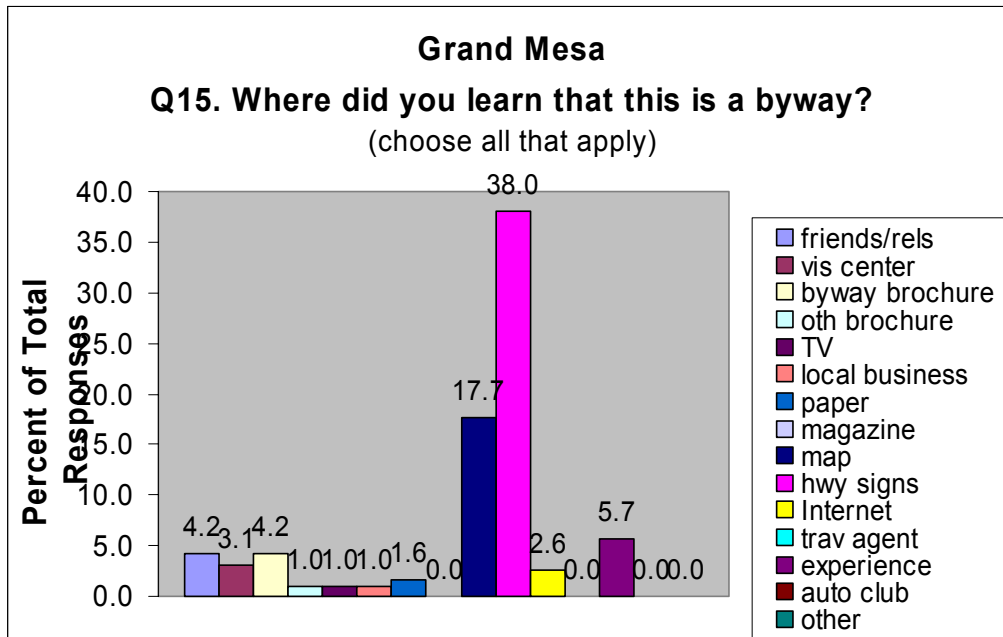


**Gold Belt Byway** travelers during the survey period were most likely to have learned about the byway designation via maps (n=34). Highway signs were also

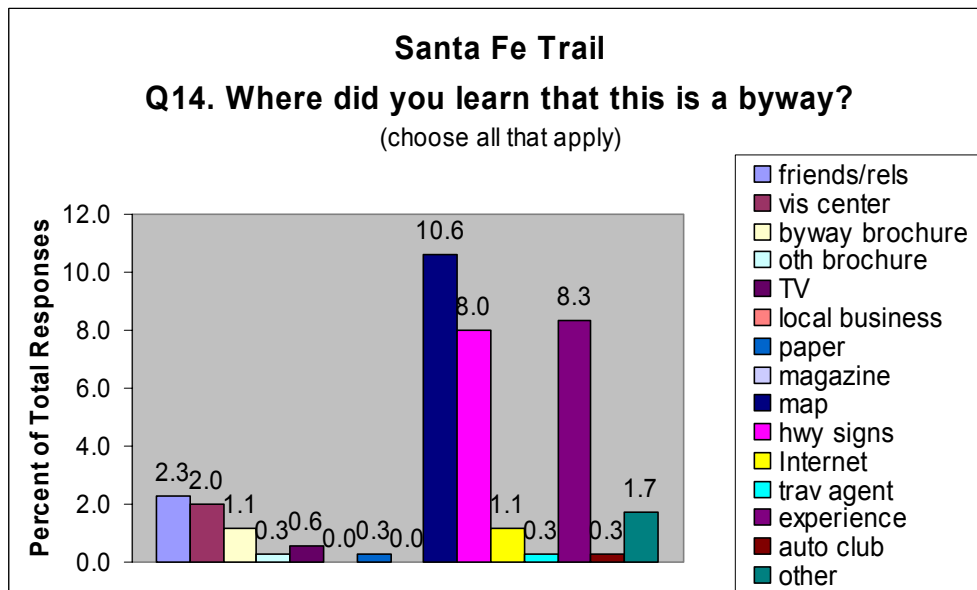


important ways of learning for 24 respondents, while friends/relatives were the source of designation information for 12 respondents.

Similar to other byways, for **Grand Mesa**, the most listed way respondents learned of the byway designation was by highway signs (n=73), followed by maps (n=34) and experience (n=11).



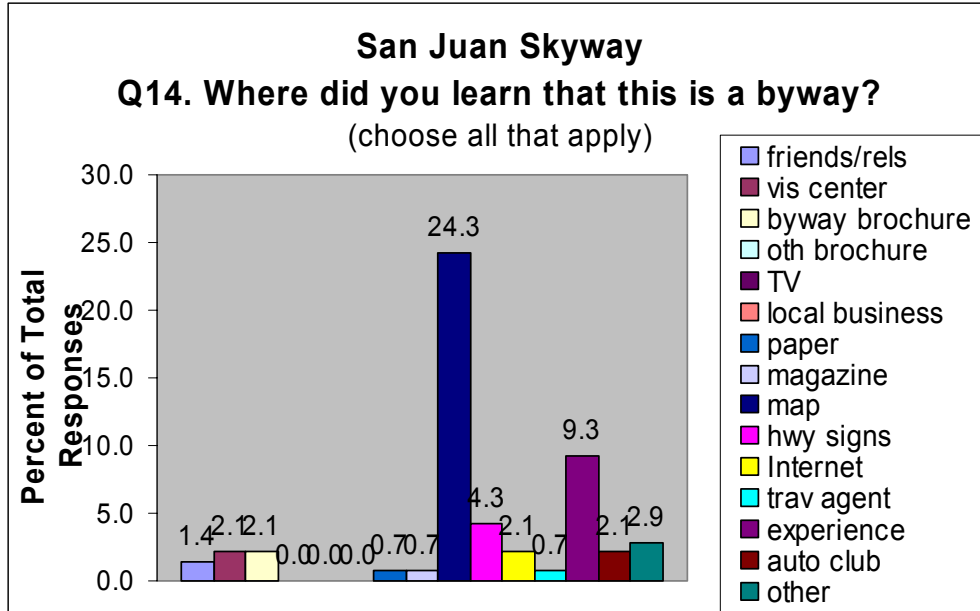
A large number of **Santa Fe Trail** travelers during the survey period reported





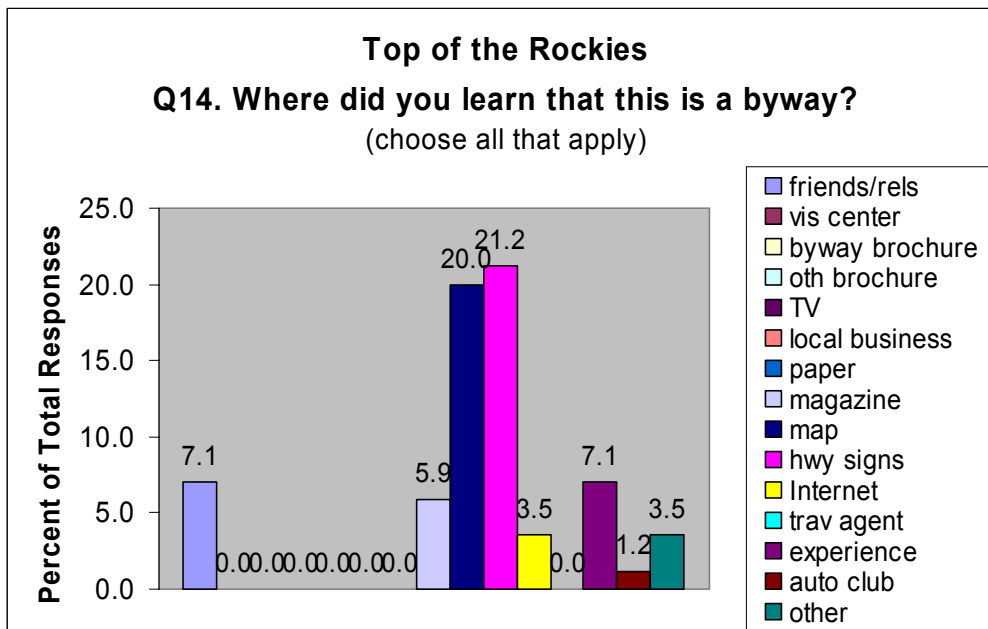
that they learned of the byway designation from maps (n=37), experience (n=29) and highway signs (n=28).

Maps (n=34) were by far the most listed way visitors during the survey period



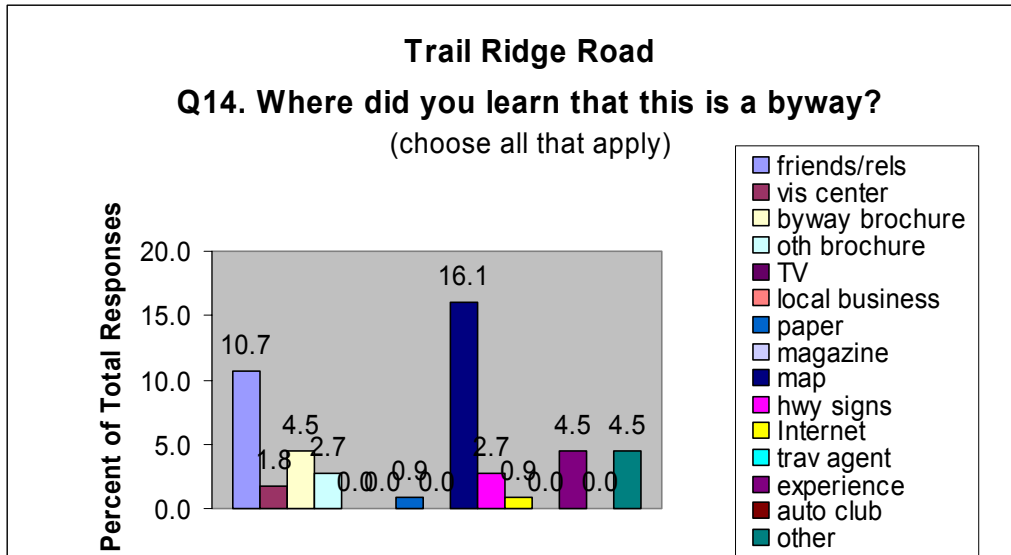
learned about the **San Juan Skyway's** Scenic Byway designation. The next most listed response for this byway was experience (n=13).

For **Top of the Rockies** travelers, the ways most respondents reported



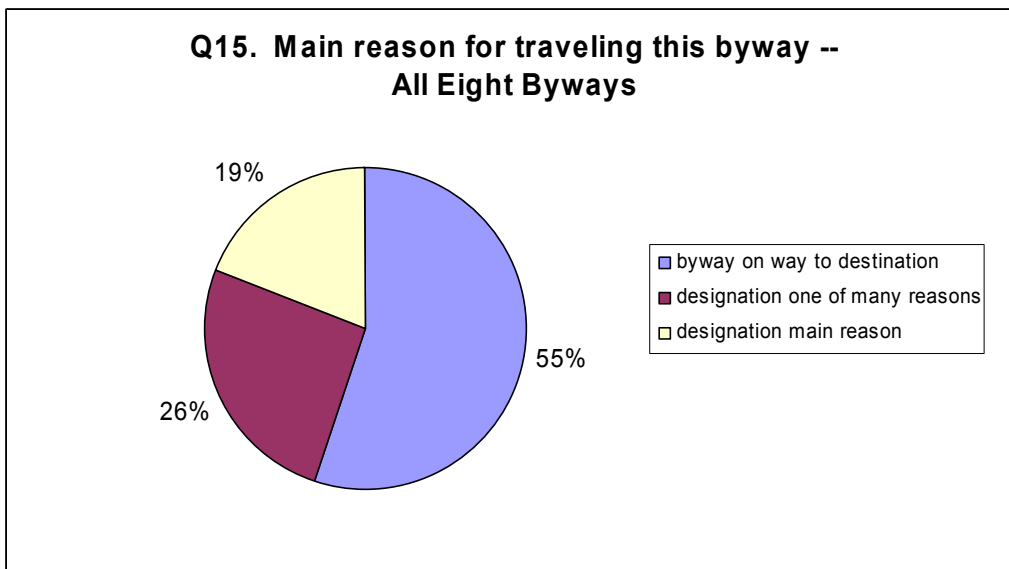
learning of the byway designation was through highway signs (n=18) and maps (n=17). Fewer numbers of respondents listed friends/relatives (n=6) and experience (n=6) as ways they learned about the designation.

Maps (n=18) and friends/relatives (n=12) were the most listed ways



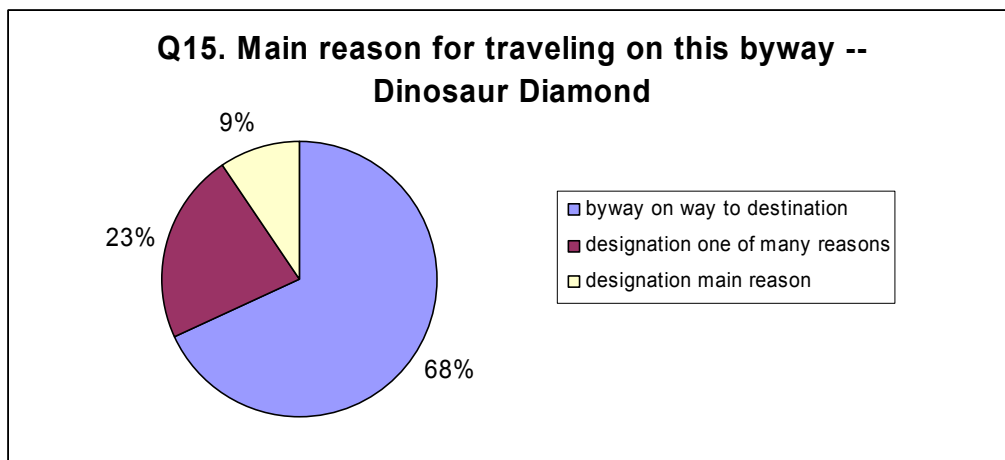
respondents learned about the Scenic Byway designation of **Trail Ridge Road/Beaver Meadows Road**. Byway brochures, experience, and other ways were listed by five respondents each.

**DATA TABLES: Q15. Which statement best describes your reason for traveling on this Scenic Byway? (Choose only one)**



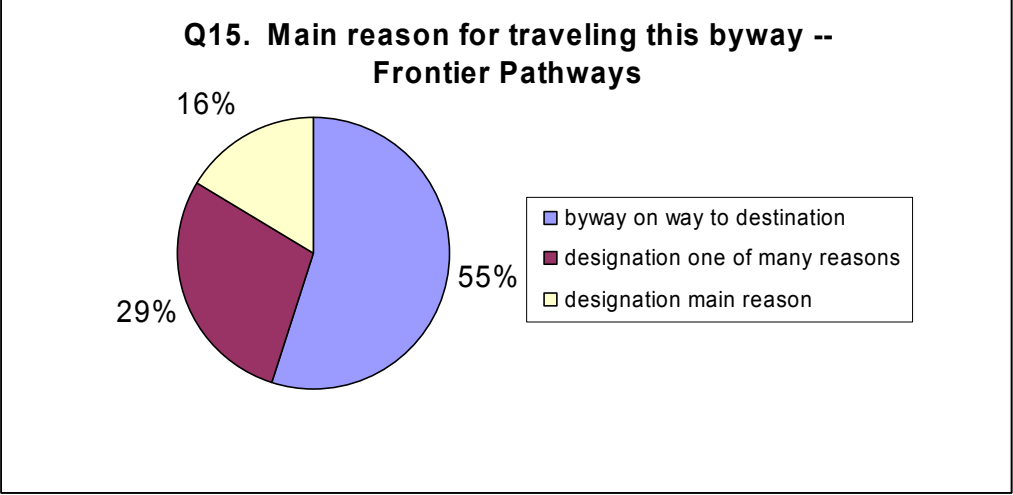
For **Question 15**, respondents were asked to choose the statement that **best describes your reason or traveling this Scenic Byway**. For **all eight byways combined**, as shown in a pie chart, most survey respondents (n=360) said the statement that best described their reason for traveling on the Scenic Byway was that it was “on the way to their destination.” This was the most selected response for **each individual byway** as well. One-hundred seventy respondents said that “designation was one of many reasons” they were traveling on one of the eight routes. For 126 respondents, Scenic Byway designation was the “main reason” they traveled the route.

For **Dinosaur Diamond** travelers during the survey period, 36 respondents

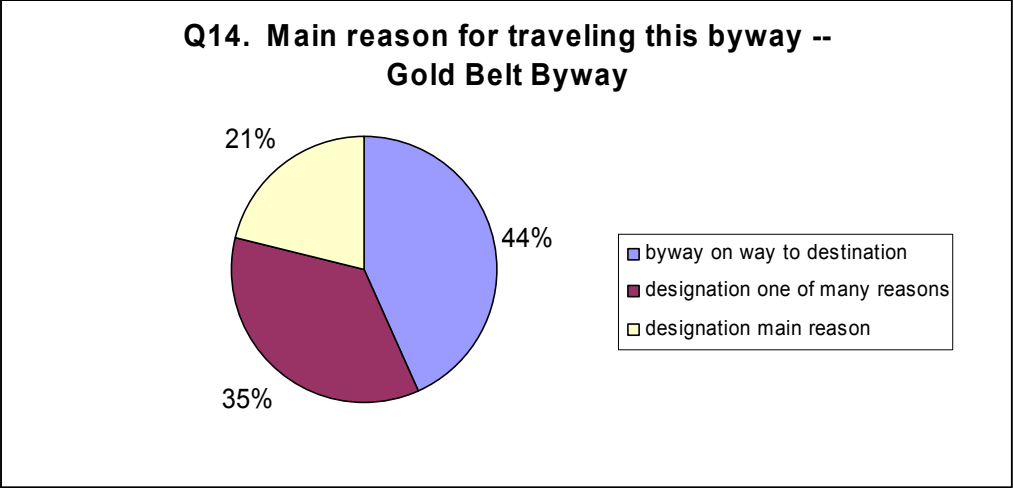


said their main reason for traveling the route was that it was on the way to their destination, while 12 said designation was one of many reasons and 5 said it was the main reason.

Just over half (n=54) of those traveling the **Frontier Pathways** who responded to Question 15 said that their main reason for traveling the route was that it was on the way to their destination, while 28 said it was one of many reasons and 16 said it was the main reason.

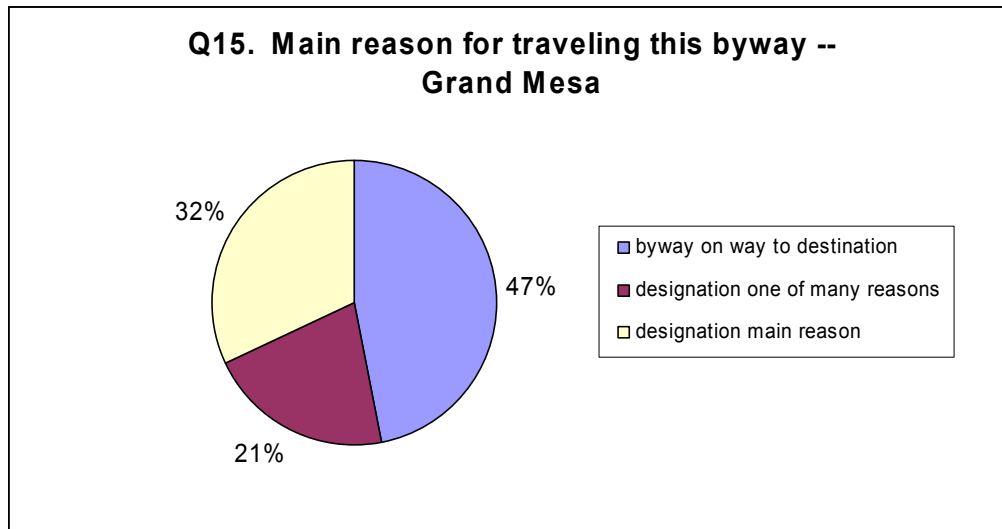


Forty-three respondents on the **Gold Belt Byway** reported that their main



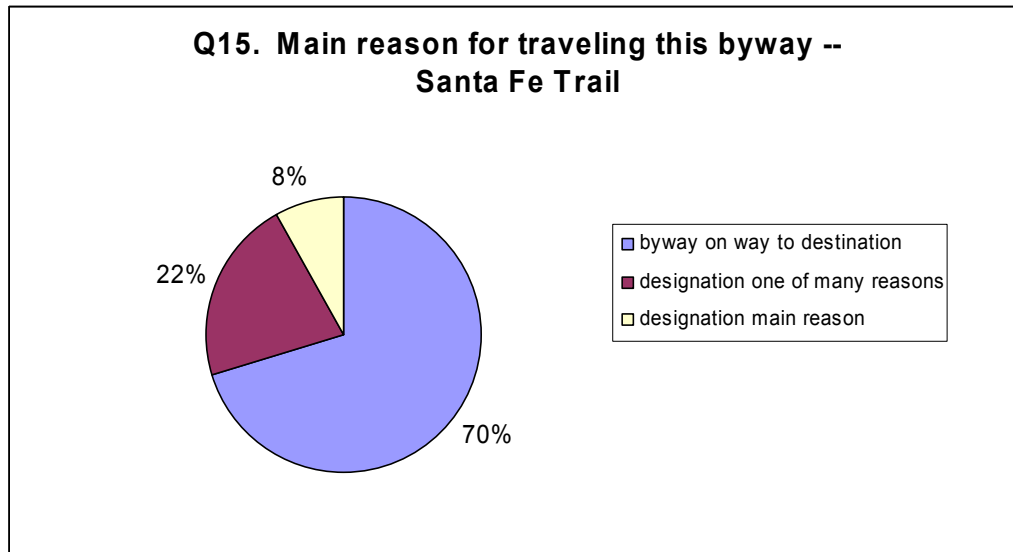
reason for traveling this route was that it was on the way to their destination. For 35 respondents designation was one of many reasons and for 21 respondents it was the main reason.

Almost half of **Grand Mesa** respondents (n=62) were on the route because it was on the way to their destination, 28 said designation was one of many



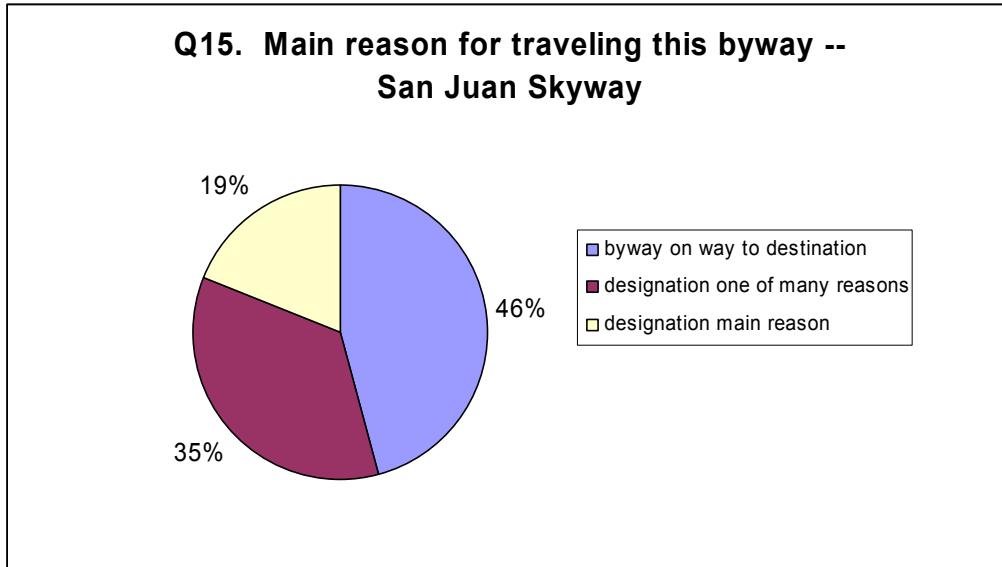
reasons and 42 said designation was the main reason.

The **Santa Fe Trail** had the highest portion of respondents (n=71) who were



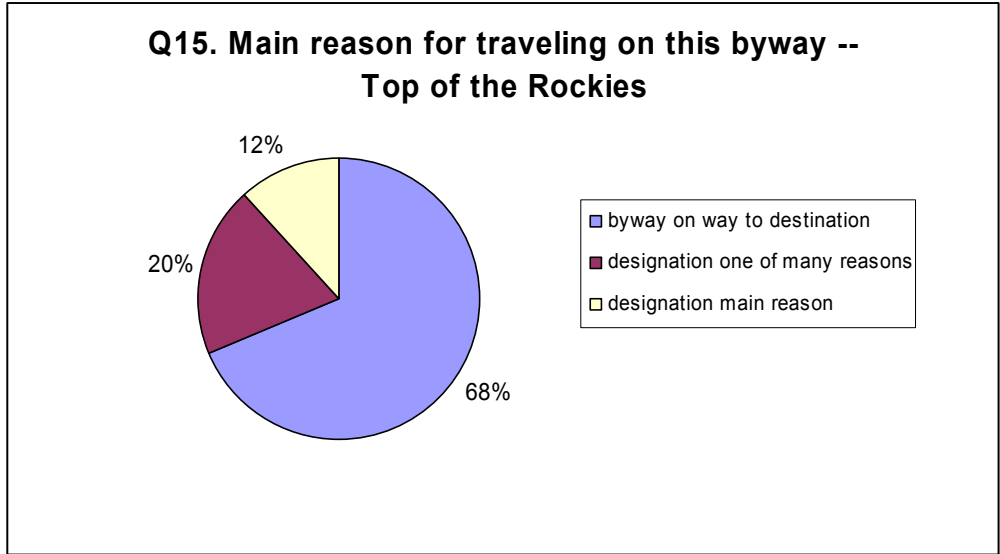
on this route because it was on the way to their destination (which for many travelers was Bent's Old Fort National Historic Site). Twenty-two people said designation was one of many reasons they were on the route, and 8 said designation was the main reason.

A total of 34 people on the **San Juan Byway** during the survey period were

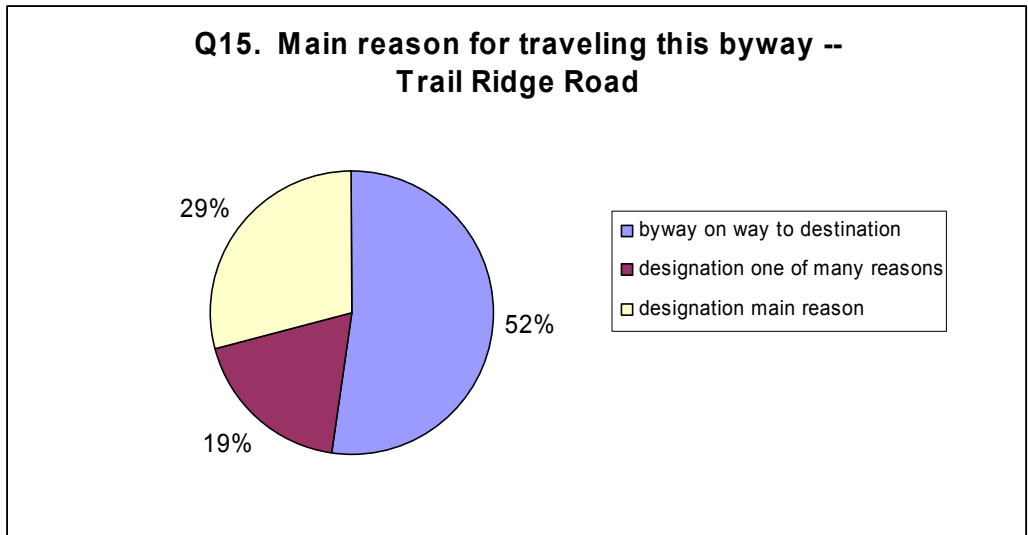


there because it was on the way to their destination. For another 26 respondents, designation was one of many reasons they were on the byway, and for 14 people designation was the main reason they were on the route.

A large majority of respondents (n=35) on the **Top of the Rockies** reported that the main reason they were on the byway was because it was on the way to their destination. Another ten said designation was one of many reasons they were traveling there, and six respondents reported that designation was the main reason they were on that route.



Just over half (n=25) of **Trail Ridge Road** respondents indicated that their



main reason for traveling that route was that it was on the way to their destination. For nine respondents designation was one of many reasons they were on the route, while 14 respondents said that designation was the main reason they were on the route.

**DATA TABLES: FINAL COMMENTS**

The snapshots of each of the eight National Byways in Colorado, represented by the survey data, show many similarities and a few differences between and

among the byways. Overall, we see that most of the respondents reported traveling for vacation/holiday, sightseeing, outdoor recreation and *not* for business reasons. The time these respondents planned to stay or had already been on the byway varied quite a bit. Travelers to Grand Mesa and Dinosaur Diamond had the largest percentages of day trippers. The San Juan Skyway and Santa Fe Trail saw a lot of respondents staying one night only. The San Juan Skyway and Top of the Rockies had fairly large percentages of respondents who stayed 2-3 nights. Frontier Pathways and Top of the Rockies had the highest percentages of travelers who stayed six or more nights.

Most travelers during the survey period reported that their primary lodging accommodations were the motel/hotel option, while Frontier Pathways, Grand Mesa and Trail Ridge Road had high percentages of respondents staying in campgrounds.

The most used mode of transportation for responders on all eight byways was in their own auto, with traveling in a rented vehicle being the next most popular mode. When we look at ways respondents chose the byway route they were on, recommendations, highway signs, maps and personal experience were strong influences.

Responses indicated that most of those who traveled during the survey period chose to travel the byway because it was scenic, with travelers on the Dinosaur Diamond and the Santa Fe Trail also citing these byways being the most direct route.

Determining the importance of Scenic Byway designation was an important goal of this survey. What we see in the survey results is that of those responding to the question about awareness of designation, only 18% knew about this, and less than half of these respondents said this knowledge influenced their travel decision.

How did respondents learn that the route they were on was designated a Scenic Byway? Map and highway signs were the top two ways people learned about the designation, with past experience and friends/relatives also being important. According to respondents, the main reason most traveled the route they were on was that it was the most direct, and only a small portion said that designation was the main reason for their travel on the route they were on.





## SURVEY RESPONSES- PART 2:

Of the 55 survey respondents who filled out Part 2, 77% traveled with their family.

Respondents enjoyed a variety of activities along the byway, including: Sight Seeing (90% of respondents), Viewing Nature (84% of respondents), Photography (84%), Pleasure Driving (74%), Hiking (72%) and Restaurant Dining (72%) were top activities.

According to the results of the 55 on-line surveys:

- The majority (64%) traveled only a portion of the byway.
- 63% stayed two days or less in the study area.
- The top two Very Important attributes were reasonable prices and helpful people.
- 54% had a total vacation period of one week or more
- The majority spent less than \$150 on any category in the travel expenses section.
- Spending on Recreation Equipment and Services was typically \$50 or less, and Retail Purchases of souvenirs, art, craft, antiques were \$150 or less.
- At least 80% of respondents were Satisfied or Very Satisfied with byway attributes and amenities.
- The byway attributes rated as Very Important were: good roadways (63%), absence of litter (57%), clear information and directional signs (57%), and restrooms and drinking water.
- At least 80% of the respondents rated traveler services categories positively.
- The biggest concern about the byways appeared to be commercial billboards, with which 28% of respondents were Somewhat Satisfied or Not At All Satisfied.
- The top two Very Important attributes were reasonable prices and helpful people.
- 97% of respondents would definitely recommend the route.



## **RECOMMENDATIONS: FOR NATIONAL SCENIC BYWAYS IN COLORADO**

Our recommendations fall into four main categories: Data Quality, Interagency Cooperation, Visitor Traffic and Survey Timing, and Byway Recommendations. They are interdependent, so improvements in any should have a positive impact on the others.

### **DATA QUALITY:**

It is difficult to obtain high quality data if the purposes for collecting the data are not known or if data were collected for a different type of use. It is our recommendation that there be a determination of specific variables related to byway use that need to be tracked, and that the type and format of data should be specified so that municipalities and counties can begin tracking byway visitation more closely and in ways that are comparable across byways. With better data, more complex studies can be done, and these should yield better and more useful information.

### **INTERAGENCY COOPERATION:**

It appears that byway committees do a fine job of managing byways with a largely volunteer staff, but it also appears that there is much to gain by improved communication between state, federal, and municipal entities. Communication and cooperation could lead to:

- Better understandings of the types of travelers visiting Colorado.
- Opportunities to co-brand or cooperatively market the area attractions.
- Sources of differentiation for each byway to increase awareness and identity.
- Local and statewide advocacy of byways.
- Increased revenue stream from traveler spending.

## VISITOR TRAFFIC AND SURVEY TIMING:

Visitor centers and other popular stopping points were visited as part of this study. We noted that visitor numbers and other statistics were insufficient or missing either because they were not seen as needed, or because the staff did not have enough time to get an accurate picture of the number and type of visitors traveling on their byway. Better information about visitor traffic would help ensure that future local studies make the best of abnormally high or low traffic periods, and could help insure that surveys are conducted by an appropriate number of surveyors.

## OTHER RECOMMENDATIONS:

Based on our findings, we recommend that the National Byways should have their own signage or that they should work with the state byway sign symbol to draw greater attention to these eight byways. FHWA recently approved signage for National Scenic Byways and visitors will soon see these signs designating America's Byways. It is recommended that the Colorado Byway Commission should set up a standard form for collection of zip codes and other important data at all visitor centers along scenic byway routes. A more uniform data collection system would improve future studies of the byways.

In order to enhance each byway and the National Scenic Byway brand as a whole, local cooperation is key. There needs to be an effort to work with local businesses and others, and to get their buy-in and support of the byway designation. Hospitality training for front-line service and other workers, and making sure they have good information about things to do along the byway are vital. Even simple things such as giving the convenience store clerk and other businesses where people stop to ask directions a guide to what's available in town can make a big difference in the amount of money spent locally. If they don't know where the "good" coffee shop is, are they going to spend their money there? This is particularly true the Top of the Rockies and the Santa Fe Trail. Both have large amounts of traffic and lots of people stopping for various reasons. Whether or not those people spend time looking at other attractions depends greatly on the information they are given.

The Trinidad Welcome Center does an excellent job of informing visitors of the local attractions. It was observed that if told about a particularly good place

to eat or visit, the traveler said they would make an effort to go there if time allowed.

Leadville is a good example of an economy that could further benefit by locals giving more information to travelers. As the only major town on the Top of the Rockies Byway, they have the opportunity to attract more visitors for lunch or a day trip. Approximately 1000 cars per hour passed the Visitor Center while the survey team was there, and about 100 of these cars stopped at the Visitor Center. Leadville should be looking for ways to get more people to stop there.



## **RECOMMENDATIONS: FOR THE AMERICA'S BYWAYS RESOURCE CENTER**

### RECOMMENDATIONS:

Local grassroots training of service and information providers is extremely important for first contacts and recommendations about byways.

Development of baseline data for all state byway programs could benefit from a standard data identification and collection process.

National Byway signage along a byway is an important part of developing an image for the National program (that's what people see first).

One of the most challenging tasks was creating a project timeline for a pilot study. Many hurdles were discovered, and it is hoped that our experience will save others their time and effort in planning future studies. To this purpose we have developed a rough timeline for the various Phases of the project. Afterward, we will discuss the various elements behind each Phase.

### TIME LINE

#### **18 Months Prior to Study:**

- Establish contact with the various byway and county officials.
- Map out any portions of the byway that overlap federal public lands such as national forests, BLM lands, State parks, rights of way and Indian Reservation Nations
- Examine current collected data. If data is insufficient, express the need for tracking the variables needed.
- Begin identification of possible survey locations.
- Begin planning for focus groups, if desired.
- Develop budget.

### **12 months prior to study**

- Confirm data collection strategy and make sure communication is consistent with all byways.
- Examine byway resources to determine general availability of staff and/or volunteers from the byway community.
- Begin writing study proposals for presentation to government agencies and reviewing prior documentation.
- Begin basic statistical data collection from potential survey locations to get a basic picture of how many visitors travel the byway, and how many stop at each location.
- Interview byway areas as to what type of information they would like to receive via the survey instrument.
- If focus groups are desired, now is the time to contact them.
- Begin work on survey.

### **6 months prior to study**

- Finalize surveys.
- Finalize study proposals for government submission.
- Finalize survey locations.
- Begin arranging site logistics such as lodging, site permissions, photography, etc.
- Get written verification of available resources.
- Start application process for government permits such as National and State Parks, forests, BLM lands, Indian Nations, and other special permission needs such as state-run visitor centers, etc.
- Start secondary data analysis and write-up.

### **3 months prior to survey**

- Finalize volunteer/staff roster and assign hours.
- Begin staff training as to proper method of interviewing for a survey.
- Finalize hotel reservations and byway schedule.
- If possible, note approximate sign locations, and collect any materials used to promote the byway.
- Confirm survey locations.
- Check on application process for needed permission.
- Purchase any needed uniform items.
- Begin printing needed surveys, permission slips, waivers, and other legal formalities.

### **1 month prior to survey**

- Make sure to communicate plan both written and verbally with all interested parties to be sure everyone understands the plan.
- Arrange for transportation, if not already done.
- Assign uniforms.
- Send out final explanation packets to survey sites so they understand what's going on.
- Get permissions from various government agencies or find an alternative site if permission is denied.
- Confirm lodging.
- Go through a final rehearsal with staff.
- Hire any needed data entry staff.
- If using a web survey, set up survey site(s).
- Plan menus etc, if applicable.
- Go through gear checklist, if applicable.

### **1 week before survey**

- Confirm meeting time and place with survey volunteers.
- Go over and explain any questions regarding the byway.
- Check the weather forecast to make sure everyone's prepared.
- Handout packets with survey conduct rules, FAQ's, contact information, and meeting time/place.

## **RECOMMENDED DATA:**

The type of data needed will depend largely on how the data are to be used and what level of detail is involved. We offer a list of general topics:

- Basic Economic Information
  - Employment
  - Revenue, Gross, Net, Retail, Services
  - Value Assessments
  - Per Capita Income
- Traffic Volume
- Local Population Size
- Natural Growth
- Migration
- Business Growth
- Municipal Improvements



## SITE SELECTION:

Survey site selection is somewhat tricky. It is ideal to visit each site before final selection in order to observe the habits of motorists. Just because there is a visitor center doesn't mean anyone will stop there. Get a feel for how long it takes to get there, how many people will be needed, and dawn/dusk/weather patterns. Make sure that all staff follows site conditions, and make sure that no staff member is put in a dangerous place like an isolated or dark road. This not only compromises the safety of your crew, but also reduces the number surveys answered. We chose areas such as rest stops or popular scenic turnouts.

## PERSONNEL:

When selecting a crew for survey work it is very important to select the right people. No matter what the subject, conducting surveys is tedious work after the third weekend in a row. Very goal-oriented people who are challenged by quotas and other numerical measures did very well on this survey. The surveys tended to be more complete, accurate, and properly executed. The quality of data collected also seemed to increase as the interviewer investment increased. Even on the first run and with the same training, those who were hired for the duration of the study did better work than those filling in or working only a couple of weekends.

The training itself is also crucial. One can never underestimate the room for error in the process of conducting a survey, and one must be prepared for a variety of interpretations. This occurs with both the respondent and the interviewer. Even though it seems redundant or menial to go over the survey several times, it is important to test out the survey and the survey crew many times if possible. This reduces the chance of errors in the field, as misunderstandings are revealed during practice sessions.

This helps in training off-site crews or volunteers as well, as the pitfalls are already known. Often bad attitudes and frustration are problems. If your crew has had to run through the survey themselves, they get a better idea of why the script is so important and how easy it is to misunderstand a question one has never seen before.

## PERMITS AND PERMISSIONS:

This was the most complicated area of Section 2. Often, the byway to be studied run through federal or private land, or the ideal survey location is run by an agency or organization that requires an approval to use the site. Our experience was that although byway groups knew of these locations and even the operating organization, they did not know of approval requirements necessary to use them. It is important to identify survey sites early on, so that there is time to navigate through these processes. Some of the visitor centers we used had very strict guidelines, and even required the specific names of the interviewers before we were given a permit. Forty-five days to six months is not an uncommon approval time in some cases. (See sample of National Park Service Permission Application at <http://www.nps.gov/socialscience/tech/survey.htm>)

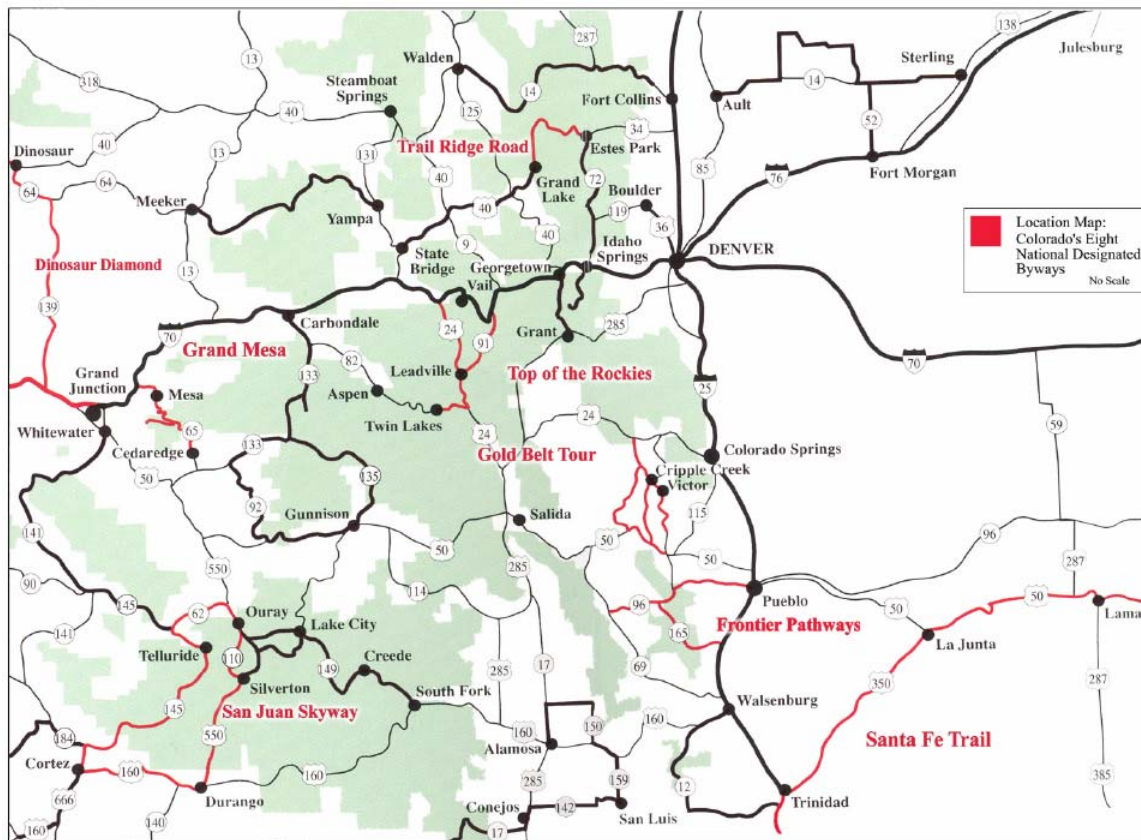
# America's Scenic Byways: Colorado Report of Secondary Data

Commissioned by: The America's Byways Resource Center

Prepared by: Diana Laughlin, Community Development Specialist, Colorado State University Cooperative Extension

Project Manager: Jon Schler, Colorado Center for Community Development

This report shows data collected from two secondary data sources on per capita retail sales and traffic patterns along Colorado National Byways. Our primary objective is to explore the impact of byway designation on these eight National Scenic Byways. The eight byways are: Dinosaur Diamond, Frontier Pathways, Gold Belt Byway Tour, Grand Mesa, San Juan Skyway, Santa Fe Trail, Top of the Rockies, and Trail Ridge Road/Beaver Meadows Road.



## SUMMARY OF FINDINGS

In this report we look at two sources of secondary data in an effort to show impacts of byway designation on municipalities along byways. As with any data, both sets of data used here are imperfect measures of byway impacts because we can only use them to suggest economic and traffic changes. Still, there is evidence here that byway designation, especially state byway designation, which occurred prior to national designation in almost all cases, impacted per capita retail sales in many municipalities along the byways and impacted daily vehicle traffic counts along many sections of the eight byways.

As shown by per capita retail sales (PCRS) data in the charts presented here, byway designation has had a positive impact on per capita retail sales figured in many municipalities along the byways. While we cannot isolate byway designation from other variables that may have affected retail sales figures, the increases that occur after designation support the hypothesis that byway designation has a positive impact on PCRS in municipalities along the byway.

The CDOT data used to track daily vehicle miles traveled along the eight byways are the only data available for this purpose. While the huge amounts of data available from CDOT are impressive, CDOT's method of tracking data is problematic. Some of CDOT's figures are estimates and some are the actual numbers, and it is difficult for the researcher to differentiate the two. When we see the same numbers for section counts for more than one year in a row, we have to question whether the data are actual traffic numbers for those years. Within sections, on the individual segments of highways, it is virtually impossible to know which numbers are estimates only.

That said, we can still see patterns in daily vehicle miles traveled (DVMT) over time on sections of the byways. In the charts presented here we see indications, along many sections of the eight byways, that there were increases in DVMT in years following state byway designation dates. Increases in DVMT are most notable along sections of the Dinosaur Diamond, Frontier Pathways, Grand Mesa, and the San Juan Skyway. There is less or no evidence of byway designation impacts along the Gold Belt Tour, the Santa Fe Trail, Top of the Rockies and Trail Ridge Road.

## PER CAPITA RETAIL SALES CHANGES ALONG THE BYWAYS

In the first section of this report we look at per capita retail sales reported by municipalities to the Colorado Department of Revenue from 1990 to 2001. The data used here can be found on Colorado's Department of Local Affairs Colorado Economic and Demographic Information System (CEDIS). According to CEDIS and the DOR, the term Retail Sales is defined as the "total retail sales, in thousands, for a particular calendar year, as reported by the Colorado Department of Revenue." Retail sales figures are calculated by taking a municipality's gross sales and subtracting wholesale sales. According to a sales tax analyst at the DOR, retail sales are the gross domestic product or "GDP" for municipalities.

In order to compare the data across time, municipalities, and byway we did two things to the data. First, we adjusted each municipality's yearly retail sales to 2001 dollars, using the Denver-Boulder consumer price indices and factors for adjusting current year data. Second, we divided each municipality's adjusted retail sales figures (reported in thousands) by its population then multiplied by 1,000 to get the actual numbers. Population data for 1990 and 2000 came from the US Census, and data for other years during the period from 1991 to 2001 are estimates from the Colorado Demography Section.

In general, we would assume that per capita retail spending adjusted for inflation should remain relatively flat over time. We suggest here that any increases in per capita retail sales can be attributed to increased retail spending by visitors. We cannot say with any certainty that all non-local spenders are tourists or that any increase in spending is due to byway designation. But we can show changes in per capita spending over time, both within each byway and among the eight byways, and we can suggest a possible explanation for some of these changes. Increases in per capita retail sales could also imply increased employment opportunities/jobs in some municipalities along the byway, but there is no direct evidence for this.

## BYWAY DESIGNATION DATES

As shown in the table below, dates for state and national byway designations differ for each of the national byways included in this study. In general, state byway designation occurred earlier for these byways, with the San Juan Skyway and Gold Best Tour being the first of the eight to become a Colorado Scenic

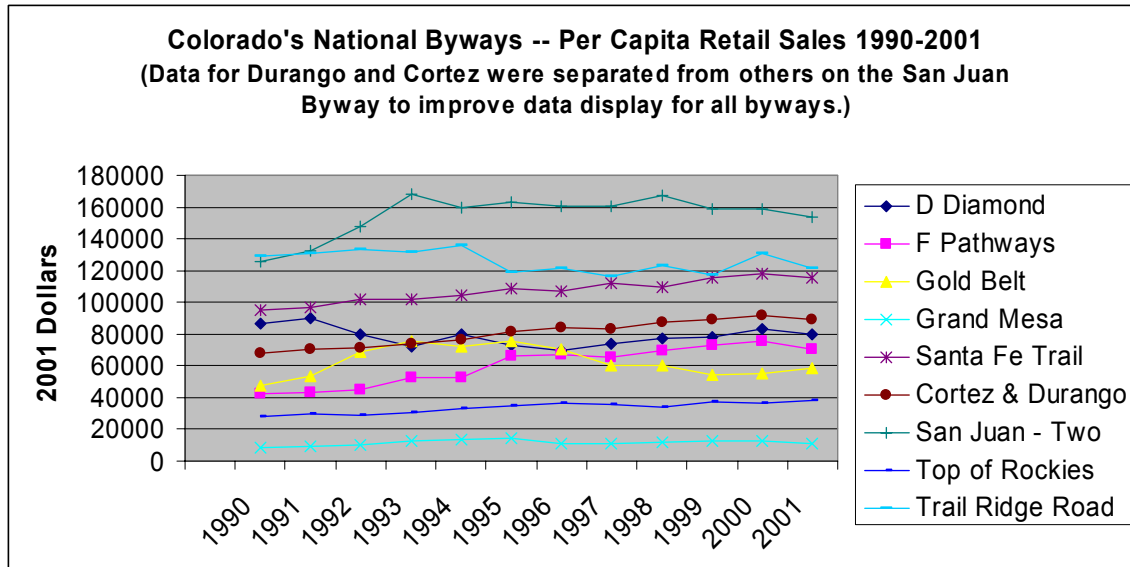
Byway in 1989, and Trail Ridge Road being the latest in 1999. Trail Ridge Road was one of the first of the eight to become an All American Roadway, along with Grand Mesa and San Juan Skyway which received designation in 1996. Dinosaur Diamond was last of the eight to become a state byway in 1998, then a national byway in 2002.

<b>Byway Designation Dates</b>		
<b>Byway</b>	<b>CO Byway</b>	<b>America's Byway</b>
Dinosaur Diamond	1998	2002
Frontier Pathways	1994	1998
Gold Belt Tour	1989	2000
Grand Mesa	1991	1996
San Juan Skyway	1989	1996
Santa Fe Trail	1992	1998
Top of the Rockies	1993	1998
Trail Ridge Road	1999	1996

With state and national byway designation years falling at various times within the time period studied, tracking impacts due to byway designation is difficult, to say the least. Access to retail sales data for years prior to 1990 would give more information about trends over time, but we did not have access to these data for this report. State- and county-level economic and other changes may have had some effect on local per capita retail sales, but we will have to leave this subject for consideration in another study.

## PER CAPITA RETAIL SALES DATA FOR ALL EIGHT NATIONAL BYWAYS IN COLORADO

The first chart shows the total per capita retail sales (PCRS) for all municipalities on each of Colorado's National Byways. To improve the display of all byway data, Cortez and Durango data are shown together on a line separate from the rest of the San Juan Skyway municipalities.



The **chart for all eight byways** shows that Per Capita Retail Sales (PCRS) increased somewhat for some of the byways over much of the time period studied, along the Santa Fe Trail, Frontier Pathways (with a slight decline in 2001), and Top of the Rockies. The Santa Fe Trail became a state byway in 1992, and Frontier Pathways and Top of the Rockies became state byways in 1993 – 94. Data are consistent with the hypothesis that byway designation leads to an increase in PCRS.

PCRS mostly trended upward along the two “parts” of the San Juan Skyway over the time period, with the bulk of the municipalities (minus Cortez and Durango) showing some high numbers in 1993 and 1999, declining only slightly after 1999. The San Juan Skyway became a state byway in 1989 and a national byway in 1996. Data appear to support the hypothesis that byway designation had an impact, though it would be helpful to have data prior to 1990.

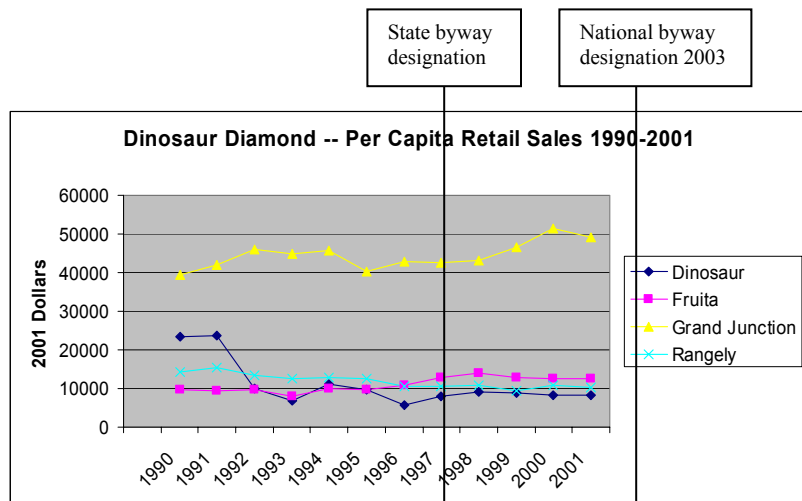
Grand Mesa and Trail Ridge Road/Beaver Meadows Road show pretty steady PCRS over the time period studied, and data do not support or refute the hypothesis. The Gold Belt Byway trends upward then down over the period, much of this due to fluctuations in Cripple Creek’s PCRS, as shown below in the display for the Gold Belt Tour. The Gold Belt Byway achieved state recognition in 1989 and national designation in 2000. Upward movement in both years seem to support the hypothesis that byway designation positively impacts local economies.

During the time period studied, Dinosaur Diamond PCRS ended up lower than it was in 1990. Its lowest number occurred in 1996, with PCRS increasing yearly up to the end of the period studied. Dinosaur Diamond became a state byway in 1998 and a national byway in 2002. Data on per capita retail sales along the Dinosaur Diamond, especially the upward trend which begins at just about the same time as state byway designation, appear to support the hypothesis that designation positively impacts the byway economy.

The next set of charts shows per capita retail sales for each municipality along each of the eight byways.

## PER CAPITA RETAIL SALES DATA FOR DINOSAUR DIAMOND

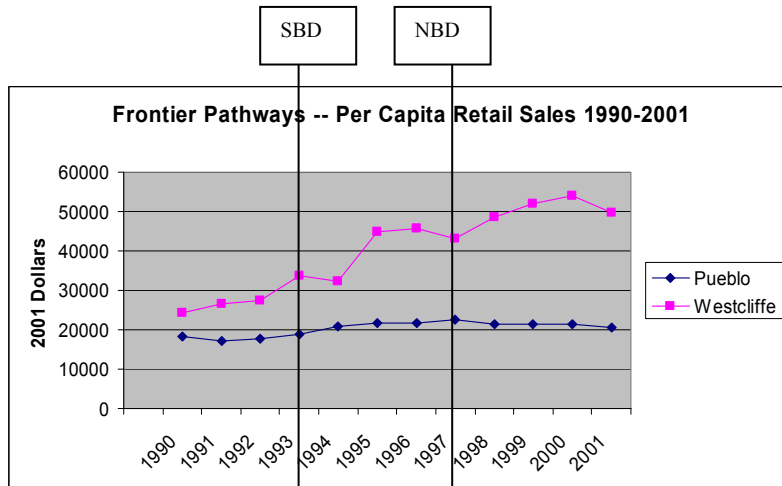
The **Dinosaur Diamond** became a scenic byway in 1998, and it became a national byway in June of 2002. For the municipalities along the Dinosaur Diamond, we see that in the Town of Dinosaur, after a pretty steep decline in PCRS from 1990 to 1996, the trend is an increase in PCRS for 1997 (\$7,987) and 1998 (\$9057), then trending slightly downward until 2001. In Rangely, PCRS has been in a slow but steady decline since 1990.



Fruita has seen some increases in its PCRS over time, finishing 2001 with higher rates than it had in 1990, with the highest PCRS (\$10,925) in 1998 just after the 1998 byway designation. Grand Junction is the largest municipality along the Colorado portion of the Dinosaur Diamond. Its PCRS increased by almost 20% during the period studied, with a fairly dramatic rise after 1997.



## PER CAPITA RETAIL SALES DATA FOR FRONTIER PATHWAYS

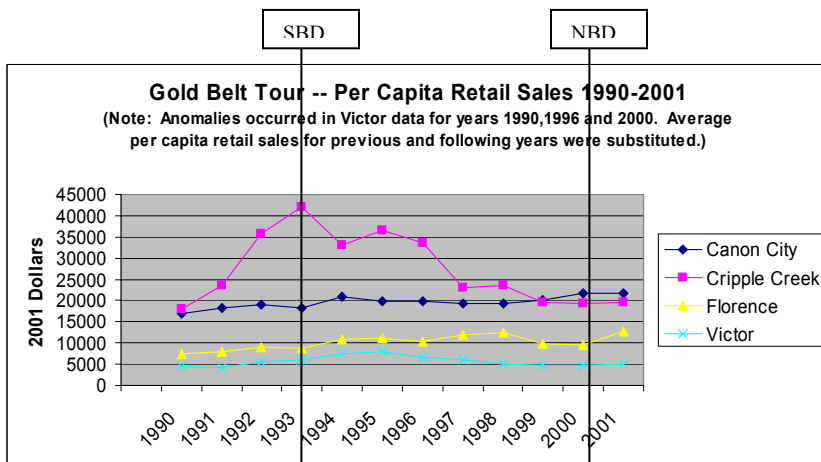


Here we show the data on PCRS from two communities along the **Frontier Pathways**: the mountain town of Westcliffe and urban Pueblo. Frontier Pathways became a scenic byway in 1994, and became a national byway in 1998. As shown in the table,

Westcliffe saw an almost continuous increase in PCRS during the period under study, with some temporary dips in 1994, 1997, and 2001. The Westcliffe PCRS in 2000 is 55% higher than it was in 1990.

For the City of Pueblo the trend is very different – retail sales per capita were relatively flat over the time period studied. Data for the Town of Westcliffe that show an increased PCRS reported for 1995 and again just after the 1998 national byway designation support the hypothesis that byway designation has a positive impact on local economies.

## PER CAPITA RETAIL SALES DATA FOR THE GOLD BELT TOUR

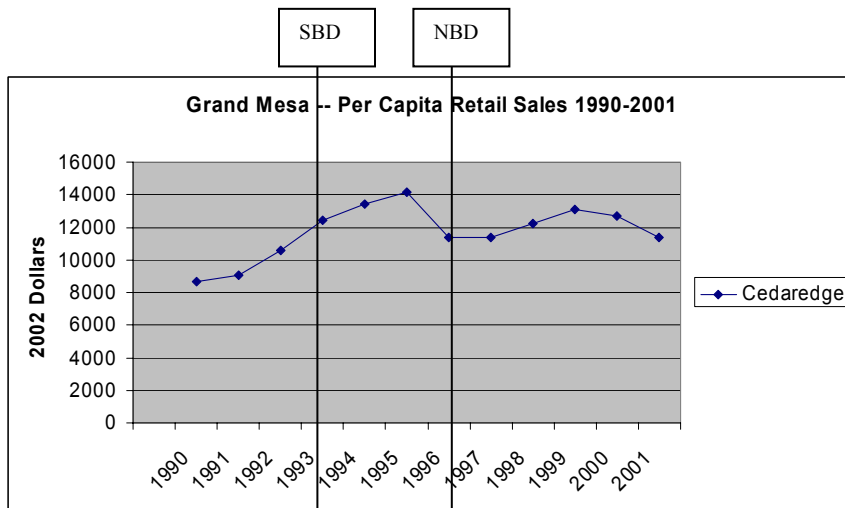


The **Gold Belt Tour** travels through a diverse set of communities, including Cripple Creek, where there is legalized gambling; Victor, home of many of Cripple Creek’s service workers; Florence, a small artsy town with lots of

antique shopping; and Canon City, located in the foothills just east of the Royal Gorge. Both Florence and Canon City saw similar movement in their PCRS – ending the time period slightly higher than they started, with some slight dips and rises along the way. Cripple Creek saw some dramatic changes in PCRS during the 1990s before declining in 2001 to almost 1990 levels. Victor had a couple of peaks, but PCRS were mostly flat for most of the period studied. PCRS for municipalities along the Gold Belt Tour do not appear to support the hypothesis.

## PER CAPITA RETAIL SALES DATA FOR GRAND MESA

Only one town along the **Grand Mesa** had retail sales listed by the Colorado Department of Revenue on the state’s CEDIS website. Grand Mesa became a

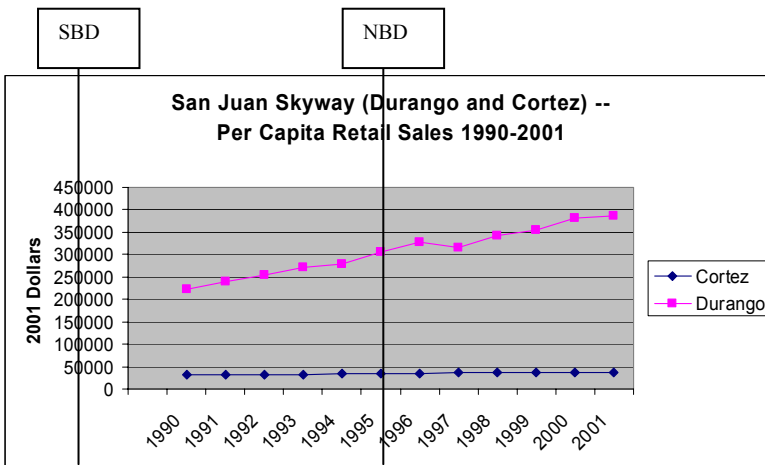
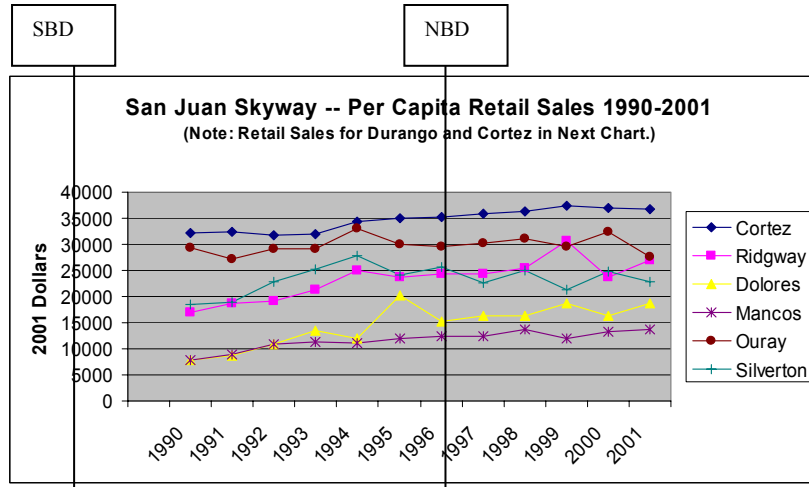


state byway in 1991 and the route received national designation in 1996. Changes in PCRS in Cedaredge over the period studied do not appear to be strongly associated with state or national byway

designations, though the two-year upward trend in PCRS after 1998 may be due to byway designation or awareness of byway designation. Overall, Cedaredge’s PCRS showed a healthy increase over time, with the 2001 PCRS about 24% higher than it was in 1990, with the highest PDRS in 1995.

# PER CAPITA RETAIL SALES DATA FOR THE SAN JUAN SKYWAY

State byway designation came early for the **San Juan Skyway**, in 1989. Data are not shown for 1998 and 1999, but data for four of the municipalities -- Dolores, Silverton, Ridgway, and Mancos show increased PCRS from 1990 to 1993. Data for all these Skyway municipalities trend mostly upward after national designation in 1996, with the exception of some swings in Ridgway, a dip of PCRS in Ouray for 2000, and a slight drop in Silverton's PCRS in 2001.



The two municipalities on the **San Juan Skyway** shown in the next chart are Cortez and Durango. Here data show flat per capita retail sales in Cortez over the period studied, while they show an almost steady increase in Durango. Durango PCRS for 1996 was about 32% higher than it was in 1990, while the 2001 PCRS show a 15% increase from 1996 to 2001. PCRS data for Durango suggest that byway designation had some positive impact.

higher than it was in 1990, while the 2001 PCRS show a 15% increase from 1996 to 2001. PCRS data for Durango suggest that byway designation had some positive impact.

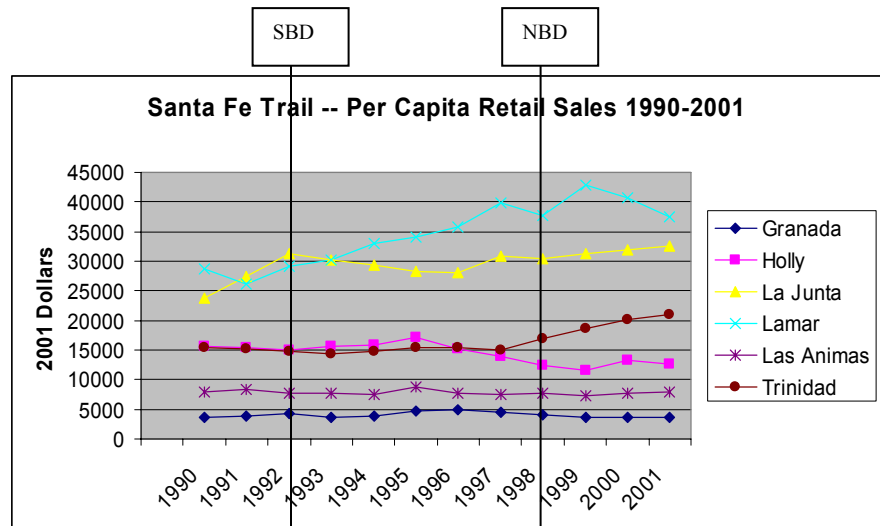
## PER CAPITA RETAIL SALES DATA FOR THE SANTA FE TRAIL

The Mountain Branch of the **Santa Fe Trail Scenic and Historic Byway** comes into Colorado at the Kansas State line, traveling west through Holly, Grenada, Lamar and

Las Animas along the Arkansas River before turning southwestward at La Junta. From La Junta the route goes to Trinidad then south along I-25 and into New Mexico.

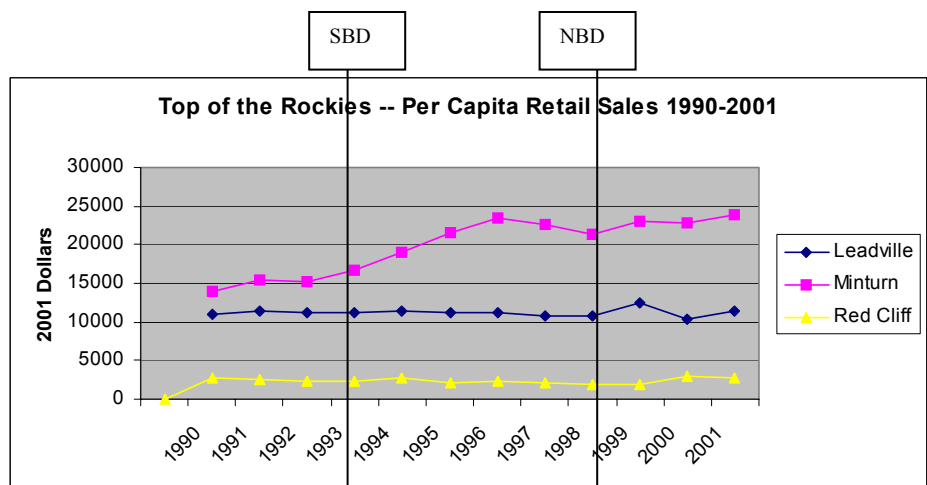
Per capita retail sales generally increased over the time period studied in the three municipalities that

have the higher average PCRS on the Colorado portion of the Santa Fe Trail: Lamar, La Junta, and Trinidad. The remaining three towns -- Las Animas, Holly and Grenada, have remarkably similar patterns, with fairly steady PCRS from 1990 to 1995, then slowly declining as they move toward 2001. We see an increase in PCRS in Trinidad, La Junta, and Lamar after national byway designation in 1998, which generally supports the hypothesis that byway designation has an impact on local economies.



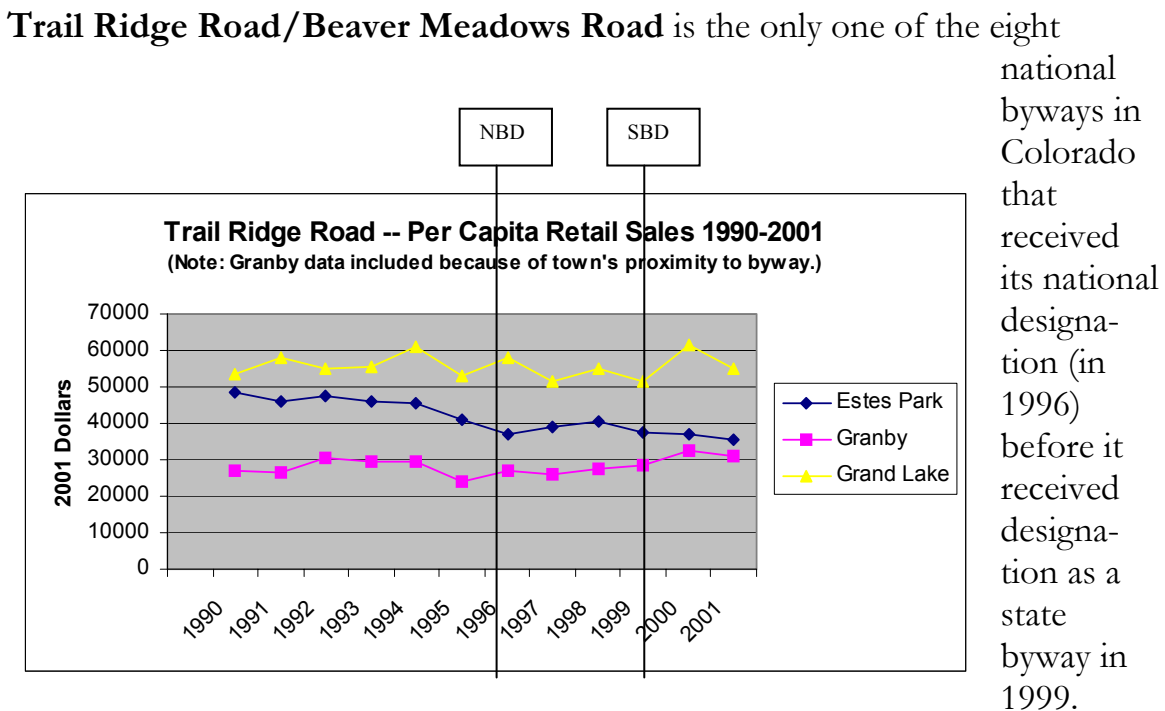
## PER CAPITA RETAIL SALES DATA FOR THE TOP OF THE ROCKIES

On the **Top of the Rockies**, two of the municipalities seem to have been positively impacted by the national byway designation in



1998, with increases in PCRS in 1999. Minturn PCRS continue to increase until the end of the time period studied, while Leadville's increase is not sustained. Minturn also seems to have seen some positive impacts from designation after 1993, though their numbers were already trending upward when the designation occurred. Red Cliff ended the time period with PCRS at about the same level as it was in 1990.

## PER CAPITA RETAIL SALES DATA FOR TRAIL RIDGE ROAD/BEAVER MEADOWS ROAD



PCRS in Grand Lake shows an increase after state byway designation in 1999, but with its generally up and down pattern over the time period studied, it does not appear that designation had a strong impact.

PCRS in Estes Park show a pretty steady decline from 1990 to 1999, with a slight increase in 1997 just after national byway designation. Granby is not on this byway, but is the next town west from Grand Lake and could and does benefit from byway designation in 1993 as the Colorado River Headwaters. Its PCRS is mostly flat after national designation but shows an increase after state designation in 1999.

## CONCLUSIONS ABOUT PER CAPITA RETAIL SALES AND BYWAY DESIGNATION

Overall there is evidence, as shown by per capita retail sales data in the above charts relative to byway designation years, that byway designation has had a positive impact on per capita retail sales (PCRS) figured in many municipalities along the byways. While we cannot isolate byway designation from other variables that may have affected retail sales figures, the changes that occur just after designation support the hypothesis that byway designation has a positive impact on PCRS in towns along the byway.

## TRAFFIC PATTERNS ALONG THE COLORADO NATIONAL BYWAYS – DAILY VEHICLE MILES TRAVELED

One way to explore whether byway designation has had an economic impact is to look at the amount of dollars spent by visitors over time. The data in the charts above suggest that byway designation has had a positive economic impact on municipal economies, as measured by per capita retail sales. Another way to look into byway designation impact is to look at traffic patterns over time on sections of each of the eight byways.

## DATA COLLECTION

Below we show data for sections of byways over a twelve year period, from 1990 to 2002. These data were transferred to us by a representative of the Colorado Department of Transportation as very large Microsoft Access files. Each file contained traffic counts and other information for all of Colorado's highways. To pare down the large data files, data from each file were converted into Microsoft Excel files. Then data were deleted for all highways and portions of highways that are not part of the eight national byways in Colorado. (The 1998 file was incomplete, so data for 1998 are not shown in the following charts.)

Next, segments of the highways listed that are actually parts of the eight byways were selected out from the rest of the data, leaving rows of data for segments of the highways that are parts of the scenic byways. CDOT labeled these highway segments/rows with their highway number, their beginning mile marker, and a short description of the segment in each row. The number of

rows in portions of byways varied from 3 to over 150, with data for segments/rows covering sometimes part of a mile, and sometimes over thirty-plus miles.

Each row also included other information about a segment of highway. The more important information included section length and average annual daily traffic (AADT) or average daily traffic (ADT). According to CDOT representatives, the ADVT data are based on 24-hour long “hose counts” done throughout the state on byway segments. Some segments may get hose counts once every three years. Some may get hose counts every six years. CDOT then creates estimates for average annual traffic counts.

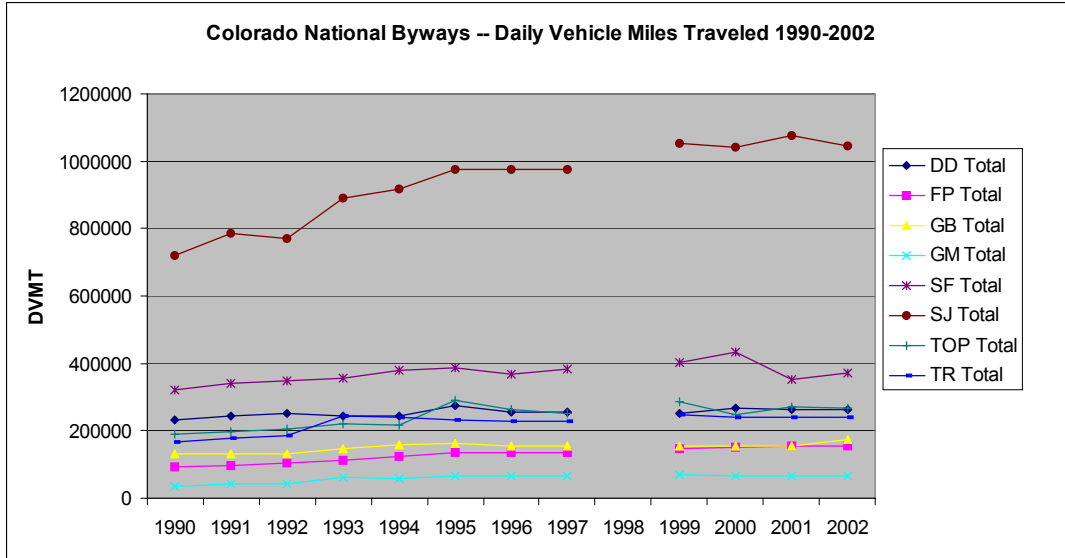
According to the Colorado Department of Transportation, the daily vehicle miles traveled (DVMT) is the best measure of traffic flow over time. Compared year by year, the DVMT can illustrate growth in local traffic over a section of highway over time. The DVMT is calculated by multiplying the segment length by the AADT/ADT. For the data files for 1990 to 2002, we calculated the DVMT for each of the segments/rows, then combined the row DVMT for each highway section on the eight byways. Data for these sections were then added to determine the daily vehicle miles traveled for each of the byways. In the charts below, data are also shown for byways and for sections of highways within byways.

## DAILY VEHICLE MILES TRAVELED ON THE EIGHT NATIONAL BYWAYS IN COLORADO

The first chart shows the DVMT for the **eight national byways in Colorado**. Data for this chart are the combined DVMT for each section of the byway. Again, the 1998 data file from CDOT were incomplete, so the data for this year are not included in any of the charts.

Recall that each of the byways received state and national designations, but these designations do not often occur in the same year. Note also that some of the CDOT traffic data are estimates, which CDOT says should be treated literally – as if they are the actual data.

What we see in the following chart are data lines that have gradually increasing DVMT numbers from year to year for half of the byways: Grand Mesa, Frontier Pathways, Gold Belt Tour, and Trail Ridge Road. The Top of the



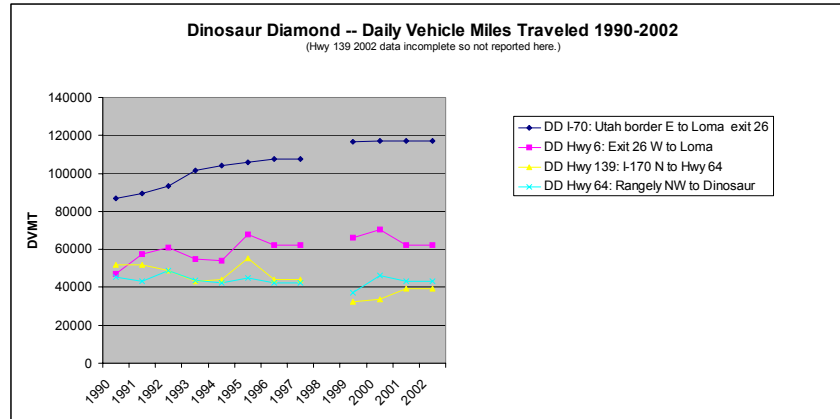
Rockies shows an overall increase in DVMT with only a slight dip in 2000. (Please note that this may be a “true” dip in traffic numbers, or there could be problems with the CDOT estimates. It is difficult to know for certain.)

The Santa Fe Trail generally saw an increase in DVMT over the years studied, with a slight drop in 1996 and a larger drop in 2001. Its numbers in 2002 are just a bit higher than they were in 1990. The Dinosaur Diamond DVMT count stays pretty level throughout the time period. The top line on the chart represents the San Juan Skyway, the longest of Colorado’s national byway that has all its sections within the state’s borders (Dinosaur Diamond is divided between Colorado and Utah, while the Santa Fe Trail travels through Kansas into Colorado then moves south into New Mexico.) The Skyway’s DVMT trends mostly upward, with slight dips in 1992 and 2000.



## DAILY VEHICLE MILES TRAVELED ON THE DINOSAUR DIAMOND

The **Dinosaur Diamond** is divided into four sections in the CDOT data. At the lower entrance, there are two short sections of road going into Loma, one on I-70 from Utah and one on

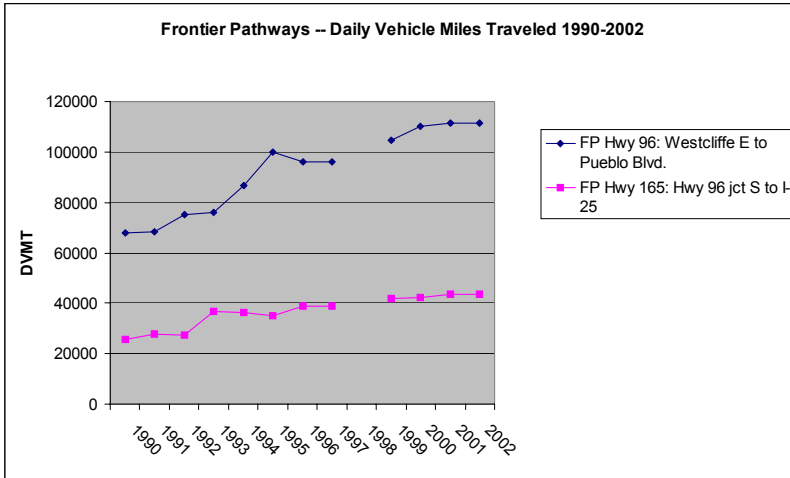


Hwy. 6 from Grand Junction. These are the top two lines on the chart. The other two lines show the DVMT from I-70 to Rangely, and the DVMT from Rangely to Dinosaur. The counts from Utah on I-70 show the most consistency in their upward trend, but it is highly doubtful that many of those traveling the interstate are also traveling up the byway.

The two lower lines should mostly show byway traffic, and there is quite a bit of movement and variation in these lines. The traffic from Rangely to Dinosaur has similar DVMT in 1990 and 2001, with increases in 1992 and 2001, and a slight decrease in 1999. The data for the section from I-70 to Rangely show quite a bit of variation, with the numbers in 2002 lower than they were in 1990. State byway designation appears to have had an impact on DVMT along the I-70 to Rangely and on the Rangely to Dinosaur sections after state designation.

## DAILY VEHICLE MILES TRAVELED ON FRONTIER PATHWAYS

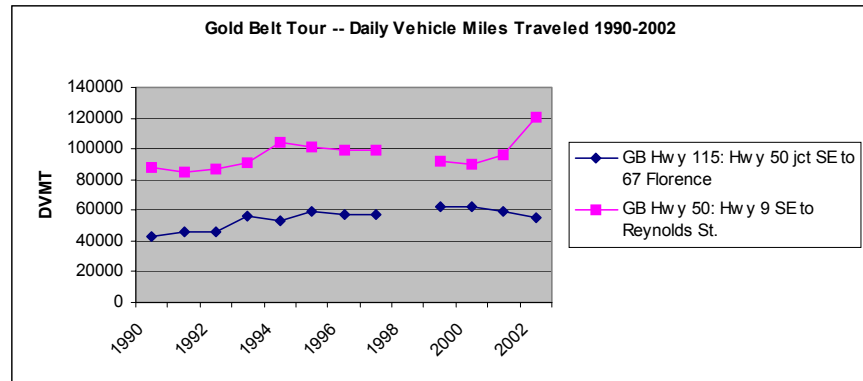
**Frontier Pathways** is comprised of two CDOT sections, Hwy. 96 goes from Westcliffe to Pueblo city limits, and Hwy. 165 from Wetmore to Colorado City at the I-25 junction. Both segments show pretty steady increases in DVMT over the period studied, with the road from Pueblo to Westcliffe showing higher numbers and rate of increase. Frontier Pathways state byway designation occurred in 1994, after which the Hwy. 96 DVMT increase steeply. National designation was awarded in 1998, and we see increases in DVMT on



each of this byway's sections from 1999 to 2001 -- when they start to level off. Data suggest that byway designation impacted this byway's traffic counts.

## DAILY VEHICLE MILES TRAVELED ON THE GOLD BELT TOUR

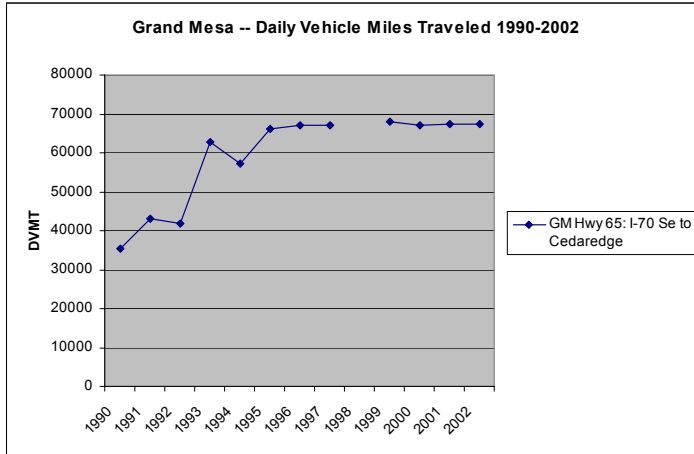
The **Gold Belt Tour's** major mileage occurs on county highways, and data for DVMT's on these sections are not included in the data shown on this chart. Data for two sections are shown. The top line represents a section of Hwy. 115 that starts in Cañon City at Hwy. 50 and travels east through the town of Florence. Here we see a general trend upward with a peak in 1995 and a big swing upward in 2002.



The bottom line is a section of Hwy. 50 that starts in Canon City and goes west to the turn off to Hwy. 9, near the Royal Gorge. The line for this CDOT section shows DVMT trending mostly upward with a dip in 2002. The Gold Belt Tour received state scenic byway designation in 1989 and national byway designation in 2000. There are some upward trends after these dates that suggest positive impacts on traffic numbers from the two designations.

## DAILY VEHICLE MILES TRAVELED ON THE GRAND MESA

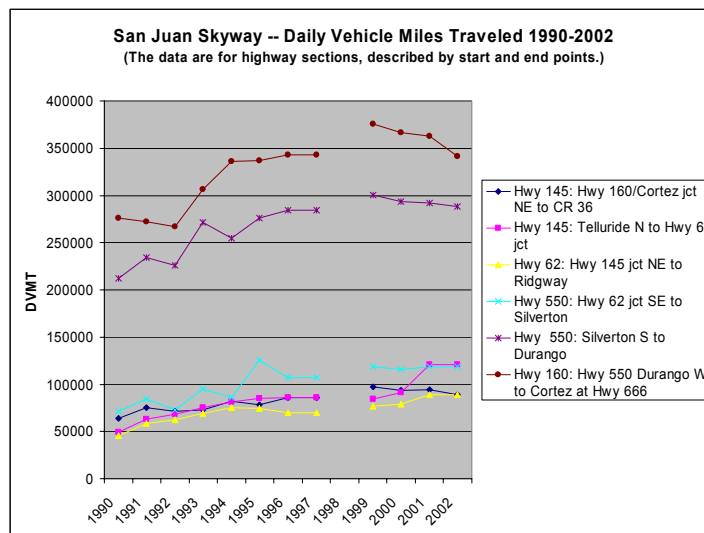
The **Grand Mesa** is on one CDOT highway section. From I-70 Hwy. 65 goes through Mesa and into Cedaredge. The Grand Mesa became a state byway in 1991 and a national byway in 1996. In the chart we can see peak in the line in 1993 and another good-sized jump after 1994 that pretty much levels off after 1994. The increase in DVMT after 1993 may be due to byway designation in that year. The DMVT in 2002 is 47% higher than it



was in 1990, while the Cedaredge population in 2002 was 31% higher than it was in 1990.

## DAILY VEHICLE MILES TRAVELED ON THE SAN JUAN SKYWAY

The **San Juan Skyway** is comprised of six CDOT sections. The legend attached to this chart lists the segments, starting with Hwy. 145 from Cortez to



county road 36 north of Dolores (the CDOT section from CR 36 to Telluride is not included here). From Telluride north to the junction with Hwy. 62 is the second CDOT section listed in the legend, followed by the section of Hwy. 62 into Ridgeway. Next is the CDOT Hwy. 550 section from Ridgeway south to Silverton. Then we go from Silverton south to Durango on Hwy. 550. To complete the loop we have the section of Hwy. 160 from Durango west to Cortez. The San Juan Skyway became a state byway in 1989 and gained national designation in 1996. Patterns in the data show an overall increase in DMVT over the period studied, and it could be argued that increased travel on this byway could have been positively affected by the 1989 state byway designation.

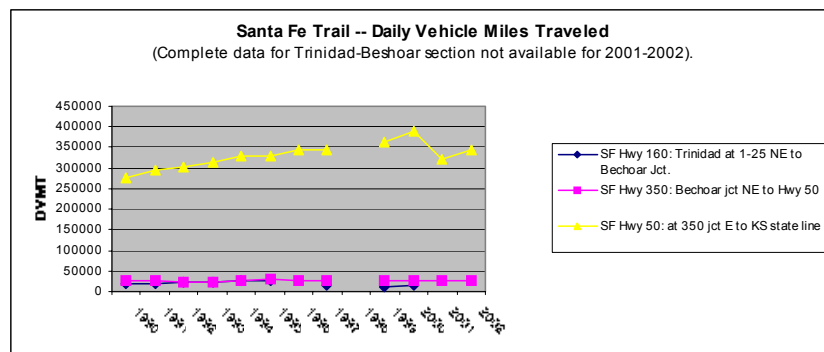
The section from Durango traveling west to Cortez is the top line shown in the chart and has the highest DMVT of the seven Skyway sections. This section's DMVT trends upward from 1991 until 1998, then starts to decline. The section from Durango to Silverton shows the second highest DMVT on the Skyway, mostly mirroring the line from Durango to Cortez, and showing a similar decline after 1998. The other four sections of the Skyway have lower overall DMVT numbers, but they all tend to be trending upward with the Telluride to Ridgeway section showing a good-sized increase after 1999, and the section from north of Ouray to Silverton showing some interesting peaks in activity during the 1990's.

## DAILY VEHICLE MILES TRAVELED ON THE SANTA FE TRAIL

The **Santa Fe Trail** is comprised of three CDOT sections. The top line shows the DMVT data for the section that starts at the Kansas State line, east of Holly, and travels west to La Junta.

Here we see the DMVT numbers increasing steadily until 2000 when it drops off sharply before

rebounding in 2001. The other two CDOT sections show similar trends, though some data for the short trip on Hwy. 160 from 1-25 to the junction

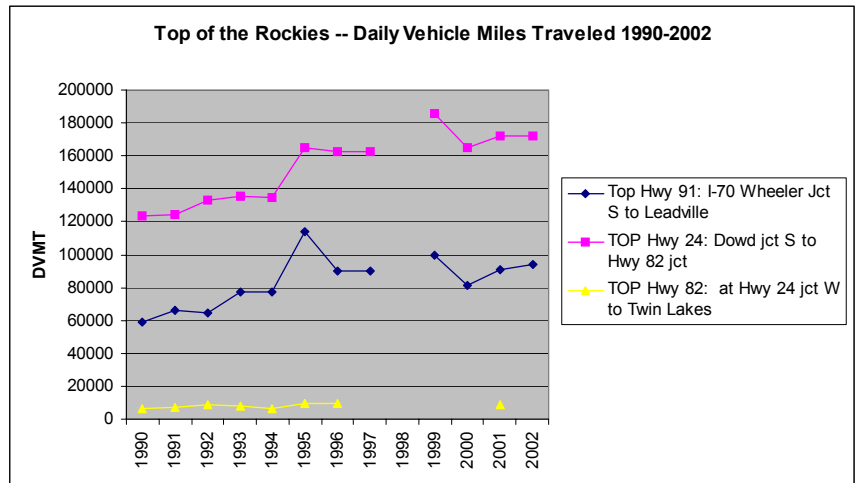


with Hwy 350 were incomplete and so not reported here. The DVMT numbers are pretty flat on the section from Hwy. 350 from Hwy. 50 in La Junta to the Beshoar junction on the east side of Trinidad. Travel on this section is probably a better indicator of byway designation impacts than the Hwy. 50 section because travelers on Hwy. 350 would most likely be on that road because it's on the Santa Fe Trail and/or because it's a good shortcut to Trinidad. The Santa Fe Trail Mountain Branch became a state byway in 1992, after which we see a slight increase in DVMT, and it became a national byway in 1998, before and after which the line is flat. DVMT numbers on Hwy. 350 do not give much support to the hypothesis that byway designation positively impacts traffic counts.

## DAILY VEHICLE MILES TRAVELED ON THE TOP OF THE ROCKIES

The **Top of the Rockies** DVMT data show some pretty wild swings in traffic counts over the time period studied. There are three

sections of this byway shown here, with two of them starting on I-70 and traveling south to Leadville. The Hwy. 91 section ends in Leadville at the junction with Hwy. 24, and the Hwy. 24 section starts at I-70, goes through Leadville and ends at the Hwy. 82 junction. Data for the last section, from Hwy. 24 past



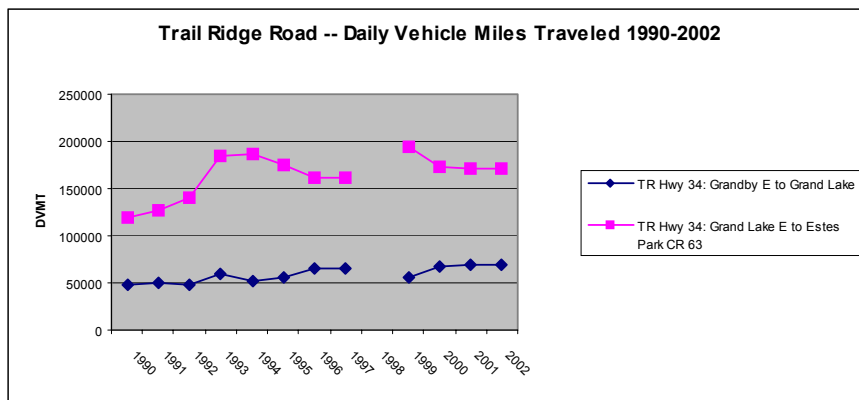
Twin Lakes, is spotty, and no data were available beyond 1996 except in 2001. This section is represented by the lowest line in this chart, and data available for this section show that DVMT was relatively flat along this section, with a slight decrease in DVMT after state byway designation in 1993.

DVMT's along the other two Top of the Rockies sections show a general trend upward, with significant declines on both sections in 2000, and a decline in DVMT on the Hwy 91 section in 1996. The decline in DVMT in 2000 follows

national byway designation in 1998, while increasing DVMT numbers after that year are encouraging and could have been positively impacted by the designation.

## DAILY VEHICLE MILES TRAVELED ON TRAIL RIDGE ROAD/ BEAVER MEADOWS ROAD

**Trail Ridge Road/Beaver Meadows Road** is made up of two CDOT sections. Data for an additional section, on Hwy. 34 from Grand Lake to



Granby, are included here because of Granby's proximity to the byway and Grand Lake. The other CDOT section starts east of Estes Park at county

road 63 and travels into Rocky Mountain National Park, over the Continental Divide to Grand Lake. The two sections show a similar trend upward over the time period studied. Trail Ridge Road/Beaver Meadows Road received designation as a national byway in 1996 and state designation in 1999, and we see an increase in DVMT on the Granby section after national designation. The DVMT counts decrease on the byway itself (between Grand Lake and Estes Park) after 1996 with higher DVMT numbers in 1999, then a decrease in 2000. We really don't see an indication of a positive impact of byway designation on Trail Ridge Road, but the data for Granby suggest that there was a positive impact along the adjacent stretch of Hwy. 34 after national byway designation.



## APPENDICES

### **Dinosaur Diamond Prehistoric Highway - *Overview*** **Colorado, Utah**

The Dinosaur Diamond Prehistoric Highway provides a unique and unparalleled opportunity for visitors to experience the thrilling story of dinosaurs with the science and the history of discovery behind them. The route combines opportunities to see dinosaur bones still in the ground being excavated and dinosaur bones being prepared by paleontologists for museums. Museums all along the Byway display both reconstructed skeletons and fleshed-out recreations of dinosaurs found in the area.



In between and sometimes overlapping the dinosaur sites are areas of major archaeological interest. This two-state Byway on the northern edge of the Colorado Plateau is in the same country that was occupied by prehistoric Native Americans who saw the many rock cliffs of the area as ideal surfaces for their petroglyphs and pictographs. Some of the finest examples and densest concentrations of this rock art in North America are located along or near the Byway corridor.

Along the Byway there are many opportunities for visitors to take a breather from the abundance of dinosaur sites to enjoy recreation opportunities. Hiking, camping, mountain biking, fishing, and many other activities can be enjoyed on the acres of public lands in the corridor. River rafting and kayaking suitable for all levels can be arranged on the Green, Yampa, and Colorado rivers. Horse-back riding, llama-assisted pack trips, and even mule and goat pack trips



can also be arranged with private operators in the area.

Unique, red, gray, and green rock formations, forested mountain passes, canyons, cliffs, rivers, and plateaus can all be enjoyed along the Dinosaur Diamond Prehistoric Highway. Wide-open spaces and miles of unobstructed views are the reward for those who travel the Byway.

Length: 486 miles

Driving Time: 2 - 3 days



## Frontier Pathways Scenic and Historic Byway - *Overview* Colorado



During the winter of 1806, Lt. Zebulon Pike nearly froze to death in the Wet Mountain Valley within sight of the peak now bearing his name. Undaunted, 19th-century settlers soon followed, taking advantage of the valley's good soil and climate to build new lives.

Find a microcosm of the history of the West in this one pastoral valley. Follow in the footsteps of American Indians, trappers, explorers, traders, settlers, miners, and farmers. Each left their unique mark here. Relive frontier history in this pastoral paradise by visiting many of Colorado's finest high-country ranches and farmsteads (some dating back to the 1840's), trading posts, and stage stops. Or pursue adventure in nearby Hardscrabble Canyon, the white-capped Sangre de Cristos mountains, or the sharp mesas and hogbacks that flank the Arkansas River. You find scenic beauty and Old West history in abundance on the Frontier Pathways Scenic and Historic Byway!



Length: 103 miles

Driving Time: 3.5 hours

## Gold Belt Tour Scenic and Historic Byway - *Overview*

### Colorado

Simply driving the [Gold Belt Tour](#) in Colorado is an adventure in itself. While following historic railroad and stagecoach routes leading you to North America's greatest gold camps, you will find yourself traversing between narrow canyon walls and along excitingly steep drop-offs. While the area is no longer bustling with the activities of the gold rush, you can still "strike it rich" with views of outstanding scenery and limitless recreational activities.



### **A Look at the Golden Era**



As you drive the Byway, watch for the hundreds of historic gold mines that surround the communities along the way. Get a real feel for the gold rush days when you visit Victor's National Historic District and Cripple Creek, the historical hub of the mining district and a National Historic Landmark. Most of the buildings built in the early 1900s have been restored to their original likeness, and will give you an authentic look at what life must have been like on the road to riches. Once you've discovered gold mining of the past, visit Victor's new active gold mine. See for yourself the toil and backbreaking labor that went into gold mining in the 1890s and how technology has improved the miner's endeavors today.

### **Recreational Riches**

You'll find plenty of recreational opportunities on the [Gold Belt Tour](#). If you love the great outdoors, this is the place to be. Enjoy some great fishing, camping, and hiking areas. Or take advantage of the dirt roads for mountain biking and horseback riding.

Length: 131 miles  
Driving Time: 5 hours



## Grand Mesa Scenic and Historic Byway - Overview

### Colorado

Travelers craving release from the momentum of mediocrity can truly transcend the world in the unusual beauty of the Grand Mesa. The 63-mile route rises through the narrow canyon of Plateau Creek to the cool evergreen forests of the mesa top, called *Thunder Mountain* by the Utes. Poised atop Land's End Overlook, you'll see the Grand Valley unfolding more than a mile below in splashes of golden rubble and vibrant foliage. Hike through dense alpine forests, ski spotless wintry slopes, or fish sparkling streams pouring into 300 lakes adjacent to the Byway. Rise above the world and learn why the Grand Mesa is called "the alpine oasis in the sapphire sky."



If you're frustrated by so-called "breathtaking vistas" that failed to strike and stun you, let the Grand Mesa awe and astonish you. Follow the Lands End Road along the rim of the world's largest flat top mountain and discover all 360-degrees of singular alpine skyline. High altitude and clear alpine air invite visitors to look westward to clarion views of the La Sal Mountains, 60 miles to the west in Utah. Sharp-eyed visitors frequently look southward to

the peaks of the San Juan Mountains, 90 miles away. With grand views of the vibrant valley and the rustic mountain ranges gilding the horizon, the Grand Mesa is waiting to leave you breathless and amazed.

Every season has its own glory along the Grand Mesa Scenic and Historic Byway. Enjoy a roadside picnic with family or friends in cool spring fields alive with a full spectrum of wildflowers. Fall brings crimson splashes and splatters of saffron to the valleys and mountains, while the mild climate encourages a variety of wildlife to wander in the dense forests of the Byway. Lose yourself in the nostalgia of summertime – why not show your children the same kind of fishing, canoeing, hiking, and sport that you loved as a kid? Spend a week on the shores of the seven Grand Mesa Lakes, where flower-touched fields, waterside campgrounds, and shady trails await you. With over 400 trails designed for snowmobiles, cross-country skiers, and snowboarders, the Grand Mesa is the winter wonderland of your dreams. Discover the grandeur of the Grand Mesa anytime of year, and you won't be disappointed.



Length: 63 miles  
Driving time: 2 hours

## San Juan Skyway - *Overview*

### Colorado

Craving recreation at high elevation? Travel to the top of the world and back in time on the San Juan Skyway. Discover history and high times in the streets, gold mines, and railway stations of towns like Durango, Silverton, and Telluride. Enjoy rafting and water sports on the Animas River, or fish and boat on McPhee Lake, the second largest lake in Colorado. Join the many visitors who converge on the Byway each year for bluegrass, jazz, folk, and film festivals. The Skyway is your open invitation to five million acres of the San Juan and Uncompahgre National Forests. Experience the ancestral homes of the Puebloan Indians at Mesa Verde, once voted the number one historic monument in the world. Enjoy it all on this 236-mile sampler of the best the southwest has to offer.



The sheer cliffs and rugged terrain of the Skyway boast some of the most dramatic scenery on the planet. See crashing waterfalls in the spring as the snow melts in the higher mountains. Wildflowers garnish the alpine forests in the summer months, where the gilded amber, bronze, and gold of the aspens delight autumn visitors. Winter brings a glistening blanket of snow to the Byway, perfect for quiet admiration or more active recreation.

The San Juan Skyway promises a fiesta for the senses any time of year. Skiing is one of the premier activities along the Byway, famous for its fresh powder and quality resorts. After the thaw, enjoy four-wheeling, bicycling, kayaking, dirt-biking, and motorcycle-touring with friends, or indulge in solitary backpacking, hunting, fishing, and photography in the lush landscape. There's rest and relaxation, too. You can browse town shops, soak in historic hot springs, stay in a Victorian lodge, or sleep under the stars in a forest campground. This playground in the sky promises something for everyone in every season.



Dramatic scenery and tempting sports are perfectly matched by the riveting history of the region. Nestled in the mountains to the south, the cliff dwellings at Mesa Verde National Park exemplify the complexity of the Ancestral Pueblos. Spanish conquistadores made their way through this area, and their discovery of gold in the Rocky

Mountains changed the nature of the country forever. Learn hair-raising stories of struggling settlers and rough prospectors in the ghost towns and historic mines along the Byway. Historic shops and Edwardian inns await visitors to Durango, Silverton, and Telluride. Witness the power of progress at the railway depots and stations that turned these small outposts into roaring western whistle stops.

Length: 236 miles

Driving Time: 6 hours

## **Santa Fe Trail - Overview**

### **Colorado, New Mexico**



Explore the rich legacy of western expansion in Colorado and New Mexico on the Santa Fe Trail. This route transported many people across the West, and the resulting mesh of cultures and traditions will greet you at every turn. Participate in many colorful local festivals and visit museums honoring the many men and women who have lived and traveled in this area. Early Native American Indians, military personnel, ranchers, miners, and railroad passengers all have left their distinctive mark.

On a clear spring day at Fort Union National Monument in New Mexico, you can still discern the wagon-wheel ruts of the Santa Fe Trail wending their way across the prairie. Notice that the cultural legacies of this historic trade route, which saw its heaviest use between the 1820s and 1870s, remain just as distinct today. The Byway traverses one of the last strongholds of the nomadic Plains Indians and one of the first footholds of Anglo-American pioneers who began homesteading along the Arkansas River in the 1860s. Many historic sites along the Trail were critical in the expansion of the West, places such as Raton Pass, Bent's Old Fort, Cimarron, Fort Union, Wagon Mound, Point of Rocks, McNeese Crossing, Las Vegas, Pecos and Santa Fe.



As you travel on the Santa Fe Trail, enjoy the variety of attractions and activities that the area offers. Celebrate the history of the area by visiting the many historic sites and museums, or fish, camp, hunt, or hike in the wide outdoors. Plan a trip to John Martin Reservoir, the largest body of water in southeastern Colorado, and experience the great recreational opportunities for travelers of the Santa Fe Trail.

Length: 184 miles  
Driving Time: 4 hours

## Top of the Rockies - *Overview*

### Colorado



With altitudes rarely falling below 9,000 feet, this Byway is worthy of its name. Travelers cross the 10,424-foot Tennessee Pass enroute to the booming mining town of Leadville, the highest incorporated community in the US. This historic town is the ideal resting place for mining buffs and outdoor enthusiasts alike. Relive Leadville's flagrant history by visiting the abandoned mines where Tabor, Guggenheim and May made their millions. Venture into the desolate Valley of the Ghosts, where fire ravaged three thriving Victorian towns. More physically adventurous travelers can choose from four-wheeling, mountain biking, horseback riding, or hiking on Colorado's highest mountains, Mt. Elbert and Mt. Massive, both reaching over 14,400 feet . The national forest surrounding Leadville is a Mecca for other outdoor activities such as snowmobiling, snowshoeing, fishing, golf and more!

Leadville's history is spiced with stories of real people who made, and lost, fortunes. Andrew Carnegie, Susan B. Anthony, Doc Holliday, and the "Unsinkable" Molly Brown are just a few of the characters who crowd its past. With 70 acres of Landmark District brimming with Victorian charm and architecture, it's no wonder Leadville is one of the ten Prettiest Painted Places in America. Admire Colorado's heritage at the National Mining Hall of Fame, or brave the nearby ghost towns of Lake County.



As you explore this 75-mile route of towering peaks and broad valleys, keep your eyes peeled. Sharp eyes might spot robust wildlife, like the agile Big Horn Sheep, among the rocks. Slashes of gold, red, blue, and white wildflowers adorn the snowy mountainside each spring. Nestled at the foot of Mt. Elbert, the Twin Lakes area bursts with picture-perfect views of soaring peaks and lavish foliage around the state's largest glaciated lake. Unique natural beauty and rich history are showcased perfectly in this living landscape.

Length: 75 miles  
Driving Time: 2 hours

## Trail Ridge Road/Beaver Meadow Road - *Overview*

### Colorado

Winding through a national park encompassed by national forests, the Trail Ridge Road is arguably one of the most beautiful Byways in Colorado. Its many overlooks bestow stirring vistas of 415 square miles of the towering (14,000+ feet) Rockies.



The clear atmosphere of this alpine tundra makes your sight of the night sky an unforgettable experience. Constellations, planets, meteor showers, and phases of the moon are brighter than ever and seem just within your reach.



Because this is such a protected area, you have a splendid chance of spotting rarely-seen wildlife, including mountain sheep, moose, beaver, and ptarmigans, as well as marmots, pikas, eagles, peregrine falcons, elk, deer and coyote. For an exceptional treat, join wildflower enthusiasts in July when the alpine tundra wildflowers peak. There's plenty of natural beauty on the Trail Ridge Road/Beaver Meadow Road Scenic Byway!

Length: 48 miles

Driving Time: 2 hours



# National Scenic Byway Designation Impact Survey Part 1

## National Scenic Byway Designation Impacts Study Colorado 2003 Visitor Survey (Part 1 of 2)

### Introduction and Consent

Interviewer's Name \_\_\_\_\_  
Survey Form (Part 1) # \_\_\_\_\_

*Hello, I'm working with the Colorado and National Scenic Byways Programs to survey visitors to learn about your experiences on our nation's designated scenic byways. If I can have a few minutes of your time, you're one of a small number of people chosen for this two-part survey, so your answers are very important. Today's survey takes approximately 5 minutes to complete. Your responses are voluntary and confidential. May I have a few minutes of your time for this survey?*

No Your Zip Code Please \_\_\_\_\_  
[THANK YOU for visiting the area.]

Yes [THANKS. My name is \_\_\_\_\_.  
Your answers will be considered your consent to participate.]

### Determining Travel Purpose and Survey Eligibility

1. What is the purpose of your travel today?  
(Choose all that apply)

- Business (work/relocation)  
 Sightseeing  
 Vacation/holiday  Outdoor recreation  
 Visit with friends or relatives  
 Other (specify) \_\_\_\_\_

2. Please refer to the map as needed for clarification anytime questions refer to "the Study Area." Do you live inside or outside the Study Area marked on this map?

Inside the Study Area  
THANK YOU for your willingness to participate, but you may return the survey form. We won't need to take your time today for this survey.

Outside the Study Area go on to Question #3.]

3. Home Zip Code? \_\_\_\_\_  
4. Country of residence (if not USA)? \_\_\_\_\_

### Tell Us About Your Trip

5. How many nights do you expect to be in the Study Area marked on the map? (Choose only one)

- Only here for the day *Skip to Question #7*  
 1  2-3  4-5  6 or more

6. What are your lodging accommodations while in the Study Area? (Choose all that apply)

- Motel/Hotel  Campground  
 With friends/relatives  RV park  
 Cabin/cottage/condo  
 Bed & Breakfast  
 Other (please specify) \_\_\_\_\_

7. Is this the first time you've traveled on this route?

- Yes *Skip to Question #9*  
 No *Continue to Question #8*

8. How many times have you visited before? \_\_\_\_\_

9. What mode of transportation brought you here today?

- Personal auto  Rented auto  
 Motor home/RV  Tour bus  
 Motorcycle  
 Other (please specify) \_\_\_\_\_

### Trip Planning

10. How did you choose this route?

- Internet  Brochure  Highway signs  
 Chance  Recommendation

11. Which of the following best describes your reasons for selecting this particular route? (Choose all that apply)

- Fastest  Most interesting  
 Most familiar  Most direct  
 Most scenic  Safest  
 Chance/error/wrong turns  
 Most information available  
 Other (please specify) \_\_\_\_\_

12. Did you know that this is a Scenic Byway?

- Yes  No *Skip to Question #15*

13. Did that influence your decision?

- Yes  No

14. Where did you learn that this route is designated as a Scenic Byway? (Choose all that apply)

- Friends or relatives
- Visitor or Welcome Center
- Scenic Byway brochure
- Other brochure     Television
- Map             Highway signs
- Internet         Travel agent
- Past experience
- Auto club information
- Other (specify) \_\_\_\_\_

15. Which statement best describes your reason for traveling on this Scenic Byway? (Choose only one)

- The Scenic Byway is on the way to my destination.
- The Scenic Byway is one of many reasons I traveled this route.
- The Scenic Byway is the main reason I traveled this route.
- Other (please specify) \_\_\_\_\_

---

### Now, About Yourself

So that we can describe the survey participants as a whole, we need to ask you a few questions about yourself and the party you may be traveling with.

16. How many in your party? \_\_\_\_\_  
Male \_\_\_\_\_ Female \_\_\_\_\_  
How many in your party under 18? \_\_\_\_\_  
Male \_\_\_\_\_ Female \_\_\_\_\_

### Conclusion of Part 1 / Introduction to Part 2

This concludes Part 1 of this survey. Part 2 of this survey takes approximately 5 minutes to complete; and can be done by email or regular mail. Part 2 will collect additional information on trip expectations, satisfaction, and expenditures.

17. (a) Will you participate in Part 2 of this survey after you return home?  
 Yes *Go to part (b)*  
 No *Go to THANK YOU*

(b) If Yes, please provide your contact information, including first name only and email address (*This information is for this purpose only-We will not use this email for any purpose other than for the survey-It will not be shared with any other organization or entity*):

Your first Name: \_\_\_\_\_  
Email address: \_\_\_\_\_

*[Interviewer reads back email address for accuracy]*

(c) After what date may we email you Part 2 of this survey?  Local bus  Newspaper

Date \_\_\_\_\_

**THANK YOU** for your time and for visiting this part of Colorado!

This survey conducted by the Colorado Center for Community Development (CCCD) at the University of Colorado at Denver, on behalf of the Colorado Scenic and Historic Byways Program and the America's Byways Resource Center, with support from the Federal Highway Administration's National Scenic Byways Program.

Any questions about this survey may be directed to **Milke Tupa** at 303-556-8658 ( [Michael.Tupa@cudenver.edu](mailto:Michael.Tupa@cudenver.edu) ) or **Jon Schler** at 970-248-7310 ([schler@gj.net](mailto:schler@gj.net) )

**DATA TABLES FOR THE NATIONAL SCENIC BYWAY  
DESIGNATION IMPACT SURVEY, PART 1**

<b>Q1. What is the purpose of your travel today (Choose all that apply)</b>							
	Business	Sightseeing	Vacation/Holiday	Outdoor recreation	Visit Friends/ Rels	Other reasons	
DD	16	34	72	14	37	3	
FP	22	101	75	73	32	0	
GB	15	84	96	25	17	10	
GM	2	97	74	65	29	12	
SF	21	110	208	7	20	37	
SJ	10	7	111	4	4	7	
TOP	8	22	59	10	3	3	
TRAIL	3	5	90	1	7	6	
Eight Byways	97	460	785	199	149	78	

<b>Q2. Do you live in the Study Area?</b>		
	<b>Yes</b>	
	number	percent
DD	0	0.0
FP	103	28.5
GB	14	6.6
GM	2	1.0
SF	40	11.5
SJ	0	0.0
TOP	7	8.2
TRAIL	0	0.0
Eight Byways	166	10.6

<b>Q5. How many nights do you expect to be in the Study Area? (Choose only one)</b>						
	<b>day trip only</b>		<b>one night</b>		<b>2-3 nights</b>	
	number	percent	number	percent	number	percent
DD	89	78.8	12	10.6	3	2.7
FP	58	16.0	10	2.8	43	11.9
GB	69	32.7	28	13.3	49	23.2
GM	140	72.9	23	12.0	15	7.8
SF	73	20.9	89	25.5	50	14.3
SJ	0	0.0	52	37.1	50	35.7
TOP	11	12.9	11	12.9	24	28.2
TRAIL	14	12.5	27	24.1	27	24.1
Eight Byways	454	29.0	252	16.1	261	16.7

<b>Q5. How many nights do you expect to be in the Study Area? (continued)</b>				
	<b>4-5 nights</b>		<b>6+ nights</b>	
	number	percent	number	percent
DD	5	4.4	2	1.8
FP	20	5.5	45	12.4
GB	19	9.0	36	17.1
GM	6	3.1	7	3.6
SF	33	9.5	32	9.2
SJ	13	9.3	24	17.1
TOP	9	10.6	23	27.1
TRAIL	18	16.1	22	19.6
Eight Byways	123	7.9	191	12.2

<b>Q6. What are your lodging accommodations while in the Study Area? (Choose all that apply)</b>									
	hotel/motel	camping	friends/ relatives	RV Park	cabin/ cottage/ condo	B&B	seasonal	other	
DD	12	4	4	1	0	0			1
FP	21	36	27	8	28	0	0	0	10
GB	63	25	19	13	10	0	0	0	4
GM	5	33	1	3	5	1	1	1	0
SF	98	25	20	3	16	0	2	2	44
SJ	54	19	2	18	2	4	0	0	7
TOP	18	16	6	3	12	3	0	0	10
TRAIL	45	12	9	2	11	3	3	3	5
Eight Byways	316	170	88	51	84	11	2	2	81

<b>Q7. Is this the first time you've traveled on this route?</b>		
<b>Affirmative Response</b>		
	number	percent
DD	47	41.6
FP	75	20.7
GB	108	51.2
GM	76	39.6
SF	119	34.1
SJ	76	54.3
TOP	35	41.2
TRAIL	60	53.6
8 Byways	596	38.1

<b>Q9. What mode of transportation brought you here today?</b>							
	Own vehicle	rented auto	RV	tour bus	motorcycle	other	
DD	80	14	10	0	4	5	
FP	149	7	5	4	9	1	
GB	144	22	13	3	9	2	
GM	138	10	6	0	37	0	
SF	246	18	2	3	3	8	
SJ	99	17	0	3	16	4	
TOP	53	19	3	0	1	2	
TRAIL	70	33	0	0	4	3	
Eight Byways	979	140	39	13	83	25	

<b>Q10. How did you choose this route?</b>							
	Internet	brochure	highway	chance	recommendation	other	
DD	12	19	37	17	33	0	
FP	7	10	10	18	109	12	
GB	19	38	24	44	66	4	
GM	5	24	42	20	102	0	
SF	31	10	34	34	76	101	
SJ	18	24	18	20	50	25	
TOP	10	5	7	2	18	47	
TRAIL	18	16	14	4	11	38	
Eight Byways	120	146	186	159	465	227	

<b>Q11. Which of the following best describes your reasons for selecting this particular route? (choose all that apply)</b>						
	fastest	most interesting	most familiar	most direct	most scenic	safest
DD	52	47	16	67	56	15
FP	20	60	22	16	87	2
GB	16	38	13	31	118	5
GM	24	41	24	31	146	9
SF	96	75	24	150	69	6
SJ	12	47	10	24	70	2
TOP	0	21	3	31	38	1
TRAIL	9	21	14	21	69	0
Eight Byways	229	350	126	371	653	40

<b>Q14. Where did you learn that this route is designated as a Scenic Byway? (Choose all that apply)</b>								
	Friends	Visitor Center	SB Brochure	Other Brochure	TV	Local Biz	Paper	Magazine
DD	3	1	2	1	1	0	0	1
FP	28	1	2	4	0	0	1	1
GB	12	4	9	3	1	1	0	0
GM	8	6	8	2	2	2	3	0
SF	8	7	4	1	2	0	1	0
SJ	2	3	3	0	0	0	1	1
TOP	6	0	0	0	0	0	0	5
TRAIL	12	2	5	3	0	0	1	0
EIGHT BYWAYS	79	24	33	14	6	3	7	8

<b>Q14. Where did you learn . . . (continued)</b>							
	Map	Highway Signs	Internet	Agent	Past Exper.	Auto Club	Other
DD	17	19	3	0	8	2	3
FP	19	52	4	0	12	0	8
GB	34	24	3	0	11	1	2
GM	34	73	5	0	11	0	0
SF	37	28	4	1	29	1	6
SJ	34	6	3	1	13	3	4
TOP	17	18	3	0	6	1	3
TRAIL	18	3	1	0	5	0	5
EIGHT BYWAYS	210	223	26	2	95	8	31

<b>Q15. Which statement best describes your reason for traveling on this Scenic Byway? (Choose only one)</b>			
	on way to destination	designation one of many reasons	designation main reason
DD	36	12	5
FP	54	28	16
GB	43	35	21
GM	62	28	42
SF	71	22	8
SJ	34	26	14
TOP	35	10	6
TRAIL EIGHT	25	9	14
BYWAYS	360	170	126

**National Scenic Byway Designation Impacts Study  
Colorado 2003  
Visitor Survey (Part 2 of 2)**

**Introduction and Consent**

Survey Form (Part 2) # \_\_\_\_\_

During a recent trip to a National Scenic Byway area in Colorado (shown on the Study Area map attached to your e-mail ), you indicated that you would participate in Part 2 of our Visitor Survey. Thank you again for helping with this study, conducted on behalf of the Colorado Scenic and Historic Byways Commission and the America's Byways Resource Center. The information will help us understand the needs and experiences of travelers on our nation's scenic byways. Your responses are voluntary and confidential; and will be considered your consent to participate. The survey results will be summarized in a report to the Colorado and National Scenic Byway Programs.

Because we are able to survey only a small fraction of travelers, your responses are very important. This survey will take approximately 5 minutes to complete. See the accompanying map if necessary for any survey questions referring to the Study Area.

*Please note:* Please try to make sure that the same person who completed Part 1 of the Visitor Survey also completes this questionnaire.

**Tell Us More About Your Trip**

1. Who accompanied you on your trip through this Study Area? (Choose all that apply)

- No one (traveling by myself)       Family       Business associates  
 Commercially-organized group (tour, outfitted)       Friends  
 Other (specify) \_\_\_\_\_

2. Indicate the activities in which at least one member of your travel party participated during your stay within the Study Area. (Choose all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> Bicycling                | <input type="checkbox"/> Boating/water sports                                |
| <input type="checkbox"/> Camping                  | <input type="checkbox"/> Climbing/caving                                     |
| <input type="checkbox"/> Dining in restaurants    | <input type="checkbox"/> Driving off-road/4WD vehicles                       |
| <input type="checkbox"/> Fishing                  | <input type="checkbox"/> Gambling  |
| <input type="checkbox"/> Golfing                  | <input type="checkbox"/> Hiking/walking                                      |
| <input type="checkbox"/> Horseback riding         | <input type="checkbox"/> Hunting   |
| <input type="checkbox"/> Picnicking               | <input type="checkbox"/> Pleasure driving                                    |
| <input type="checkbox"/> Riding Motorcycles       | <input type="checkbox"/> River rafting/kayaking/canoeing                     |
| <input type="checkbox"/> Rock collecting          | <input type="checkbox"/> Shopping for art, souvenirs, crafts, antiques, etc. |
| <input type="checkbox"/> Shopping for other goods | <input type="checkbox"/> Sightseeing   |
| <input type="checkbox"/> Special event attendance | <input type="checkbox"/> Taking photographs                                  |
| <input type="checkbox"/> Viewing scenery/nature   | <input type="checkbox"/> Visiting historic sites/museums                     |
| <input type="checkbox"/> Other (specify) _____    |  |

3. How many days did you travel in the Study Area marked on the accompanying map?  
\_\_\_\_\_ day(s)

4. Did you travel the whole scenic byway or just a segment of it?

- Whole scenic byway       Segment



5. What other location(s) in Colorado did you visit on that trip (if any)?
6. For your entire trip (including outside the Study Area), how many total nights were you away from home?

\_\_\_\_\_ nights

**Trip Spending**

Please enter your best estimate of the total dollars spent by you/your travel party in the Study Area in each of the following categories.

**Travel**

- 7. Motels/hotel/cabins \$ \_\_\_\_\_
- 8. Campground/RV park fees \$ \_\_\_\_\_
- 9. Eating or drinking establishments \$ \_\_\_\_\_
- 10. Groceries \$ \_\_\_\_\_
- 11. Gasoline or motor oil \$ \_\_\_\_\_
- 12. Auto repair \$ \_\_\_\_\_
- 13. Travel: Car rental, airfare, rail, taxi, tour packages \$ \_\_\_\_\_

**Entry Admission/Fees**

- 14. Tour, exhibit, museum admission fees \$ \_\_\_\_\_
- 15. Park fees, recreation area and license fees \$ \_\_\_\_\_
- 16. Other amusement/entertainment fees \$ \_\_\_\_\_

**Services**

- 17. Recreation equipment rental (e.g., bike, Jeep) \$ \_\_\_\_\_
- 18a. Other retail purchase of services \$ \_\_\_\_\_
- 18b. Sporting goods, other recreation equipment purchases \$ \_\_\_\_\_
- 19. Retail purchase of souvenirs, art, crafts, antiques, etc. \$ \_\_\_\_\_
- 20. Other retail purchases \$ \_\_\_\_\_

**Visitor Satisfaction with Important Byway Attributes**

The following is a list of attributes important to some travelers on a route such as this National Scenic Byway. First, please rate the level of importance of these attributes to you during your travel along this byway. (Circle only one) Next, rate your level of satisfaction with these attributes during your travel along this Byway. (Circle only one)

**Satisfaction** 4 = Very Important 3 = Important 2 = Somewhat Important

1 = Not Important

**Importance** 4 = Very Important 3 = Important 2 = Somewhat Important

1 = Not Important

**Roadways, Highway Signage, and Public Facilities**

- 23. Good roadways (safe, well-maintained) 4 3 2 1 49.4 3 2 1
- 24. Availability of restrooms and safe drinking water. 4 3 2 1 50.4 3 2 1
- 25. Adequate scenic turnouts (frequency, safety). 4 3 2 1 51.4 3 2 1
- 26. Availability of picnic tables or campgrounds. 4 3 2 1 52.4 3 2 1
- 27. Absence of litter on roadways, shoulders, etc. 4 3 2 1 53.4 3 2 1
- 28. Barrier-free access for disabled visitors, strollers 4 3 2 1 54.4 3 2 1
- 29. Adequate recreational site parking. 4 3 2 1 55.4 3 2 1
- 30. Clear directional or informational signs. 4 3 2 1 56.4 3 2 1



54. What is your gender?  
W Male                      W Female
55. What level of education have you completed?  
W Some high school  
W High school graduate/GED  
W Some college, Associate/Vocational degree  
W College degree  
W Graduate degree

***Conclusion***

This concludes Part 2 of our Visitor Survey.

As a thank you for your time on this survey and for visiting this part of Colorado, we would like to offer you a complimentary gift certificate for \$5 of gas. To receive your certificate please click below.

***Take me to my free gas certificate***

*Your contact information will not be used for any purpose other than this study.*

***Thanks again for participating in our***

***National Scenic Byways Designation Impact Survey-Colorado, 2003!***

*This survey is being conducted by the Colorado Center for Community Development (CCCD) at the University of Colorado at Denver, on behalf of the Colorado Scenic and Historic Byways Program and the America's Byways Resource Center; with support from the Federal Highway Administration's National Scenic Byways Program. Any questions about this survey, or requests for a summary of survey results, may be directed to Mike Tupa (303-556-6658 or **mail to: Michael.Tupa@cudenver.edu**) or to Jon Schler (970-248-7310 or **schler@gj.net**). National Scenic Byway Designation Impact Survey Part 1 Results*



## Results Summary Show All Pages and Questions

[Export...](#) [View Detail >>](#)

### Filter Results

To analyze a subset of your data, you can create one or more filters.

[Add Filter...](#) **Total:** 55  
**Visible:** 55

### Share Results

Your results can be shared with others, without giving access to your account.

[Configure...](#) **Status:** Enabled  
**Reports:** Summary and Detail

### 1. Introduction

1. Introduction and Consent: During a recent trip to a National Scenic Byway area in Colorado (byway study area maps can be found at <http://www.byways.org/browse/states/CO/>) you indicated that you would participate in Part 2 of our Visitor Survey. Thank you again for helping with this study, conducted on behalf of the Colorado Scenic and Historic Byways Commission and the America's Byways Resource Center. The information will help us understand the needs and experiences of travelers on our nation's scenic byways. This survey should only take about 5 minutes to complete. Your responses are voluntary and confidential; your participation will be considered your consent. The survey results will be summarized in a report to the Colorado and National Scenic Byway Programs. Because we are able to survey only a small fraction of travelers, your responses are very important. This survey will take approximately 5 minutes to complete. See the appropriate map at <http://www.byways.org/browse/states/CO/> if necessary for any survey questions referring to the Study Area. As a token of appreciation, you will receive a \$5 gift certificate for gas for completing this survey. Please note: Please try to make sure that the same person who completed Part 1 of the Visitor Survey also completes this questionnaire.

	Response Percent	Response Total
Take me to the survey	100%	55
No thank you	0%	0
<b>Total Respondents</b>		<b>55</b>
(skipped this question)		0

**2. Tell us More**

2. Thank you for helping us with this survey. We gave you a code to enter in our e-mail to you. Please enter that code here. This code is important, as it allows us to match this survey with Part 1 without using your e-mail address or another personal identifier

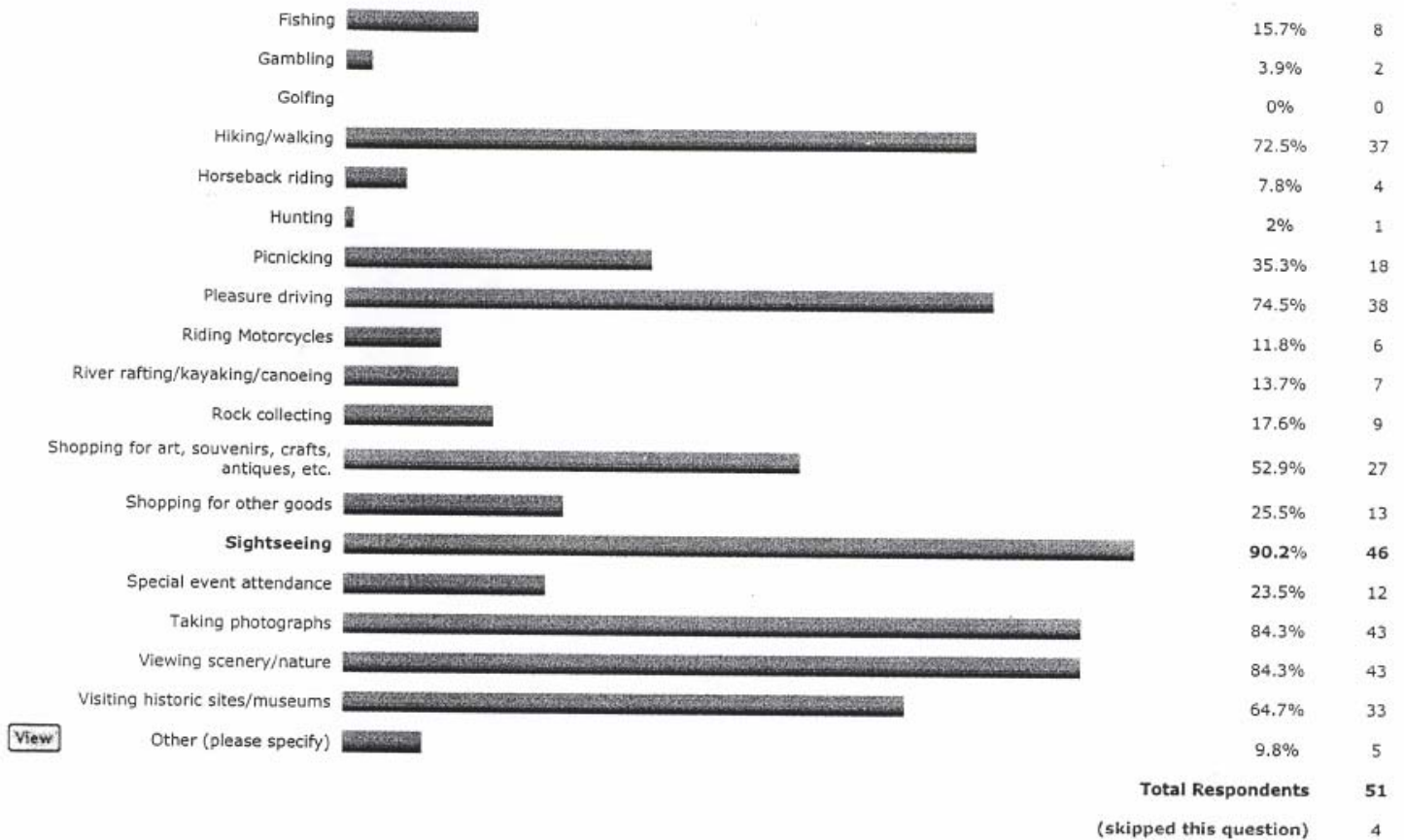
[View](#) **Total Respondents** **51**  
 (skipped this question) **4**

3. Who accompanied you on your trip through this Study Area? (Choose all that apply)



4. Indicate the activities in which at least one member of your travel party participated during your stay within the Study Area. (Choose all that apply)





5. Did you travel the



Don't Know 

11.8% 6

**Total Respondents** 51  
(skipped this question) 4

6. How many days did you travel in the Study Area?



**Response Percent** **Response Total**  
62.7% 32  
23.5% 12  
3.9% 2  
9.8% 5

**Total Respondents** 51  
(skipped this question) 4

7. What other location(s) in Colorado did you visit on that trip (if any)?

[View](#) **Total Respondents** 37  
(skipped this question) 18

8. For your entire trip (including outside the Study Area), how many total nights were you away from home?



**Response Percent** **Response Total**  
14% 7  
12% 6  
10% 5  
6% 3  
24% 12  
10% 5  
24% 12

**Total Respondents**      **50**  
 (skipped this question)      **5**

### 3. Trip Spending

#### 9. Travel Expenses

	Amount Spent												Response Total
	\$0	Less than \$25	\$25 to \$49	\$50 to \$99	\$100 to \$149	\$150 to \$199	\$200 to \$299	\$300 to \$399	\$400 to \$499	\$500 to \$999	\$1000 to \$1499	\$1500+	
Motel/Hotel/Cabins	<b>43%</b> <b>(16)</b>	3% (1)	3% (1)	8% (3)	8% (3)	5% (2)	8% (3)	3% (1)	0% (0)	11% (4)	5% (2)	3% (1)	<b>37</b>
Campground/RV park fees	<b>53%</b> <b>(17)</b>	16% (5)	9% (3)	6% (2)	9% (3)	3% (1)	0% (0)	0% (0)	3% (1)	0% (0)	0% (0)	0% (0)	<b>32</b>
Eating or drinking establishments	4% (2)	13% (6)	<b>19%</b> <b>(9)</b>	<b>19%</b> <b>(9)</b>	15% (7)	11% (5)	9% (4)	2% (1)	4% (2)	2% (1)	2% (1)	0% (0)	<b>47</b>
Groceries	6% (2)	<b>22%</b> <b>(8)</b>	<b>22%</b> <b>(8)</b>	6% (2)	14% (5)	14% (5)	6% (2)	3% (1)	3% (1)	6% (2)	0% (0)	0% (0)	<b>36</b>
Gasoline or motor oil	2% (1)	<b>21%</b> <b>(9)</b>	19% (8)	19% (8)	7% (3)	14% (6)	5% (2)	7% (3)	2% (1)	2% (1)	0% (0)	0% (0)	<b>42</b>
Auto repair	<b>80%</b> <b>(24)</b>	7% (2)	7% (2)	3% (1)	0% (0)	0% (0)	0% (0)	3% (1)	0% (0)	0% (0)	0% (0)	0% (0)	<b>30</b>
Travel: car rental, airfare, rail, taxi	<b>62%</b> <b>(18)</b>	3% (1)	3% (1)	0% (0)	0% (0)	3% (1)	0% (0)	7% (2)	3% (1)	7% (2)	3% (1)	7% (2)	<b>29</b>
Tour packages	<b>81%</b> <b>(22)</b>	0% (0)	4% (1)	4% (1)	0% (0)	4% (1)	7% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	<b>27</b>
<b>Total Respondents</b>												<b>48</b>	
(skipped this question)												<b>7</b>	

#### 10. Entry Admission and Fees

	Amount Spent								Response Total
	\$0	Less than \$20	\$20-\$29	\$30-\$39	\$40-\$49	\$50-\$74	\$75-\$100	\$100- \$149	



Tour, exhibit, and museum fees	<b>35% (13)</b>	16% (6)	16% (6)	8% (3)	11% (4)	5% (2)	3% (1)	5% (2)	0% (0)	<b>37</b>
Park fees, recreation area and license fees	<b>39% (14)</b>	17% (6)	19% (7)	8% (3)	0% (0)	6% (2)	8% (3)	3% (1)	0% (0)	<b>36</b>
Other amusement/ entertainment fees	<b>36% (12)</b>	15% (5)	0% (0)	0% (0)	9% (3)	6% (2)	6% (2)	6% (2)	21% (7)	<b>33</b>
										<b>42</b>
										<b>13</b>

11. Services

	Amount Spent													Response Total	
	\$0	Less than \$25	\$25 to \$49	\$50 to \$99	\$100 to \$149	\$150 to \$199	\$200 to \$299	\$300 to \$399	\$400 to \$499	\$500 to \$749	\$750 to \$999	\$1000 to \$1499	\$1500 to \$1999		\$2000+
Recreation equipment rental	<b>71% (20)</b>	4% (1)	4% (1)	11% (3)	4% (1)	4% (1)	4% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	<b>28</b>
Other retail purchase of services	<b>74% (20)</b>	4% (1)	4% (1)	15% (4)	0% (0)	0% (0)	0% (0)	0% (0)	4% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	<b>27</b>
Sporting, other recreation equipment purchases	<b>67% (20)</b>	13% (4)	3% (1)	3% (1)	7% (2)	3% (1)	3% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	<b>30</b>
Retail purchase of souvenirs, art, crafts, antiques, etc.	15% (6)	<b>20% (8)</b>	<b>20% (8)</b>	10% (4)	15% (6)	8% (3)	5% (2)	5% (2)	0% (0)	0% (0)	0% (0)	0% (0)	2% (1)	0% (0)	<b>40</b>
Other retail purchases	<b>31% (10)</b>	19% (6)	12% (4)	9% (3)	16% (5)	6% (2)	0% (0)	0% (0)	6% (2)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	<b>32</b>
															<b>43</b>
															<b>12</b>

12. Other Expenses Please enter any additional expenses and an estimate of how much you spent

		Response Percent	Response Total
<a href="#">View</a>	1.	100%	6
	2.	0%	0
	3.	0%	0
	4.	0%	0
	5.	0%	0

**Total Respondents**      **6**  
 (skipped this question)      **49**

#### 4. Visitor Satisfaction with Byway Attributes

13. The following is a list of attributes important to some travelers on a route such as this National Scenic Byway. First, please rate the level of importance of these attributes to you during your travel along this byway. Next, rate your level of satisfaction with these attributes during your travel along this Byway.

	<b>Satisfaction</b>				<b>Response Total</b>
	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Somewhat Satisfied</b>	<b>Not at all Satisfied</b>	
Good roadways (safe, well maintained)	<b>54% (25)</b>	46% (21)	0% (0)	0% (0)	<b>46</b>
Availability of restrooms and safe drinking water	41% (19)	<b>46% (21)</b>	11% (5)	2% (1)	<b>46</b>
Adequate scenic turnouts (frequency, safety)	35% (16)	<b>54% (25)</b>	9% (4)	2% (1)	<b>46</b>
Availability of picnic tables and campgrounds	35% (16)	<b>57% (26)</b>	7% (3)	2% (1)	<b>46</b>
Absence of litter on roadways, shoulders, etc.	<b>43% (20)</b>	39% (18)	17% (8)	0% (0)	<b>46</b>
Barrier Free Access for disabled visitors, strollers	22% (10)	<b>70% (32)</b>	9% (4)	0% (0)	<b>46</b>
Adequate recreational site parking	28% (13)	<b>65% (30)</b>	7% (3)	0% (0)	<b>46</b>
Clear directional or informational signs	41% (19)	<b>48% (22)</b>	9% (4)	2% (1)	<b>46</b>
	<b>Importance</b>				
	<b>Very Important</b>	<b>Important</b>	<b>Somewhat Important</b>	<b>Not at all Important</b>	<b>Response Total</b>
Good roadways (safe, well maintained)	<b>63% (29)</b>	35% (16)	2% (1)	0% (0)	<b>46</b>
Availability of restrooms and safe drinking water	<b>52% (24)</b>	43% (20)	4% (2)	0% (0)	<b>46</b>
Adequate scenic turnouts (frequency, safety)	28% (13)	<b>52% (24)</b>	17% (8)	2% (1)	<b>46</b>
Availability of picnic tables and campgrounds	15% (7)	<b>39% (18)</b>	33% (15)	13% (6)	<b>46</b>
Absence of litter on roadways,	<b>57% (26)</b>	39% (18)	2% (1)	2% (1)	<b>46</b>

shoulders, etc.					
Barrier Free Access for disabled visitors, strollers	15% (7)	24% (11)	<b>35% (16)</b>	26% (12)	<b>46</b>
Adequate recreational site parking	28% (13)	<b>48% (22)</b>	24% (11)	0% (0)	<b>46</b>
Clear directional or informational signs	<b>57% (26)</b>	39% (18)	0% (0)	4% (2)	<b>46</b>
				<b>Total Respondents</b>	<b>46</b>
				<b>(skipped this question)</b>	<b>9</b>

#### 14. Natural Environment:

	<b>Satisfaction</b>				<b>Response Total</b>
	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Somewhat Satisfied</b>	<b>Not at all Satisfied</b>	
Natural resources in good condition (for example, unpolluted water, fresh air, untrampled vegetation, minimal erosion)	<b>46% (18)</b>	<b>46% (18)</b>	8% (3)	0% (0)	<b>39</b>
Presence of wildlife in its natural habitat	28% (11)	<b>62% (24)</b>	10% (4)	0% (0)	<b>39</b>
Opportunity to be inspired by natural settings	<b>67% (26)</b>	31% (12)	3% (1)	0% (0)	<b>39</b>
	<b>Importance</b>				<b>Response Total</b>
	<b>Very Important</b>	<b>Important</b>	<b>Somewhat Important</b>	<b>Not at all Important</b>	
Natural resources in good condition (for example, unpolluted water, fresh air, untrampled vegetation, minimal erosion)	<b>72% (26)</b>	28% (10)	0% (0)	0% (0)	<b>36</b>
Presence of wildlife in its natural habitat	<b>61% (22)</b>	31% (11)	8% (3)	0% (0)	<b>36</b>
Opportunity to be inspired by natural settings	<b>75% (27)</b>	19% (7)	3% (1)	3% (1)	<b>36</b>
				<b>Total Respondents</b>	<b>39</b>
				<b>(skipped this question)</b>	<b>16</b>

#### 15. Traveler Services

	<b>Satisfaction</b>				<b>Response Total</b>
	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Somewhat Satisfied</b>	<b>Not at all Satisfied</b>	
Reasonable prices for traveler services	19% (8)	<b>67% (29)</b>	14% (6)	0% (0)	<b>43</b>
Comfortable, good quality accommodations	26% (11)	<b>74% (31)</b>	0% (0)	0% (0)	<b>42</b>
Adequate trip planning information	40% (17)	<b>58% (25)</b>	2% (1)	0% (0)	<b>43</b>
Good quality restaurants	39% (17)	<b>52% (23)</b>	9% (4)	0% (0)	<b>44</b>
Educational interpretation of area history	38% (17)	<b>56% (25)</b>	7% (3)	0% (0)	<b>45</b>
commercial billboards	17% (7)	<b>55% (23)</b>	21% (9)	7% (3)	<b>42</b>
Educational interpretation of area natural features	36% (16)	<b>59% (26)</b>	5% (2)	0% (0)	<b>44</b>
Availability of supplies	27% (12)	<b>62% (28)</b>	9% (4)	2% (1)	<b>45</b>
Educational interpretation of area culture, customs, social events	30% (13)	<b>57% (25)</b>	14% (6)	0% (0)	<b>44</b>
Helpful people serving travelers	<b>51% (23)</b>	44% (20)	4% (2)	0% (0)	<b>45</b>

	<b>Important</b>				<b>Response Total</b>
	<b>Very Important</b>	<b>Important</b>	<b>Somewhat Important</b>	<b>Not at all Important</b>	
Reasonable prices for traveler services	<b>49% (21)</b>	44% (19)	5% (2)	2% (1)	<b>43</b>
Comfortable, good quality accommodations	43% (18)	<b>48% (20)</b>	5% (2)	5% (2)	<b>42</b>
Adequate trip planning information	31% (13)	<b>43% (18)</b>	21% (9)	5% (2)	<b>42</b>
Good quality restaurants	32% (14)	<b>45% (20)</b>	18% (8)	5% (2)	<b>44</b>
Educational interpretation of area history	36% (16)	<b>40% (18)</b>	22% (10)	2% (1)	<b>45</b>
commercial billboards	10% (4)	7% (3)	17% (7)	<b>67% (28)</b>	<b>42</b>
Educational interpretation of area natural features	30% (13)	<b>48% (21)</b>	18% (8)	5% (2)	<b>44</b>
Availability of supplies	20% (9)	<b>51% (23)</b>	27% (12)	2% (1)	<b>45</b>
Educational interpretation of area culture, customs, social events	23% (10)	<b>41% (18)</b>	23% (10)	14% (6)	<b>44</b>
Helpful people serving travelers	<b>51% (23)</b>	38% (17)	11% (5)	0% (0)	<b>45</b>

**Total Respondents** 45  
 (skipped this question) 10

16. Overall Experience

	<b>Satisfaction</b>				<b>Response Total</b>
	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Somewhat Satisfied</b>	<b>Not at all Satisfied</b>	
Memorable scenic vistas	<b>72% (33)</b>	26% (12)	2% (1)	0% (0)	<b>46</b>
The feeling of "getting away"	<b>63% (29)</b>	28% (13)	9% (4)	0% (0)	<b>46</b>
Availability of your preferred activities	<b>59% (26)</b>	36% (16)	5% (2)	0% (0)	<b>44</b>
Quiet, intimate, natural experience	<b>54% (25)</b>	39% (18)	7% (3)	0% (0)	<b>46</b>
Interesting activities	47% (21)	<b>49% (22)</b>	4% (2)	0% (0)	<b>45</b>
Vibrant towns, things to do	30% (13)	<b>58% (25)</b>	12% (5)	0% (0)	<b>43</b>
Shopping	30% (13)	<b>65% (28)</b>	5% (2)	0% (0)	<b>43</b>
Doing something with the family	<b>67% (31)</b>	30% (14)	2% (1)	0% (0)	<b>46</b>
Security of the area (felt safe; absence of crime, social conflict, or vandalism)	<b>56% (25)</b>	40% (18)	4% (2)	0% (0)	<b>45</b>
Opportunities to learn about the people and places along the route	32% (14)	<b>55% (24)</b>	14% (6)	0% (0)	<b>44</b>
Atmosphere of the route	<b>65% (30)</b>	35% (16)	0% (0)	0% (0)	<b>46</b>
	<b>Importance</b>				
	<b>Very Important</b>	<b>Important</b>	<b>Somewhat Important</b>	<b>Not at all Important</b>	<b>Response Total</b>
Memorable scenic vistas	<b>63% (29)</b>	33% (15)	4% (2)	0% (0)	<b>46</b>
The feeling of "getting away"	<b>74% (34)</b>	20% (9)	7% (3)	0% (0)	<b>46</b>
Availability of your preferred activities	<b>59% (26)</b>	32% (14)	7% (3)	2% (1)	<b>44</b>
Quiet, intimate, natural experience	<b>61% (28)</b>	37% (17)	2% (1)	0% (0)	<b>46</b>
Interesting activities	<b>40% (18)</b>	38% (17)	22% (10)	0% (0)	<b>45</b>
Vibrant towns, things to do	19% (8)	30% (13)	<b>35% (15)</b>	16% (7)	<b>43</b>

Shopping	9% (4)	21% (9)	<b>47% (20)</b>	23% (10)	<b>43</b>
Doing something with the family	<b>65% (30)</b>	15% (7)	13% (6)	7% (3)	<b>46</b>
Security of the area (felt safe; absence of crime, social conflict, or vandalism)	<b>76% (34)</b>	24% (11)	0% (0)	0% (0)	<b>45</b>
Opportunities to learn about the people and places along the route	30% (13)	<b>43% (19)</b>	25% (11)	2% (1)	<b>44</b>
Atmosphere of the route	<b>63% (29)</b>	30% (14)	4% (2)	2% (1)	<b>46</b>
				<b>Total Respondents</b>	<b>46</b>
				(skipped this question)	9

17. Was there anything else that enhanced or detracted your experience?

		Response Percent	Response Total
<a href="#">View</a>	1.	100%	17
<a href="#">View</a>	2.	47.1%	8
<a href="#">View</a>	3.	17.6%	3
<a href="#">View</a>	4.	11.8%	2
		<b>Total Respondents</b>	<b>17</b>
		(skipped this question)	38

18. What is your overall level of satisfaction with your travel on this National Scenic Byway?

	Response Percent	Response Total
Very Satisfied	71.7%	33
Satisfied	28.3%	13
Somewhat Satisfied	0%	0
Not at all Satisfied	0%	0
	<b>Total Respondents</b>	<b>46</b>
	(skipped this question)	9

19. Would you recommend travel on this National Scenic Byway to a friend or relative?

	Response Percent	Response Total
Definitely Recommend	97.8%	45
Recommend with some reservations	2.2%	1
Would not Recommend	0%	0
<b>Total Respondents</b>		<b>46</b>
(skipped this question)		9

20. Please share with us your reasons, so we may make this National Scenic Byway better.

<a href="#">View</a> Total Respondents	27
(skipped this question)	28

### 5. Now, About Yourself

21. Are you the same person that completed Part 1 of this survey during your travel in the Study Area in Colorado?

	Response Percent	Response Total
Yes	100%	46
No, but I'm very knowledgeable about the trip.	0%	0
<b>Total Respondents</b>		<b>46</b>
(skipped this question)		9

22. What is your age?

	Response Percent	Response Total
24 years old or younger	2.2%	1

25 to 44 years		37%	17
<b>45-64 years</b>		<b>52.2%</b>	<b>24</b>
65 years or more		8.7%	4
<b>Total Respondents</b>			<b>46</b>
(skipped this question)			9

23. Are you

		<b>Response Percent</b>	<b>Response Total</b>
<b>Male</b>		<b>58.7%</b>	<b>27</b>
Female		41.3%	19
<b>Total Respondents</b>			<b>46</b>
(skipped this question)			9

24. What is the highest level of education you have completed?

		<b>Response Percent</b>	<b>Response Total</b>
Some high school		0%	0
High school diploma or GED		8.7%	4
Some college, Associate or Vocational degree		21.7%	10
Bachelors degree		32.6%	15
<b>Masters degree or higher</b>		<b>37%</b>	<b>17</b>
<b>Total Respondents</b>			<b>46</b>
(skipped this question)			9

## 6. Conclusion

25. This concludes Part 2 of our Visitor Survey. As a thank you for your time on this survey and for visiting this part of Colorado, we



would like to offer you a complimentary gift certificate for \$5 of gas. To receive your certificate please fill in your name and address so that we may send it to you. Your contact information will not be used for any purpose other than this study. Thanks again for participating in our National Scenic Byways Designation Impact Survey-Colorado, 2003!

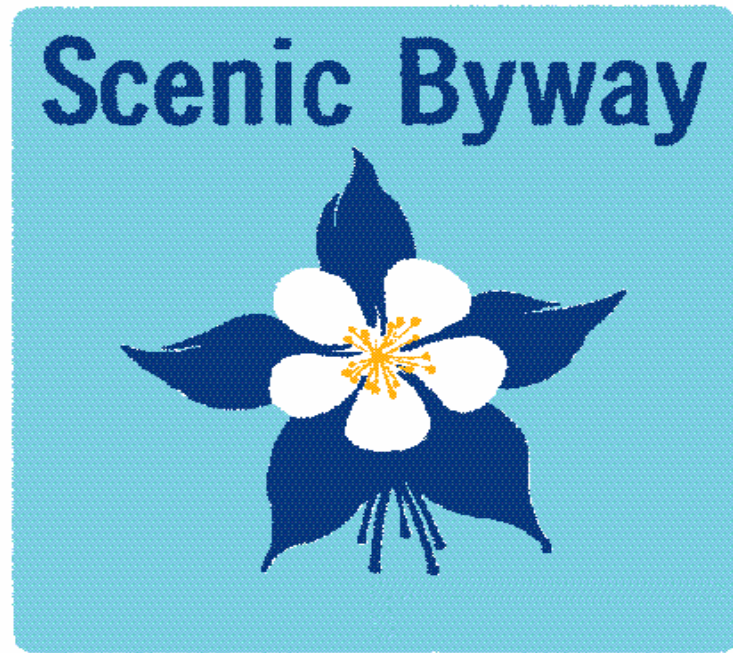
		Response Percent	Response Total
<a href="#">View</a>	Name	100%	43
<a href="#">View</a>	Street Address	100%	43
<a href="#">View</a>	City	100%	43
<a href="#">View</a>	State	100%	43
<a href="#">View</a>	Zip Code	100%	43
	<b>Total Respondents</b>		<b>43</b>
	(skipped this question)		12

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## NUMBER OF RESPONDENTS WHO TRAVELED BYWAY PREVIOUSLY

Times Traveled Byway	# Respondents
1 to 5	350
6 to 10	99
11-20	71
21-50	46
>50	43



# **TOURISM WITH TRADITION**

## **INTERPRETING THE CULTURAL QUALITIES OF COLORADO SCENIC AND HISTORIC BYWAYS**

November 2004

Prepared by

Colorado Council on the Arts Folk Arts Program

*Funded by Federal Highway Administration/Colorado Department of Transportation  
Scenic Byways Program*

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# Section 1: About this Project

## Background

In 2002 The Colorado Council on the Arts (CCA) was awarded funding from the Federal Highway Administration through the Colorado Department of Transportation's Scenic Byways Program. The primary focus of the project was to interpret the relationship between regional cultural traditions and the intrinsic scenic and historic qualities of Colorado's twenty-four Byways.

CCA's regional folklorists have been working throughout the state since the early 1980s. Their work has identified contemporary cultural elements generated through the interaction of landscape and history in many communities on or near scenic byways. A few examples that reflect the relationship between people and their environment include occupations and architectural styles, art and craft forms, ethnic and tribal celebrations, agricultural practices and harvest festivals.

A survey of individuals and communities on or near Colorado byways that have been served by the CCA Folk Arts Program resulted in a list of hundreds of examples. Analysis of that list shows clearly that byways offer not only outstanding scenic and historic characteristics but also rich and diverse cultural treasures.

This project provides a perfect format for weaving together many different threads to help create an image of Colorado's cultural fabric: The body of knowledge and experience gained by CCA about the state's cultures provides the basic materials. The principles of Cultural Heritage Tourism provide guidance. The folklife approach of seeing art and culture as an integral everyday life makes it all real. Added to that is the wonderful work that has been and continues to be done on and around Scenic Byways. When combined, these elements create a powerful message.

This "Cultural Interpreter's Manual for Colorado's Scenic Byway Communities" is designed to encourage the inclusion of cultural qualities in the telling of the Byways' stories and to assist Byways organizations in knowing how to best present these qualities to the public. It also provides examples of how communities have found and interpreted their stories in the past, and suggests ideas for presenting traditional cultural information to enhance the visitor's experience.



## **The Colorado Council on the Arts (CCA)**

The Colorado Council on the Arts, a state agency, was created by an act of the Colorado State Legislature to stimulate arts development in the state, to assist and encourage artists and arts organizations, and to help make the arts more accessible to the people of Colorado. Using public funds appropriated by the Governor and the Colorado Legislature, combined with support from the National Endowment for the Arts, CCA has invested in the cultural life of communities across the state for almost 40 years.

In addition to supporting fine arts such as sculpture, poetry, ballet and music, CCA has long recognized the equal importance of art forms that grow out of daily life. Since the early 1980s, CCA has engaged the services of professional folklorists to identify, document, celebrate and help preserve Colorado's traditional art forms and their practitioners.

CCA has adopted the definition of Heritage Tourism (courtesy of CHAP--Colorado Heritage Area Partnerships) as "(T)ravel for the purpose of discovery, understanding, and enjoyment of the distinctive places, activities and artifacts that authentically represent peoples and their stories from the past to the present." We have also adopted these five principles that guide cultural heritage tourism work (developed by the National Trust for Historic Preservation's Heritage Tourism Program):

- Ensure authenticity
- Relate community values to visitors' needs
- Base efforts on a commitment to protecting history, culture and natural resources;
- Strive to "make sites come alive"
- Ensure collaboration at the state and local levels.

Traditional cultural qualities include occupations, ways of life, cultural celebrations, ceremonies and activities, architectural works, uses of landscape and natural resources, forms of traditional art and crafts, stories, customs, beliefs and languages.

Intrinsic natural qualities of Colorado have engendered occupations and ways of life, each of which has their own cultural traditions rich for interpretation. The knowledge, skills, activities and art forms that are an integral part of ranching beg interpretation. This is particularly applicable where byways travelers are likely to see cattle being moved and worked in ways, and with tools, that reflect generations of cultural experience. Mining landscapes that speak of mineral resources also represent a wealth of ethnic and occupational information that links nature with culture. Climate, vegetation and water resources have influenced, have been influenced, and continue to be influenced by diverse cultural activities throughout the varied landscapes of the state.

## Identifying and Presenting Traditional Arts and Artists

### Definitions

Folk arts are defined as those expressions shared by a familial, community, ethnic, occupational, religious, regional, or tribal group have been handed down, traditionally, from generation to generation.

Traditional artists carry on artistic traditions such as  
saddle making, quilt making, Hispanic music and Slavic dance.

Traditional artists learn skills and acquire knowledge in traditional ways such as  
by imitation, word-of-mouth, or other face-to-face methods.

Traditional art, crafts, music, skills and knowledge are preserved and passed on  
within a traditional context or community.

Some examples of artists that would be considered traditional are:

A quilter who learned from her family or at a local quilting bee.

A person of Greek heritage who prepares traditional Greek foods.

Indian tribal members who practice generations-old crafts.

Working cowboys and ranch people who perform cowboy poetry and songs.



*Hopi Woman demonstrating sand painting*

Colorado's heritage is rich and diverse. Those mentioned above are just a few examples of people who might be referred to as tradition bearers. Over more than 20 years, the Colorado Council on the Arts has recognized and honored hundreds of practitioners of various traditions throughout the state.

## **Differences between presenting traditional and professional artists**

There are many different types of cultural traditions including occupational skills, crafts and stories, songs and ceremonies. Many are ideal for helping to tell authentic stories of scenic byways. But presenting traditional artists and art forms is different than inviting professional artists and performers to exhibit their work or present a program. It is important to remember that the work of traditional artists grows out of their everyday lives. In many cases, it is private, almost sacred, to the artist, and sharing it with the public may present some challenges.

A professional artist may...

be very comfortable performing or demonstrating in public.

A traditional artist may...

never have shown or even talked about his or her work with anyone other than family or neighbors.

A professional artist may...

bring all necessary equipment and supplies and be able to set them up to prepare for public display or performance.

A traditional artist...

may need assistance acquiring and setting up for the program.

A professional artist may...

need very little explanation for the audience to understand their presentation.

A traditional artist may...

need someone to introduce them, their culture and their art form.



*Impromptu flute concert at Porcupine House, Ute Mountain Ute Tribal Park*



## **Public Program Ideas**

Many types of public programs lend themselves well to presenting traditional arts. Here are some planning tips.

*Presenting Performing Artists can done in many ways*

- Afternoon or evening performances
- As part of a large event (but not as “background”)
- As exhibit opening or closing programs

Check with artists to determine:

- ❖ What type of performance they give (individual? group? formal or informal?)
- ❖ How long they perform (keep in mind that some genres require more energy!)
- ❖ What kind of sound equipment, stage, or exhibit space they need.

Allow time during the program for performers to talk about their art form and their culture. Make sure performers know this will be a part of the program and ask which of these formats would be best.

Some traditional artists

- ❖ Are natural speakers with prepared presentations
- ❖ Respond better to a question and answer format
- ❖ May be more at ease visiting informally with audiences about their work.

*Presenting visual artists may be done in a variety of ways.*

A tradition bearer might be invited to “set up shop” for an hour, an afternoon, or a day. Ask them to bring samples of finished work, some work-in-progress, tools, raw materials and items people can touch. Ask them to be prepared to talk with visitors about their tradition. This can be very rewarding, but also very tiring. Make sure there is time for participants to eat, drink and take frequent breaks. This works well with moderate public participation. Too few people make for a long day. Too many people will be frustrated as everyone can’t talk to and see the artist at the same time.

A more formal lecture/demonstration/performance might be presented. Invite an artist who has a presentation prepared for a shorter, more formal program. Allow time for people to visit informally with the artist and get an up-close look at objects, tools and materials. Remember, many traditional artists are not used to doing this kind of public program.

*Festivals and Programs can showcase the traditions associated with scenic byways.*

Some ideas include:

Folklife Festivals featuring a variety of traditional art forms and performances.

Foodways Festivals presented in a “pot luck” atmosphere encouraging widespread community involvement to help explore the diversity of community residents. Perhaps some people will share family stories, traditional ethnic recipes, and foods prepared and eaten only on special occasions.

Occupational Festivals feature the verbal, performing and visual arts that accompany a particular occupation. One good example is a Cowboy Culture Celebration that presents the music, song, poetry and crafts that are part of the life of the working cowboy.

Ethnic Festivals feature cultural traditions (music, dance, dress, art, craft, food language, beliefs, customs) of a particular ethnic group.

Community celebrations are programs designed to celebrate the folklife of community members who may not think of themselves as artists, craftspeople, storytellers, tradition bearers or even as members of a folk community. These programs can bring people to locations along the byway to share their knowledge, skills, stories, family histories and heirlooms. Three types of programs can be helpful in exploring the folklore and folklife of everyday life in byways communities.

Storytelling Evenings/Oral History Roundtables might feature good storytellers, old-timers or people who know about interesting community events or eras. A knowledgeable moderator can introduce participants and help to guide the discussion.

Experts-For-The-Day might mean “trading places” with audiences and visitors. For example, someone with special knowledge might be invited to be a guest interpreter at a museum, historic building or site along a byway.

Family Folklore Festivals help us understand that everyone has culture. Identifying and recording family folklore celebrates the unique heritage that each family represents, and shows us that folk culture belongs not just to others, but plays a valuable part in our everyday lives. People attending the festival might bring family heirlooms, photographs or mementos to talk about, or family stories, sayings, jokes, or riddles to relate. Interviews might be recorded on audio or video tape to document the community’s traditions and stories. The Colorado Council on the Arts Folk Arts program can furnish communities with questionnaires and instructions that are available to help you organize and carry out a family folklore festival.

## A Few Options to Consider

Some of these activities might be suitable for the continuing celebration and presentation of your community's cultures and traditions.

- ❖ Annual Folklife Festival
- ❖ Periodic Foodways Festivals
- ❖ Occasional Workshops or Programs Featuring Local Traditional Artists
- ❖ Monthly Programs Featuring the Traditions of Different Culture Groups along the byway
- ❖ Regular Oral History Meetings
- ❖ How-To Workshops on Identifying and Collecting Folklore
- ❖ Encouraging Local Media to do Articles on Local Ethnic and Cultural Traditions



*Local artist provides entertainment at a community dinner celebrating the Los Caminos Antiguos Byway*



*Areal ranchers place their brands in the sidewalk at the Beckwith Ranch, Frontier Pathways*

## Section 2: Scenic Byways and Traditions

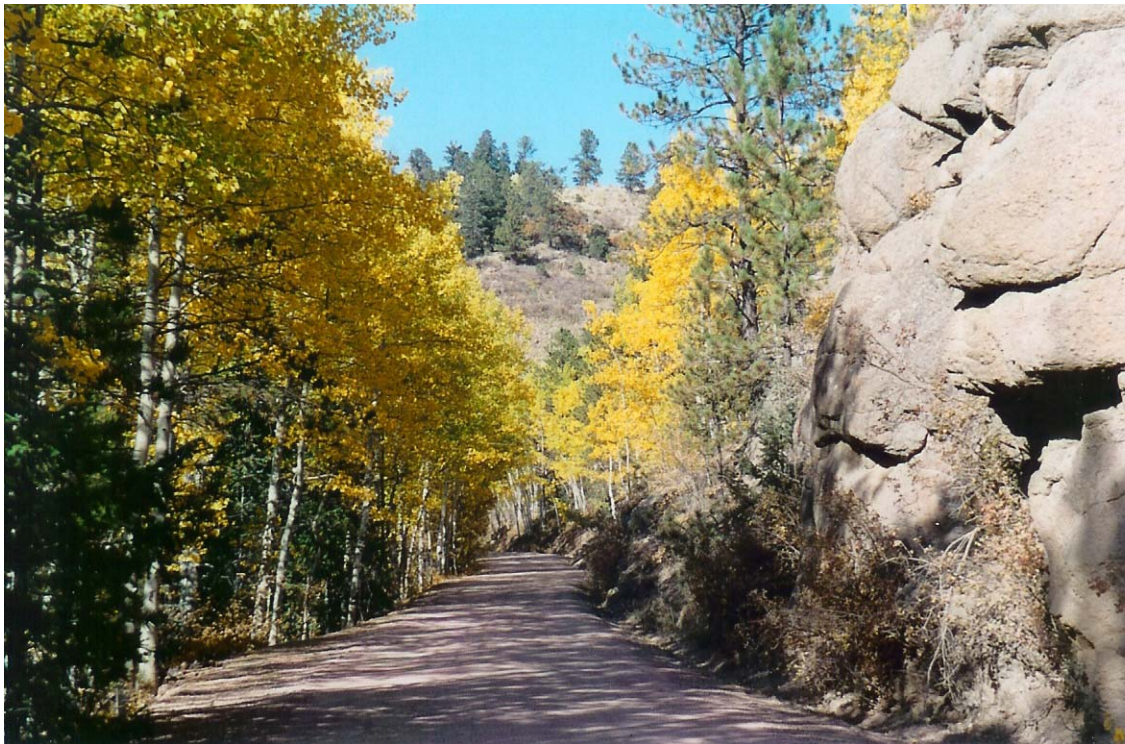
### Introduction

People have been touring Colorado to enjoy its spectacular scenery and fascinating history for generations. In 1918 Colorado established its first scenic byway, the Peak to Peak and by 2002, the Colorado Department of Transportation had designated 24 state scenic and historic byways. Over the years, photographs, books, films, travel guides and brochures have introduced millions of people to the landscape of Colorado's spectacular byways and to the history that surrounds them.

Since 1986, the Colorado Council on the Arts has been helping to support and celebrate the state's traditional arts and culture. Those activities have included communities and individuals on or near every byway in the state.

This manual is designed to:

- Provide some ideas that might help byway communities identify, celebrate and present the cultures that continue to make Colorado's byways so intriguing.
- Bring attention to the close relationship between landscape, history and the cultural traditions that are practiced today along the byways and traditions.



*Phantom Canyon Road on the Gold Belt Tour follows the historic Florence & Cripple Creek Railroad*

## Alpine Loop

Alpine Loop is known for its high mountain beauty and its ability to evoke images of Colorado's rich mining history. As visitors negotiate Cinnamon and Engineer Passes on modern-day 4-wheel drive roads, they can only imagine the challenges faced by early travelers, road builders and freighters. Abandoned buildings and stories of ghosts tell only part of the story.



*Animas Forks, near Silverton*

Several places and events make it clear that the area's cultural traditions live on. Each August, people gather in the town of Silverton for what might be called an occupational festival. During Hardrockers Holidays, participants display skills and knowledge that are essential to the miner's daily work in several competitive activities. This is an excellent example of a cultural heritage event for many different reasons. First, as a public celebration, it helps the site come alive with the sights and sounds of an authentic aspect of the area's history. Secondly, it demonstrates that mining continues to be an essential part of the region's story. And third, it includes many participants who are "tradition bearers" possessing skills and knowledge that have been passed down from generation to generation.

The Colorado Council on the Arts has helped Silverton maintain and celebrate its heritage by awarding grant funds to several projects. One assisted a contemporary hardrock miner in writing and preserving songs reflecting the traditions and history of the occupation, and another helped the town of Silverton collect and record songs and poems about the area and its people.

As visitors journey Colorado byways, it is important for them to know that they travel in the footsteps of those who have gone before them. Today's routes journey over rocky terrain that once challenged the drivers of mule-drawn wagons; they trace the paths of immigrant workers without whom the mines could not have operated, and they link past and present, and preserve the stories in the sites and activities

Yes, historic sites and scenery abound. Added bonuses are events like Hardrockers Holidays, stories and songs of current-day residents, and places like Silverton's Immigrant Park and Christ of the Mines Shrine. Taking a few extra minutes to explore and plan a trip around a specific event, enriches the visitor's experience and brings this byway to life.

## **Cache la Poudre -North Park**

Luckily, those who love the land around the Cache la Poudre – North Park Scenic and Historic Byway have long recognized the value of artistic creations that capture the beauty of the area. Ft. Collins residents and others began traveling to buy the pine needle baskets, dried flower arrangements, oil paintings, and collages made by Alice and Helen Dickerson in the 1930s.

The sisters had moved to the Buckhorn Canyon when their family came to homestead there in 1914. The two women remained on that homestead their whole lives, working at ranching, logging, trapping, mail delivery, hotel cooking, as well as at basket making and painting. Helen put the materials of the forest into her baskets and Alice depicted the Mummy Range and the images of their world in her collages and paintings. The U.S. Forest Service now houses a collection of Alice Dickerson’s work, and many private Colorado collectors also treasure the creative arts and crafts of the Dickerson sisters.



*Colorado State Highway 14 near Cameron Pass*

Today’s travelers on the Cache la Poudre - North Park Scenic and Historic Byway also have an opportunity to enjoy a family’s nature-related works of art. CCA folklorist Georgia Wier observed the following: “As I drove west from Ft. Collins on Highway 14 for the first time, I was struck by the attractive small town of Poudre Park on the right side of the road. Just before passing the last house in Poudre Park, I thought I saw a bear, her cub, and a bull elk walking together through the community’s park. Further exploration revealed that these animals were the “Wireart” of three generations of the Gueswel family. Brian, Carl, and Louie Gueswel collaborated in using barbed wire to create these very lifelike animal sculptures. The Gueswels display their creations for the enjoyment of their neighbors as well as those like me who enjoy the Byway as visitors.”

\* See Section 3 for more details on the Iron Family.

## **Colorado River Headwaters**

Western Colorado's landscape was sculpted by streams and rivers. This byway contains the origin of the southwest's most important river. Towns and communities located along the route have been the source of traditions, stories and ways of life.

Towns on the north and east section of the byway represent the early days of the state's tourist industry. Grand Lake has been a popular destination for summer vacationers for generations and use of the healing waters of Hot Sulphur Springs was a tradition among the Ute Indians long before construction began on the historic buildings there now. 21<sup>st</sup> century hunters visiting the area carry on a long-standing traditional use of the landscape. In fact, evidence along the southwestern part of the byway indicates that the area around State Bridge has been inhabited by humans for around eight thousand years. Cattle and sheep have been a part of the byway's story and one of the oldest guest ranches in Colorado, near the middle of the route, is still in operation.

Byway travelers will admire the beauty of Grand Lake, Colorado's largest natural lake, enjoy the soothing hot springs, and appreciate the high mountains and rugged canyons. But culture and heritage can also be explored in many different ways. Visiting a ranch museum or dude ranch, crossing the river where a century earlier a wagon bridge spanned the waters, or imagining native hunters pursuing game centuries ago, will certainly enrich the experience.



*Grand Lake*

## **Dinosaur Diamond**

This byway spans two states. The eastern portion lies in Western Colorado. National Parks are located near the towns of Fruita on the south and Dinosaur on the north and between them, travelers can take what might be called a cultural excursion.

Just off Highway 139, rock art created several hundred years ago by Fremont Indians graces the walls of Canyon Pintado. Storytelling programs have brought the area to life on many occasions. One program featured the retelling of ancient stories, by lamplight, at a rock art site. Another provided entertainment as well as information through tales swapped around the campfire in the town of Rangely.



*Pictographs at Canon Pintado*

The largest part of a place's story is never written down, but is preserved through the telling and retelling of stories and the understanding of cultural objects. The Rangely Museum is in the process of collecting some of those stories by recording oral histories of older residents. The Museum also houses Ute and Fremont Indian artifacts.

Links to the past are maintained on a daily basis by ranchers who carry on local and family traditions. Many artists and craftspeople have made boots and other gear for daily use on the ranches. Another has captured the cowboy way of life through poetry and drawing. Even the energy industry has connections to cultural traditions, for it is said that native peoples once used oil for medicinal purposes.

Fossil quarries, ancient bones and stones, and of course dinosaurs, are an important part of the Dinosaur Diamond. But the stories of people of many cultures and many different lifestyles are equally worthy of attention.



## **Flat Tops Trail**

Active mines, working ranches and timber-producing woodlands coexist with outstanding scenery and abundant wildlife on this byway. Likewise, cultural traditions abound and CCA has recognized and supported local artists in many ways.

Leather and rawhide braiding are traditional craft forms that originated to meet the needs of daily life. One man, who began cowboying at the age of 8 in Northwestern Colorado, explained it this way. “You couldn’t run into town to K-Mart to buy what you needed, so you made it.” Cowhides provided the raw material. Traditional knowledge provided the blueprints. Over the years, braiders have refined their techniques and today many create bridle reins and bosals that are truly works of art. Several years ago, braiders from the region were invited by CCA to display their work at a local museum. Four large tables were filled to capacity with exquisite pieces of art that were also sturdy gear suitable for use by the working cowboy. Many people who attended the event were awestruck at the talents they did not know their neighbors had.

The town of Meeker, which marks the western end of this byway, has become a gathering place for two major groups of people involved in the livestock business. In the late 1990s, a local cowboy poet worked closely with 4-H, FFA and other community organizations to establish a cowboy poetry gathering. Sponsored in part by CCA, the event has been a successful addition to the town’s cultural offerings for several years. Local poets and musicians, as well as performers invited from throughout the United States, are featured in daytime and evening programs, and local artists display and sell their work that reflects the heritage of western culture.



*Shepherders Cabin*

Another highly successful event brings in a slate of local, national and international sheepdog trainers for several days of competition. It is considered a premier event by competitors and a win at Meeker is one of the most prestigious in the world. A number of years ago, CCA sponsored a photographic display of one shepherd’s carvings on aspen and stone. In 2004, a cultural heritage tour, offered through Grand Junction’s Museum of Western Colorado, was led by one of CCA’s state folklorists.

The residents of Meeker have done an excellent job in showcasing the cultural traditions rooted in everyday life through public celebrations, yet the character of the town and the heart of the traditions remain strong and healthy.

## **Frontier Pathways**

Over several centuries, the crossing pathways of many people have shaped this byway culturally as well as physically. And the trend continues to the present day.

There are many different cultures represented, and many activities offered, to help tell this byway's story. Among those identified and supported by CCA are Spanish Colonial Dance and Matachines Dance, Slavic music and dance and buckskin painting, and a folk arts day at Historic Beckwith Ranch on Highway 96.

The Historic Pueblo Loop tour features historic buildings ranging from museums to churches and the Pueblo Weavers guild is very active in the area with an annual December sale that features all types of weaving. The Southeast Colorado Heritage Center not only displays local history but also presents regional artists and programs.

Traditions of the Italian-American residents of Pueblo, including those of fig-pastry making and of St. Joseph's table, have been featured a book published by the Library of Congress. 10th Annual Chile & Frijoles Festival, September, celebrates the harvest of the Mira Sol Chile (Pueblo grown) and pinto beans, as well as displaying the works of artisans and craftsmen from the area.

Westcliffe's Wet Mountain Western Days is an annual celebration of western heritage that begins with a horse parade and ends with a fiddling contest. The annual quilt show overlaps this celebration every Labor Day weekend. Quilters abound in this area and this is a stellar quilt show, featuring quilts crafted or owned by local residents. As an added bonus, quilters are on hand to talk about their work. The event is held in the Old 'Westcliffe' Schoolhouse & Museum.

There's also plenty of music. The High Mountain Hay Fever Bluegrass Festival is in its third year and gaining in reputation. "The site of the High Mountain Hay Fever Bluegrass Festival is both rustic and authentic and an important activity center for our rural ranching community. The Saddle Club Rodeo Grounds have been in use since the 1930s and are still used today for all kinds of horse-related activities."

There are great examples of vernacular architecture to see along the byway. Adobe, log and chinking, and native stone work represent the work of many different cultures, and knowing just a little bit about adobe-making, notching and geology can make the experience just that much more rewarding.

It's well worth planning ahead, and working in a few stops at places like Westcliff and Beckwith Ranch and attending a bluegrass or chile festival. These are just a few of the ways the folks along this byway, which is also a National Historic Byway, keep their cultural traditions alive and share them with visitors.

## **Gold Belt Tour**

There is much to do as well as see on this route that has also earned designation as a National Scenic Byway. Colorado natives grew up hearing lively tales of the towns of Cripple Creek and Victor and the 1890s gold boom and several places and activities along this route make the area just as exciting in the 21<sup>st</sup> century.

Canon City's Fremont Center for the Arts presented the 65<sup>th</sup> Annual Music and Blossom Festival in May 2004. Nearby, the world's highest suspension bridge has inspired the Royal Gorge Go Fast Games. The annual Fiddlers on the Arkansas, which brings folks in from all over the nation, is in its 15<sup>th</sup> year. And the agricultural traditions of summer farmers' markets continue to feature local produce.

Pioneer Day is celebrated each September in the town of Florence. Other attractions along the byway highlight many of the activities that have been drawing people to the area for over a hundred years. There are the Butte Opera House and the Victor Narrow Gauge Railroad, the Florissant Fossil Beds National Monument and Garden Park Dinosaur Fossil Area

Many art forms have been recognized and honored by the Colorado Council on the Arts Folk Arts Program over the years. People and communities carry on and celebrate diverse traditions through Native American powwows, Slavic music and folk dancing, and learning and sharing the occupational poetry of the west.

Early pioneers to the area would be happy to know that visiting the Gold Belt is still an enriching experience.



*Hornbek Homestead at Florissant Fossil Beds National Monument*

## Grand Mesa

Western Colorado's Grand Mesa is a recreational and scenic wonderland. Its namesake byway winds through canyons and travels over some remarkable geography. Along the journey are several small towns and many storied places.

People have visited and lived in the area for thousands of years. This was prime hunting ground for nomadic Ute bands and several years ago CCA was involved in a very important project that brought Ute elders back to the area to explore and talk about places important to tribal culture. Stories and legends abound. One legend, telling about the creation of the Grand Mesa and its many lakes, has been reprinted in some publications available to byway travelers.



*Raber Cow Camp*

Ranching heritage is also an important part of the Grand Mesa's story. During the summer, visitors share the Mesa with grazing cattle. At the Lands End interpretive stop, one family's cabin has been restored by the US Forest Service to give visitors an idea of what cow camp life was like. Cowboy poets gathered at the cabin shortly after it was renovated to swap stories, poems and songs. The byway town of Mesa is home to a lady cowboy poet who writes and recites particularly entertaining pieces about everyday life. She has been featured in many CCA programs over the years. Another woman, a pool rider on Grand Mesa who prefers to work cattle "muleback" is also an outstanding nationally known artist. Barbara East's paintings range from beautiful realistic renditions of horses, cattle, mules and cowboys to delicate miniatures painted on cigarette paper. She has been a featured artist in CCA programs from time to time.

Visitors are drawn year after year to the Grand Mesa as it sparkles with fall colors. Color Sunday has provided opportunities for cultural programming over the years. CCA has helped provide traditional entertainment at Powderhorn ski area, and also helped to fund the printing of a brochure for a self-guided barn tour.

The natural landscape and its beauty are obvious to visitors driving along Highway 65. Seeking out the cultural qualities that bring the place to life, might take a little extra time and thought, but is well worth the investment.

## **Guanella Pass**

*“Silver Plume is an old mining town two miles west of Georgetown and part of the Georgetown-Silver Plume Historic District. The George Rowe Museum, located in the old schoolhouse, is a focal point of the preservation efforts. As part of our mission we want to preserve the oral histories of the older residents as well as document the more recent history. . . . The twentieth century of our town begs to be recorded and told.”*

Travelers on the Guanella Pass Scenic and Historic Byway can easily make a two-mile detour from its northern end at Georgetown to visit the mountain town of Silver Plume. Including the above quote, in 2001 the People for Silver Plume, Inc., wrote an application to the Colorado Council on the Arts for a Folk Arts Mini-Grant. This grant allowed them to purchase high quality audio recording equipment. It also allowed Georgia Wier, folklorist for the Colorado Council on the Arts and the City of Greeley Museums, to conduct a two-day workshop on methods for conducting successful oral history interviews.

Judy Caldwell, George Rowe Museum Chairman, reported in August of 2004 that the oral history work is “an on-going project” in Silver Plume. She said that the Town of Silver Plume recently received funding to produce a video. Part of that video will present Silver Plume’s history, and that part will be based on oral history interviews. For this new phase of oral history interview work, Caldwell has made copies of the forms and other printed guidelines from the 2001 workshop. Both audio and video recordings of the interviews will become part of the archival collection at the George Rowe Museum and will serve those who regularly come to the museum to research family history and other aspects of Silver Plume’s life.



*The new visitor center in Georgetown provides historic information about the area*

## **Highway of Legends**

In addition to its dramatic landscapes, this byway has its share of dramatic stories. Several culture groups have contributed to the tapestry in the past, and continue to enhance the story today.

Along the Purgatoire Valley lies a vital Hispanic cultural landscape. Cordova Plaza, for example, is one of a series of villages founded by Mexican farmers. They spread their settlements out along the Purgatoire River, forming 'plazas' for protection against Indian attack.

A part of the story of mining in the area is told by The Ludlow Massacre site but there are many others about the trials and tribulations of the coal mining industry. The town of Cokedale, where coke was used in the smelting of iron; has been placed on the National Historic Register. Some of the coke ovens are still visible.



*Coke ovens at Cokedale*

Events and festivals in many places enliven the area with the music and food of different cultures. The town of La Veta features Francisco Fort Museum, Francisco Fort Days, as well as an annual Octoberfest celebration. Trinidaddio is an annual Blues Fest held in the area every August.

The Colorado Council on the arts has sponsored many projects and activities associated with the byway. Some have included performances of cowboy poetry and music, collection of oral histories, and production of the Highway of Legends coloring book. In addition, the "Las Posadas" Christmas event has received recognition and support as has Italian-American heritage from sausage making to "presenting a table for Saint Joseph" annually in March.

Many interesting things have already been done to celebrate the cultural richness of this byway and there is great potential for future programs, projects and activities.

## **Lariat Loop Mountain Gateway**

The Lariat Loop Mountain Gateway became designated as a Heritage Area in 2000 and then later as a Scenic and Historic Byway. The late Dr. Beatrice Roeder, a state folklorist in a program coordinated by the Colorado Council on the Arts, served on the task force of the Lariat Loop Heritage Alliance, a group whose efforts led to those designations.

Bea's contributions to the task force included designing an oral history program to solicit the significant stories from sites along the route such as the Buffalo Bill Museum and Grave, Lookout Mountain Nature Center, and Morrison Museums. Bea's topic suggestions for those conducting oral history and folklore interviews are included as a Case Study in Section 3.

Partly through the sponsorship of the Golden Landmarks Association, Bea led a workshop for community members on oral history procedures. Bea herself also conducted interviews with fascinating individuals who live and work along the Lariat Loop. One interview was with the caretaker of Genesee Park, who for 25 years had been managing a buffalo herd for Denver Mountain Parks. He told about the breeding program, births, and vaccination regimen of the buffalo and elk in the parks, but he also told about many of the humans who have played parts in the parks' history.

Shortly after it was established, the byway hosted a one-day auto tour including stops at culturally significant sites, which has become an annual event and a successful introduction to the byway for many visitors.



*Lariat Loop Road Rally*

\* See Section 3 for oral history and folklore interview topic suggestions.

## Los Caminos Antiguos

Los Caminos Antiguos was the first cultural byway in Colorado, and as such, features Hispanic culture (folklore and folklife) in its broadest definition. The byway, by definition, is a physical entity, but it represents layers of cultures and traditions that transcend the physical space.



*San Luis Valley architecture*

Noche Cultural en Antonito, a program presented in 2003, is one of the finest examples of a scenic byway cultural heritage event in Colorado. The *Noche Cultural en Antonito* idea began at a board meeting of Los Caminos Antiguos Scenic and Historic Byway. A byway board member, who also sits on a board that promotes the traditional Spanish Colonial music and dance of the southern Colorado and northern New Mexico culture areas (*Hilos Culturales*), had worked on conferences featuring these art forms.

Hilos Culturales decided to forego their annual conference and focus on regional concerts featuring the Spanish colonial music and dance traditions of the region and partner with Los Caminos. The event was held in a historic structure representing the first Hispanic mutual aid society in the United States, a place where hundreds (maybe even thousands) of Hispanic people have danced on the same wooden floor.

Over 200 people, of all ages, attended the event. The bands played on and the dance floor relived the rhythms of the past, while the crests of local families (a previous CCA project) fluttered to late August breezes. One of the most moving moments of the event was the presentation of awards to honorees from two area towns for lifetime achievement in representing the cultural forms in their communities. These talented individuals received a standing ovation. It was cultural performance at its finest, rounding out the connections between communities and their traditions.

\* See Section 3 for details about the planning and presentation of the event.



## **Mount Evans**

The life of some Colorado towns has long been connected with the pursuit of health and/or pleasure. Idaho Springs, located at the north end of the Mount Evans Scenic and Historic Byway, is one of those towns. We can find accounts that the Utes, the Arapahoe, and Native Americans from other tribes were the first to bring their sick and wounded to be healed by the naturally hot mineral waters of Idaho Springs. We can also read articles, which tell of how those suffering from tuberculosis and other illnesses came to Colorado to seek the healing waters as well as the healthful climate. These invalid immigrants probably began visiting Idaho Springs in about 1890. What are the stories of today's fans of the Indian Springs Resort at Idaho Springs? What brings three generations of one Denver family to the springs once a month? Why do skiers like to stop at the springs after a day on the slopes? Who are the people who come once a year from other states? Gathering these stories, as well as those of local people who run the resorts, museums, and other educational and recreational sites in the area, will help us to understand and be able to tell others about the culture of the byway.



*Echo Lake*

## **Pawnee Pioneer Trails**

The Pawnee Pioneer Trails Scenic and Historic Byway covers 128 miles with its branching route. It goes through three counties and passes through communities like Grover with a population of about 150 and the City of Sterling, with about 14,000 residents. At least five museums are found on or near the Byway; and one of them, the City of Greeley Museums, has four separate sites.

Quilters and quilting groups are active in the plains area encompassed by this byway. Auriel Sandstead is one of these quilters. In recognition of her lifelong achievements in quilting, in 1999 the Colorado Council on the Arts awarded Sandstead a Heritage Award, its highest honor for folk artists. With the receipt of this award, Sandstead began publishing a set of books of her quilt designs and writings.

In volume “C” of this set, Auriel Sandstead describes her childhood home in Keota, a community not far from the Pawnee Buttes. Sandstead explains that on special summer days, she opens her Keota home to those who wish to quilt together “*while they enjoy the abundant prairie wild life and drift back to natural rhythms away from the fast track of today’s living.*”

Sandstead also tells her readers, “*Please don’t be concerned if you can’t find Keota on the Colorado map. Keota, a location surrounded by the Pawnee national Grasslands a few miles from the Pawnee Buttes, can be located 50 miles east of Greeley, Colorado; 50 miles south of Cheyenne, Wyoming; and 50 miles west of Sterling, Colorado on the High Plains, sometimes referred to as the Flatlands. This is Centennial Country about which James Michener wrote in his novel **Centennial** to commemorate America’s Bicentennial and the Centennial for the state of Colorado in 1976.*”

Titled **A Cartouche Collection: Prairie-Patched Medallions**, Sandstead’s five books can be ordered from Signal Graphics at 100 N. 5<sup>th</sup> St., Sterling, CO 80751, 970-521-9000.

Fort Morgan, a town of about 11,000 residents, is located at the end of the southern branch of the Pawnee Pioneer Trails Scenic and Historic Byway. The Morgan Area Arts Council wanted to provide students and others in their county with the rare experience of meeting members of the Don Cossacks Russian Dance Troupe and seeing them perform. A Colorado Folk Arts Mini-Grant helped them to accomplish this goal, and on October 14, 2001, the troupe performed in the Brush High School Auditorium.

In the town of Brush, located 10 miles off the Byway’s path, celebrations often reflect the cultural backgrounds of the area’s citizens. Dutch Hop Music is a form of polka brought to northeastern Colorado by the Germans from Russia who began to settle in the region in the late nineteenth and early twentieth century. Today’s northeastern Coloradans still dance well and enthusiastically to Dutch Hop music, and as part of their 2001 Octoberfest celebration, Brush’s community organizations wanted to hold a polka dance. The Brush Rotary Club Foundation, the Brush Main Street Chamber of Commerce, and the Brush Area Museum and Cultural Center worked together to produce the celebration. The Colorado Council on the Arts provided funding that enabled them to invite the acclaimed group, Al Holman and his Polkatoons, to come from Loveland and play for that dance.

Situated on the South Platte River, Sterling is at the eastern end of another branch of the Byway. An annual 4<sup>th</sup> of July Heritage Festival brings the region's quilters and other artists and performers to the grounds of the Overland Trail Museum and surrounding areas in Sterling. Although the Native American population in the area is small today, in the period from 1500 to 1870 A.D., Apache, Comanche, Arapaho, and Cheyenne tribes sequentially called the South Platte region home, and Ute, Pawnee, and Lakota occasionally hunted and raided here.\* In 2003, the Overland Trail Museum, the Sterling Arts Council, and the Logan County Historical Society decided to offer the public a glimpse of Native American traditional arts practiced today. They invited Bob and Jan Iron and their children to come from Fort Collins and provide an inspiring educational performance with songs and dances from several plains tribal traditions.



*Overland Trail Museum, Sterling*

Through a Folk Arts Mini-Grant from CCA, Mary Stewart attended the Governor's 2003 Tourism Conference as a representative of the Pawnee Pioneer Trails Scenic and Historic Byways. Stewart reported that she learned during this conference "that tourism is economic development and that over 90 million people attended cultural events in Colorado in 2002 . . . far more than went skiing." She also reported the following: "Every year I take grade school children on a river walk and teach them about Nature's Beauty and the Magic of Beaver Medicine, which is that you have to work together in order to accomplish **big things**. This year's conference showed me that when big ideas are backed by all involved, the end result is nothing sort of **amazing**."

\*This information is from a brochure produced by the Pawnee Pioneer Trails Scenic and Historic Byway and from Peggy Ford of the City of Greeley Museums.

## **Peak to Peak**

Sometimes museums and other community organizations own wonderful art works or handmade objects but know very little about the makers of those things. This was the case for the Gilpin Historical Society, based in Central City, a town located just off the Peak to Peak Scenic and Historic Byway.



*Fall colors on the Peak to Peak Scenic Byway*

Researching art and artists is a bit like a treasure hunt. Sometimes one finds a chest full of information; other times, nothing. In an application for a Folk Arts Mini-Grant from the Colorado Council on the Arts, James Prochaska, Executive Director of the applicant organization, explained the problem as follows:

“The Gilpin Historical Society owns the Marcia and Ben Thomas House in Central City. It contains many original furnishings and many works of art attributed to Marcia. There is little information available to document Marcia’s artistic training and little is known about her life and artistic career. We would like to research her background regarding the various media she used, where she studied, her reputation as an artist, and the impact she had on art in Colorado history.”

Kim White, a folklorist from Broomfield, searched through records in public archives in Colorado and contacted living members of the Thomas family. She uncovered interesting information about several family members but unfortunately little new knowledge about Marcia Billings Thomas. Prochaska was not surprised that the early 20<sup>th</sup> century artist had received little public notice. He said that the Gilpin Historical Society was glad to have received the grant, which enabled them to find out with certainty that documentation about their featured artist’s life was scant indeed.

## **San Juan Skyway**

Traveling the entire route of the San Juan Skyway is like experiencing first-hand a chapter on every era of Colorado's history. It's all right there! Prehistoric sites are superbly preserved. Victorian Architecture is proudly displayed. Landscapes illustrate booms and busts in the mining industry. Hillsides reflect decades of recreational use. And in places, the Old West lives on.

This byway is rich and diverse culturally as well as visually. There are layers and layers of stories to be explored. Over the years, CCA funds, projects and activities have helped to tell those stories by preserving, celebrating and presenting many of the area's cultural traditions.

Ute homelands once encompassed most of what is now Colorado. Today, much of the Ute population resides on the state's two Ute Reservations. Both are just off the San Juan Skyway. CCA has been active in helping to preserve and celebrate art, culture and tradition on the Southern Ute Reservation just south of Durango. Over the years, featured art forms have included Ute beadwork, traditional handgames, ceremonial singing, Native American Quilting, Ribbonwork appliqué, the making of warbonnets, moccasins and cradleboards. A visit to the Southern Ute Cultural Center and Museum in Ignacio should be a part of any visit to southwestern Colorado.

Western Culture along the byway has also garnered its share of attention from CCA. Grant funds have helped to support Colorado's oldest cowboy poetry gathering held each year in Durango. New generations of saddlemakers, horsehair hitchers, leather and rawhide braiders have been trained. And the lives of local ranch families have been documented through photography that has been displayed in several locations including Ft. Lewis College in Durango. Festivals feature old-time fiddle music, and exhibits display quilts made by women who learned the art form at the knees of their mothers and grandmothers.



A few days spent exploring the communities surrounding the San Juan Skyway will bring southwestern Colorado to life for visitors of all ages.

## **Santa Fe Trail**

Also a National Historic Trail, this byway offers a multitude of cultural celebrations and attractions.

Over the past few years, many events along this route have fit comfortably into the goals of the Colorado Council on the Arts Folk Arts Program. The list of those that have received funding or technical assistance is quite long! There have been projects to develop a heritage center's website, work done with a local quilt guild, and recognition of the Nacimientos tradition. Master artists have been supported in their efforts to pass in skills and knowledge to a new generation, heritage day has been celebrated and folk dances of southwest preserved and presented. Traditional art forms have been honored including the work of local Santeros, the keepers of Japanese culture and a bootmaker. Adobe making and horno building are important in the area and occasional workshops are held at the Trinidad History Museum. The Mitchell Museum of Western Art in Trinidad has an annual art show and hosts many cultural programs. The town of Lamar presents the High Plains Snow Goose Festival and celebrates the town's part of western expansion, especially in the area of railroad history.

The towns on this byway recognize history and culture in many ways. The Trinidad History Museum (Baca House, Bloom Mansion, Historic Gardens, and Santa Fe Tail Museum) is located in El Corazón de Trinidad National Historic District. Las Animas showcases history and culture at Bent's Old Fort. Boggsville Historic Site is the home of Kit Carson and Camp Amache, near Granada, was once a Japanese relocation camp. Not only these places, but many of their stories, have been preserved over the years. Early Settler's Day occurs the second Saturday in September, La Junta. For 57 years La Junta has held a Kids Rodeo and Race the first weekend in August. Many special activities such as Arkansas Valley Fiesta Days and Hot Air Balloon Races provide fun in Otero County.



*Boggsville, near Las Animas*

The annual Santa Fe Trail Festival is one of the oldest community historical celebrations in the United States. History and culture, have been, and continue to be, a most important element of this byway's story.

## Silver Thread

Rugged backcountry roads, old mining camps and abandoned structures, and natural wonders galore are intriguing enough to make this byway a destination. But there are also several unique places, activities and events along the route that link history and landscape with culture.

Take the town of Creede for example. Creede Days of Mining has featured activities and competitions such as men's hand mucking, women's hand mucking, machine drilling, single jacking, team machine drilling; men's spike driving, women's spike driving, machine mucking and double jacking. The area has also produced mining songs and stories, and generated mining legends. An Underground Mining Museum sponsors many events including an annual Woodcarvers' Rendezvous (2004 was the 13<sup>th</sup> year) featuring woodcarving, chainsaw carving and furniture making. The Museum also hosts the Annual Mineral County Rock & Mineral Show in August. "Taste of Creede" Arts Festival & Fine Arts Auction features some artists who work with traditional materials and techniques, such as using horsehair-hitching skills to make jewelry. Creede also has an active quilting community that exhibits locally.



*Main street in Creede*

Annual mushroom forays, offered in both Creede and South Fork, grow in popularity each year. South Fork also has annual Logger Days Festival and Craft Show, which features logging contests and chainsaw carvers, as well as local artists and craftspeople.

Over the years, climbing the “Fourteeners” has become a tradition in Colorado and it so happens that there are five of those challenging peaks surrounding Lake City.

Beautiful Scenery? Of course. Culturally Exciting and Enriching? You Bet!

## **South Platte River Trail**

The Pony Express Re-Ride Roundup, held annually in Colorado's northeastern corner, features events held on several spots along the South Platte River Trail Scenic and Historic Byway. Through CCA Folk Arts Mini-Grants, Sedgwick County Economic Development has brought both cowboy poetry and Native American dance to this daylong celebration.

For the 2001 Round-Up, Zeb Dennis stood on the steps of the courthouse in Julesburg and recited the "The Jewel of Colorado," a poem which he had composed specifically for the occasion. Dave White joined Zeb for that performance and also for an evening family concert held in Ovid, another town on the byway.

The 2002 Round-Up featured two performances by the Iron family from Ft. Collins. Bob and Jan Iron travel with their children and sometimes their grandchildren to offer the public appreciation of Native American cultural traditions through songs and dances, which originated with Native American people throughout the West. According to Bob Iron, "what we share is based on our own life experiences and observations, and more importantly, the teachings from our elders." More details on the Iron Family are included in Section 3.



*Interpretive sign at the site of the Pony Express marker*



## Top of the Rockies

At the top of the Rockies, the air is thin and crisp, the views are awesome, and the stories about people and places are intriguing. There are stories about enormous fortunes made and lost, about great buildings built of ice, about daily life in small but exquisite houses, and about men and women who faced the physical and social challenges of Colorado's high mountain country.

A few years ago, CCA's Folk Arts Program was asked to help identify people, places and activities that reflected the state's history and character. One of the recommended events that received national attention was Leadville's Boom Days celebration. Mining has been a crucial part of the area's story, in good times and bad, and Boom Days provides an opportunity for visitors to become acquainted with some of the occupation's traditions. Competitors participate in a variety of contests using skills necessary to the daily work of the miner. Mining continues to play an economic role in the community, and Boom Days is a way of maintaining traditions and sharing them with the public. A visit to the National Mining Museum, located in Leadville, is time well spent for any visitor.

Winter sports spring to mind for most people any time Colorado is mentioned. Today, they are a top draw for visitors. But skiing has not always been for recreation alone. During World War II, soldiers destined for high mountain areas in Europe needed experience in coping with weather and geography. Colorado's Rocky Mountains provided the perfect training environment. Coming from all across the country to Camp Hale, they became the "soldiers on skis." There are many individuals still living who trained there and have exciting stories to tell. Several books, and even Colorado license plates, commemorate the 10<sup>th</sup> Mountain Division. Interpretive signage at the former location of Camp Hale enlivens the now quiet landscape with details of everyday life under less than ideal conditions.



*Camp Hale Overlook*

Driving the Top of the Rockies byway in modern vehicles with comfortable seats and climate control makes it a little difficult to relate to the challenges faced by the miners and soldiers of earlier years. But delving into the story just a little helps to make it clear that while it's not easy living at the Top of the Rockies, determination and hard work made it possible.

## **Trail of the Ancients**

Modern day visitors to this byway have many opportunities to enjoy a varied landscape while truly following in the footsteps of ancient peoples. The physical landscape of Southwestern Colorado has something for everyone, from rich red farmland to desert vistas, from mountain reservoirs to small towns. A wealth of resources and opportunities make exploring the cultural landscape an inviting reason to make some stops along the way.

Ancestral Puebloan culture provides a glimpse into early native life and there are many different ways to catch that glimpse along the Trail of the Ancients. Mesa Verde, a well-known national park, has been presenting interpretive information to the public since the early twentieth century. Visitor center facilities, trained interpreters, and hands on experiences bring the site to life.

Another site, the Ute Mountain Tribal Park, is interpreted in a much different way. Only groups led by Ute Mountain tribal members are allowed to tour the ruins there. It is a more rigorous experience that requires some walking, driving on dirt and gravel roads, and spending the day well away from the conveniences offered at more developed sites. Architectural remains are surrounded by a quiet landscape with very few fellow visitors.



*Tribal member explains ancient pictographs*

A cultural center in the city of Cortez offers exhibits and programs that focus on contemporary culture of the region as well as historic and prehistoric eras. Tribal members present traditional dances, demonstrations and music as well as formal lectures during the summer months. CCA has presented programs and helped to support festivals and other events at the Cortez Center over the years.

The Ute Mountain Ute tribe's website provides an opportunity for visitors to not only to become acquainted with the tribe, the reservation and the tribal park but also to explore Ute culture through legends and children's stories. There, readers of all ages will enjoy the Legend of the Sleeping Ute Mountain, and stories about Spring Time and the Bear Dance and Life in the Early Times.

With a little research and advance planning, following the Trail of the Ancients will be culturally enriching in addition to being an enjoyable drive.

## **Trail Ridge Road—Rocky Mountain National Park**

Trail Ridge Road stretches between the Northern Colorado towns of Grand Lake and Estes Park. Scenery and wildlife play a major part in the story of this byway. But it is also an area where tourism became important even before Colorado achieved statehood.

“A Lady’s Life in the Rocky Mountains” is a wonderful book written by Isabella Bird that provides a unique account of the early days of the Estes Park and Rocky Mountain Park areas. Traveling the region on a three-month journey she experienced the landscape first-hand. Her stories tell of riding horseback in the mountains, helping to gather cattle, meeting trappers and doctoring the sick. Traveling in her footsteps today would make for a fascinating comparison of experiences.

Even though it was a three-day trip by stage from Denver, the Town of Grand Lake became a popular summer destination early on. Historic buildings from the early 1890s still stand in town, and activities on and around the lake carry on traditions established a century ago.



*Grand Lake Lodge, built in 1920 and listed on the National Register of Historic Places*

Residents of Grand Lake have undertaken an interesting project to explore and interpret the daily lives of early town residents. A program called “Tombstone Tales” is presented each fall at the local cemetery. Based on extensive research, costumed guides assume the identities of cemetery residents and share their stories with the audience.

Colorado’s largest natural lake is the source of one of the great rivers of the west, the Colorado. The lake and the town are also places where the traditions of tourism have become established, grown and changed over the years, making it a destination of lasting importance.

## Unaweep/Tabeguache

People from many different cultures have traveled the route the now known as the Unaweep/Tabeguache byway and their wonderful stories await the curious visitor. Clinging to canyon walls, peppering the hillsides, hiding around every corner, stories of past and present bring the landscape to life.

Family and ranching traditions, for instance, are carried on from generation to generation all along the road, in pastures and corrals, on hillsides and mesa tops, and even on the highway itself. The country is far too rough for motorized cowboys, so cattle are worked, gathered and moved from the back of the horse.



*Ranchland in Unaweep Canyon*

Town residents also carry on some interesting and long-standing community traditions. The Gateway dynamite shoot has changed somewhat over its 50-years of existence but continues to be an important event for locals as well as for visitors. And each year, Gateway women carry on the tradition of making quilts for every high school graduate (usually between one and 6 a year!). Quilt blocks, design ideas and messages are contributed by family, neighbors and friends. And over the past several years, cowboy poets have been gathering at the Gateway Community Center to share their stories to help support and benefit the local 4-H group.

All along the route, mining lore, murder mysteries and outlaw tales vie for attention with the remnants of mining camp life, Native American rock art and evidence of Paleo-Archaic hunters and gatherers. The term “multiple use” certainly describes early life along this byway just as well as modern-day life.

In 2004, an audio tour of the byway was produced with assistance from the Colorado Council on the Arts and grant funding from the Colorado Department of Transportation Scenic Byways Program. The tour is narrated by a working cowboy who is also a cowboy poet. His wonderful voice was only part of the reason he was chosen for the job. He also happens to have worked cattle a-horseback along almost every stretch of the byway’s 133-miles. His own stories about those experiences might even provide enough information for a second recording!

Traveling between the towns of Whitewater and Placerville along this byway has been called a journey through geological wonderment. But it is also an excursion through towns and places that provide a glimpse into many different aspects of Western Colorado life.

\* See Section 3 for more details on the audio tour.



*Dolores River at dusk*

## West Elk Loop

There is no shortage of cultural and artistic traditions along the West Elk Loop. Added to the mix of a national park, a national recreation area, several reservoirs and stunning views, are countless interesting places, people and their stories.

Pick a place, any place, along this route and with just a little bit of exploring you will find something noteworthy. Artists and craftspeople from many of West Elk communities have been participants in CCA programming, recipients of grant funds, or beneficiaries of technical assistance. Fiddlers in Hotchkiss, square and round dancers and callers in Paonia, spinners and weavers in Gunnison, a old-time ranching family in Crawford, Latino festivals in Glenwood, marble cutters and carvers in Marble.—and these are a few traditions of the West Elk!



*Remains of the Marble Mill*

One of the most intriguing was a blacksmith and ornamental ironworker from Carbondale. His work can be found on the exterior and interior of buildings throughout Colorado, in California, New York and other parts of the United States. He began as a young apprentice and spent over 70 years refining his craft and teaching others the lessons he had learned over a lifetime. He was a craftsman and an artist. CCA honored him with the Governor’s Award for Excellence in the Arts, and he later received a National Heritage Award from the National Endowment for the Arts, the highest honor for traditional artists in the United States. His skill and knowledge produced at least three books and hundreds of iron railings, gates, fences, fireplace tools--anything that could be coaxed from iron stock—and he made sure that he passed it all on to hundreds of students over the years.

Others remain to be discovered, but the possibilities seem endless. Wherever there is a place and a person, there’s bound to be a story. And linking that story to the landscape it has grown out of not only brings the site to life, but also helps preserve and celebrate local cultural treasures.

## Section 3—Case Studies and Great Ideas

### A Brief Explanation

This section contains several “case studies” and suggestions of ways to get started in your own community. All of these examples are based on the work of CCA folklorists.

- Los Caminos Antiguos: Anatomy of A Cultural Event
- Any Byway: Oral History Project Idea
- Any Byway: Letter of Agreement/Contract for Folk Artist and Community Organization
- Lariat Loop: Oral History and Folklore Interview: Topic Suggestions
- Cache la Poudre--North Park: The Iron Family Native American Music and Dance
- Unaweep/Tabeguache: Audio Tour Contents and Introductory Material
- Any Byway: Interpreting the Relationship between Intrinsic Cultural Qualities and other Intrinsic Qualities of Colorado’s Scenic and Historic Byways

## **Los Caminos Antiguos: Anatomy of A Cultural Event**

Every successful event begins with a good idea, even though the idea seems farfetched when conceived. Community events are no different. They have to start somewhere.

The *Noche Cultural en Antonito* idea began at a board meeting of Los Caminos Antiguos Scenic and Historic Byway. One board member also sits on a board that promotes the traditional Spanish Colonial music and dance of the southern Colorado and northern New Mexico culture areas (*Hilos Culturales*), and had worked on conferences previously featuring these events. (Cross membership is common in community organizations, especially in small towns, because people sit on many different boards and have multiple contacts; exploit this aspect in planning an event; ask your board members about their own personal expertise and connections within their communities – you will be surprised at the variety of participation active people engage in.)

Los Caminos was the first cultural byway in Colorado, and as such, features Hispanic culture (folklore and folklife) in its broadest definition. The byway, by definition, is a physical entity, but much more than a physical space it represents layers of cultures and traditions that transcend the physical space.

Hilos Culturales decided to forego their annual conference and focus on regional concerts featuring the Spanish colonial music and dance traditions of the region. Los Caminos decided to partner with Hilos to present the concert, and then the brainstorming began. Why not hold the event at the SPMDTU building, a historic structure representing the first Hispanic mutual aid society in the United States? Once that seed was planted, the idea of hosting not just a concert, but also a dance, emerged. Hadn't hundreds of Hispanic (probably thousands since the organization is over 100 years old) danced on the same wooden floor?

Word-of-mouth publicity began at once, and radio spots on local programs were scheduled, programs planned, and flyers designed. Both boards combined for a community radio live program (including a telephone connection with a board member who couldn't make the trip) and every aspect of the event was touched upon by those involved. For example the venue, an historic building, was highlighted by a current SPMDTU member; the musical forms to be featured were played from a recorded CD of one of the groups, while another participant reminisced about attending live dances of the same music during her childhood; the Byway was highlighted as a fiscal and physical sponsor, the executive director taking the opportunity to once again remind the public of its role in the community; and the excitement generated by promoting, preserving, presenting, and honoring the community's unique cultural traditions was in and on the air!

A volunteer crew, mostly made up of members of the SPMDTU, volunteered to clean the building the morning before the evening event. Tickets were sold by members of both Los Caminos and Hilos boards, and flyers and Public Service Announcements (PSA) had contact phone numbers for tickets. Tickets were affordably priced at \$10 per person, \$15 per couple, and \$5 for seniors (60+) and pre-teens (12 & under). Cards were mailed combined lists provided by both organizations. Personal announcements were made promoting the event at Sunday church services and bingo nights. Three versions of the in-house-produced poster blanketed businesses throughout the entire San Luis Valley,



and newspaper feature articles spread the word about the performance groups as well as the names of local folks who were receiving lifetime achievement awards for representing the cultural forms in their communities. These awards are always part of Hilos annual events, and this year the honorees were from two distinct towns (Antonito and Monte Vista) celebrating the contributions of local folks for dance, the Bernals, and music, Elva Valdez. One of the most moving moments of the event was the presentation of these awards and the standing ovations that these talented individuals received. It was cultural performance at its finest, rounding out the connections between communities and their traditions.

Over 200 people attended the event, all ages, and both boards cleared over \$1,000. The bands played on and the dance floor relived the rhythms of the past, while the crests of local families (a previous CCA project) fluttered to late August breezes.

*What we learned from the event:*

- Community resources reside in people AND places.
- Active community members sit on many different boards and wear many different hats.
- People like to attend events in their own backyard (witness the success of concerts in local parks, playing off the bandstand gatherings of days gone by).
  
- Radio show was built by casual encounters. (“Oh, I remember doing those dances as a child!”) People were invited to the radio station to share those stories, stories many in the listening audience could relate to. We got calls during the show asking the station to play more of the type of music we were featuring at our concert.
  
- The radio program reached many listeners, and people came up to organizers in the supermarket to express their appreciation for honoring their traditions.
  
- Advertise door to door literally, putting up posters and soliciting items, which seemed much easier than asking directly for money; then the products were put up at a silent auction and did quite well.
  
- In-house printing of posters; with today’s technology very little has to be spent; there were in-kind donation of tickets from someone who works with the ski industry; think outside the box in terms of what people can donate
  
- We also had space we sold for advertising in the printed program, also done in-house, virtually scanning the business cards into the system to cut down on costs.
  
- Volunteers from the organization based in the building came and helped clean; ask churches, community organizations (Lions, Knights, etc) for chairs and tables where needed.
  
- On air spots for ads; spots on local community access programs; ask board members to buy tickets – no freebies, set a good example!

## **Any Byway: Oral History Project Idea**

Dear leaders of Colorado's Scenic and Historic Byways,

I serve as the folklorist for the City of Greeley Museums. I'm also working in a program with two other folklorists in Colorado to assist in interpretive programs on Colorado's Byways. Funding is provided by the FEDERAL HIGHWAY ADMINISTRATION NATIONAL SCENIC BYWAYS PROGRAM THROUGH THE Colorado Department of Transportation/COLORADO SCENIC AND HISTORIC BYWAYS PROGRAM and the Colorado Council on the Arts for this interpretive assistance.

For the past several years, much of my work as a folklorist in northeastern and north central Colorado has been in the area of oral history. I have conducted oral history interviews with farmers, quilters, blacksmiths, and city council people (frequently I find that a single person wears all these hats). I have also held workshops so that community members can learn to conduct their own oral history interviews.

In the oral history interviews I conduct, I work to record the words of individuals as they talk about aspects of their lives that mean the most to them. People who grew up on ranches and farms sometimes talk about their chores and games during their childhood, the inspiration they received from special people along the way, and the changing challenges and joys of their adult lives.

When we listen to these tape recorded interviews, we can often recognize that the person telling his or HER story has a strong attachment or some other feeling about the land on which they live or work or have lived and worked. Oral history interviews can be a great way to gather the personal stories connecting people with land.

I would like to offer to conduct one or two interviews with people who live near or who are otherwise strongly connected with the life or culture of your Byway. This interview can be placed in the archive of the City of Greeley Museums (and an archive in your location if available) so that it can be available to researchers in this and future generations. The person being interviewed will receive a copy of the interview tape. If that person gives permission, your Byway organization can also use the recording or the information it contains for various interpretive purposes.

Interested? I'd love to talk with you. There are many variations about the ways in which oral histories can be conducted and used.

You may call me at 970-350-9249, e-mail me at [wierg@ci.greeley.co.us](mailto:wierg@ci.greeley.co.us) or write me at the following address:

Georgia Wier  
City of Greeley Museums  
919 7<sup>th</sup> St.  
Greeley, CO 80631

I look forward to hearing from you.

## **Cache la Poudre—North Park: Oral History Interview Gathers Vivid Recollections of Human Experiences on Byway**

“We liked it in Colorado. It just seemed more like home. I don’t know whether it was because we had more relatives nearby, more cousins, but just the Hewlett Gulch area there meant something special, and it always has. Even since, we like to go back and see what’s left of it. I was back there in 2002 and climbed two of the hills to get pictures that showed the valley. It’s quite different now with all our homes gone.

“Our old fireplace chimney still stands. The lilacs that I tended to as a child (I had to thin them and try to water them once in a while) have survived and are still doing great. They’re over 70 years, the last 50 years with no human care at all. People from Poudre Park area who walk up the trail (what was a road but now is nothing but a trail now), say in the springtime they still bloom profusely.”

In this way Elwyn Spaulding describes his connection to the Hewlett Gulch area, once home to several families and now identified mainly as a trail located close to the community of Poudre Park and just off the Poudre River/North Park Scenic and Historic Byway. Elwyn moved with his family into the cabin in Hewlett Gulch in 1927, when he was just two years old, and moved away just 11 years later. Despite the fact that Hewlett Gulch was his home for only those childhood years, he has many detailed and vivid memories of his family’s time there.

Elwyn recounted several of those memories in an oral history interview conducted by Georgia Wier, folklorist for the City of Greeley Museums and the Colorado Council on the Arts. Georgia recorded and transcribed that interview so that Elwyn’s own words could be used in signage on the trail or in many other ways. In addition to contributing the interview to the Scenic Byway program and the headquarters of the Roosevelt National Forest (Hewlett Gulch is included within that national forest), Elwyn Spaulding will have his interview housed at the Municipal Archives of the City of Greeley Museums, assuring that it will be preserved and made available to future researchers.

From the interview, we learn that Elwyn’s parents both worked as nurses, although his father much preferred the prospecting work he did close to his mountain home. Elwyn also describes the chores he himself did as a young boy and later, as a teenager. Filling the ice house was a job that required maturity. The young Elwyn had to stand by and watch until he got old enough to collect ice “along the river, where it was able to freeze deep.” Frequently, Spaulding recounts the fun aspects of chores, like delivering milk and cream after milking the cow, then receiving an ice cream cone which a neighbor made from that cream.

Elwyn describes some difficult childhood experiences such those resulting from transferring from one school to another, but he also tells of good times like learning to ice skate. Elwyn and his cousin Earl Spaulding were as close as brothers. Elwyn remembers that when Earl received a pair of clamp-on ice skates from his parents, “He gave me one skate, and he kept the other skate, and we practiced skating in our back yard, on the creek. After a while, we’d trade back. . . So, that was our first experience ice skating.” Stories like these help explain why the Hewlett Gulch area has always meant “something special” to Elwyn Spaulding and the oral history interview helped to gather and preserve those special memories.

**Any Byway: Letter of Agreement/Contract for Folk Artist and Community Organization**

Letter of Agreement  
Organization and Artist  
2003 Annual Banquet

Contact Person:

Address:

Phone:

Boss /Company/Organization:

Address:

Phone:

Date of Engagement:

Set up time:

Show time:

Length of Show:

Type of Engagement: Banquet

Location of Engagement:

Include detailed map

Additional Agreements or Information:

Permission to sell CD's, books and tapes: \_\_\_yes \_\_\_no

Wages: \$1800.00 plus expenses including

Travel: \$.36/mile X 622 miles round trip =

Lodging: Motel Room (single, non-smoking) 1/31/03, 2/1/03

Payment Schedule: Deposit due upon receipt of signed agreement = \$900 + travel

Balance Due day of performance = \$900

Sound System: \_\_\_ Provided by performer at additional cost of \$300

\_\_\_ Equipment and crew arranged by organization at organization's expense

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For Organization

Date

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Artist

Date

## Lariat Loop: Oral History and Folklore Interview: Topic Suggestions

### Oral History & Folklore Interviews–Topic Suggestions Lariat Loop Heritage Alliance

1. Basic Information:
  - Name, address, and phone number
  - How long have you lived in this area?
2. Genealogy:
  - Names, birth and death dates and places, occupations of parents and grandparents
  - Siblings, in birth order
  - Did or does your family have any interesting or important historic, economic political or social **connections or contributions**?
3. Earliest **memories** of this area
  - Family life:
    - Describe a typical day, from getting up to going to bed: food, chores, play, and school.
    - What special occasions did your family celebrate? How?
  - Neighbors/other residents: distance, occupations, ethnicities, social & religious connections.
  - Indian presence or stories of earlier Indian occupation or trading, passing through, if any.
4. What community **activities and organizations** was your family involved in?
  - You yourself?
  - Describe one you remember well or especially enjoyed.
5. **Outstanding person**: Every community has one or two “characters” that stand out, a strong leader who gets things done, or rival factions that divide it. Tell us about someone who stands out in your memory.
7. What were one or two **memorable events** that affected your life in this area (such as fire, flood, the Depression, war, new industry, technology, or influx of new people)?
8. What do you consider your own or your family’s most notable **accomplishments**?
9. Tell us about one or two **places** around here that you think visitors to this area would like to know about or visit? What is your favorite place, hike, or activity (in your prime)?

**10. Folklore:**

Place Names, family naming traditions

Local legends

Local customs: volunteer fire/rescue; ice skating, Grange, holidays, harvest

Weather sayings, beliefs, anecdotes

How can you tell when a hard winter or dry summer is coming?

Tell us about the worst windstorm or blizzard you remember

Traditions: dances, music, children's games, storytelling; occupations; proverbs

11. Is there anything else you'd like to tell us for the record—for the museum or for visitors?



*The Silverton Town Band will show up almost anywhere for an audience – here, they entertain visitors at the Red Mountain Pass overlook. Sometimes they're found on a street corner in Ouray or welcoming the train from Durango into Silverton*

## **Cache la Poudre--North Park: The Iron Family Native American Music and Dance**

From their home base in Fort Collins, located at the east end of the Cache La Poudre-North Park Scenic Byway, the Iron family travels many miles to provide varied audiences with performances of Native American song and dance.

Bob Iron is a highly accomplished singer and song leader of Pawnee tribal songs as well as of many other songs for intertribal powwows. Most of the songs Bob leads are Southern Plains songs from the Pawnee, Otoe, Ponca, Kiowa, Sac and Fox, Cheyenne, Navajo, and Comanche tribes. He serves as the Drum Keeper for the Northern Colorado Intertribal Powwow Association (NCIPA).

The Colorado Council on the Arts has awarded Bob Iron a Folk Arts Mini-Grant to further his research about traditional hand games of the Pawnee Nation. CCA has also for several years awarded NCIPA with major grants to assist with the powwows they hold annually in Loveland.

Bob Iron is from the Pawnee and Crow tribes. His wife, Jan, grew up in New Mexico and followed Navajo cultural traditions. Five of their children (Karla, Nicole, Zach, Dwayne, and Cheryl) join their parents in traveling around the state presenting Native American songs and dances for school and community groups. Karla often brings her three young children to perform, and the Iron family becomes a three-generational performing group. The Irons share as they perform, explaining the meanings of different dances and songs.

Community groups along several of Colorado Scenic and Historic Byways have invited the Irons to perform for their schools and festivals. They perform often for schools and other groups in Ft. Collins and Greeley, but they visit other byway towns as well. Those attending Sterling's 4<sup>th</sup> of July Heritage Festival and Julesburg's Pony Express Re-Ride Roundup have appreciated greatly appearances by the Iron family of Native American dancers and singers.

## **Unawweep/Tabeguache: Audio Tour Contents and Introductory Material**

Contents (of interpretive booklet that accompanies the 2-cd set)

Byway Facts and Figures/Planning Your Trip and Using the audio tour  
Welcome Section  
Grand Valley Overlook Section Map  
Grand Valley Overlook Section Description/Recording Index  
Gateway Section Map  
Gateway Section Description/Recording Index  
Hanging Flume/Uravan Section Map  
Hanging Flume/Uravan Section Description/Recording Index  
Naturita Section Map  
Naturita Section Description/Recording Index  
Norwood Section Map  
Norwood Section Description/Recording Index  
Place Names and Definitions  
Contributing Authors and Organizations  
Resources and References  
Special Thanks  
Geologic Column

### Byway Facts and Figures/Planning Your Trip

Location:                   Between Whitewater and Placerville Colorado  
                                  On Colorado State Highways 141 and 145  
Driving Time:             3 ½ hours (at posted speeds with no stops)  
Driving Distance:        133 miles  
Services:                   Plan ahead for food, fuel and restroom stops.

### Planning Your Trip and Using the Audio Tour

For this project, the byway has been divided into five major segments. Each segment is named for a town or landmark along that portion of the route. The recording for each segment describes the town or landmark, the byway leading from the landmark towards Whitewater, and the byway leading from the landmark towards Placerville.

Dig into history. Learn how the landscape came to look as it does today. Find out what there is to see and do all along the route. Find out who you might be sharing the road with—cowboys and cattle, wildlife species rare and common.

The recording is set up to help you connect with places of interest along the byway, whether you are planning your travels or have already arrived. The label on the disk, the map and recording index for each section will help you choose what interests you by section or topic. We invite you to listen to one track and head out to explore, or if you are an armchair traveler, just relax as you listen to all the tracks and envision yourself in each of the extraordinary places that make up this breathtaking scenic and historic byway. Happy Travels!



**Any Byway: Interpreting the Relationship between Intrinsic Cultural Qualities and other Intrinsic Qualities of Colorado’s Scenic and Historic Byways**

Intrinsic Qualities	Intrinsic Cultural Qualities (Traditional)	How They Relate to Each Other (selected examples)
Archeological	Native American Knowledge, Skills, Stories, Art and Craft Forms, Celebrations, Ceremonies, Beliefs, Everyday Life	Tribal members carry their heritage with them, linking contemporary Native American life with that of their ancestors. Interpreting the many, diverse elements of contemporary culture helps to enlighten byways visitors about the cultures represented by Colorado’s wealth of artifacts and archeological sites.
Historical	Colorado’s byways abound with historical sites, buildings, places, roads, trails, monuments, museums, and stories.	Interpretation of the byways’ historical elements can be enhanced through exploring the relationship between the past and present cultural traditions that they represent. The many ethnic, occupational and other culture groups that have given Colorado its rich history continue to enrich its story today. Some examples of how historical and cultural elements might combine to enhance the visitor experience include an introduction to the role cowboy poetry has played and continues to play in recording the experiences and feelings of the working cowboy, the contemporary use of historical trails for moving sheep and cattle in Colorado’s high country, the role of historical institutions represented in churches, granges and community buildings in preserving cultural traditions and activities; the role of storytelling in making places come to life.



*Beckwith Ranch, Frontier Pathways Scenic Byway*

Natural	The relationship of intrinsic natural qualities and cultural qualities form a complex web that has yet to be interpreted in much depth.	Intrinsic natural qualities of Colorado have engendered occupations and ways of life, each of which has their own cultural traditions rich for interpretation. The knowledge, skills, activities and art forms that are an integral part of ranching beg interpretation, particularly where byways travelers are likely to see cattle being moved and worked in ways, and with tools, that reflect generations of cultural experience. Mining landscapes that speak of mineral resources also represent a wealth of ethnic and occupational information that links nature with culture. Climate, vegetation and water resources have influenced, have been influenced, and continue to be influenced by diverse cultural activities throughout the diverse landscapes of the state.
Recreational	Traditional knowledge, skills, tools and precedents of contemporary recreational activities including skiing, river sports, mountain climbing, horseback riding, rodeos, hunting, fishing, packing, back country travel, visits to hot springs, narrow gauge train rides.	Much can be learned through guidebooks and technical manuals about Colorado's recreational offerings. However, few people realize that each of those activities can be understood within the cultural context of the early practitioners of each "sport." The knowledge of those pathfinders is used daily with little awareness that much of it has been passed down traditionally, person to person, from generation to generation. Specific examples include stories of the Tenth Mountain Division and the beginnings of Colorado's ski industry, the experiences of early outfitters and guides in establishing Colorado as a destination for those activities, the development of rodeo performances from informal competition among working cowboys, traditional use of the healing powers of hot springs and vapor caves,
Scenic	Colorado's intrinsic scenic qualities have been part and parcel of the area's cultural story from the very beginning.	Every culture group has stories, art forms (both traditional and fine art), and experiences that have grown out of people's relationship to the scenic qualities that surround them. Therein lies a rich opportunity for interpretation to byways visitors.

## **Following Up: Colorado Council on the Arts Folk Arts Program Contact Information**

Colorado Council on the Arts' Cultural Heritage Team of three folklorists helps communities identify their region's traditional artists and art forms; celebrate cultural traditions through assistance with festivals, programs or publications; and preserve endangered traditions through documentation and archiving. They have created the "Ties That Bind" kit, a tool for K-12 teachers that links our state's cultural history and traditions to the state curriculum standards for geography and history. This project represents part of their work with the Colorado Scenic and Historic Byways Program to identify and promote the cultural resources along each of the state's 24 byways, including artists and craftspeople, festivals and special events, museums and other cultural institutions.

For further information on this "Tourism with Tradition" project, on the program in general, or the Colorado Council on the Arts, please contact one of the following.

### **Western Colorado**

Ronna Lee Sharpe  
Cultural Heritage Tourism Program Coordinator  
Colorado Council on the Arts/Museum of Western Colorado  
P.O. Box 20000-5020  
Grand Junction, CO 81502-5020  
Phone: 970/242-0971 ext. 221  
Fax: 970/242-3960  
Email: [rsharpe@westcomuseum.org](mailto:rsharpe@westcomuseum.org)

### **Northeastern Colorado**

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