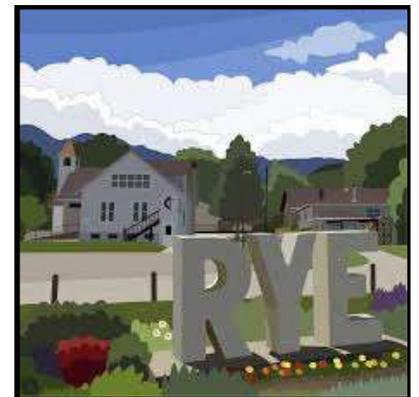
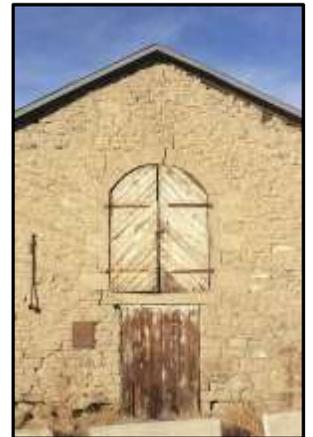


Frontier Pathways Scenic and Historic Byway Corridor Management Plan

February, 2020



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1. The Essence of the Byway

The Frontier Pathways Scenic and Historic Byway is one of 26 Colorado state-designated byways. It is also one of 11 federally designated National Byways in the state. The name “Frontier Pathways” pays tribute to the historic foot paths, exploration routes, wagon trails, cattle drives, railroad lines and auto roads that have shaped the landscape and culture of the Byway corridor for more than one thousand years.

Here, paleo Indians and their successors, the Ute, Cheyenne, Apache, Comanche and Kiowa, created some of the first foot trails into Colorado’s mountains, including the section of the Byway in Hardscrabble Canyon (Highway 96). Beaver trappers and fur traders created new trails and forged social and cultural networks among American Indians, Mexicans, Spanish, French and English peoples. In 1842, El Pueblo trading post was established, ultimately leading to the creation of Pueblo. Explorers and scouts like Zebulon Pike, John C. Fremont and Kit Carson made some of the first inroads into the American Southwest from what is now the Byway corridor.

The discovery of gold near Denver in 1858, started the Colorado Gold Rush, also called the Pikes Peak Gold Rush. Thousands of European immigrants came to the Byway region, increasing the already high cultural diversity of the area. The gold rush resulted in new wagon roads and railroad lines being constructed, many providing access to the land and mountains west of Pueblo. Homesteading, cattle drives, gold and silver strikes in 1872 and 1878, and the influx of new immigrants to work in Pueblo’s steel industry, left their marks on the landscape in ensuing years and further increased the ethnic and cultural diversity of the Byway region, particularly in Pueblo.

When the automobile became affordable to the American public, many of the region’s historic pathways and trails became motorized. Pueblo became a hub for early auto touring enthusiasts and car campers wishing to discover the region’s high valleys and lofty peaks, much of it federal land administered by the U.S. Forest Service.

In 1919, the U.S. Forest Service hired its first recreation engineer, Arthur Carhart. Working in the Byway corridor, Carhart designed campgrounds and facilities that integrated new automobile roads and auto camps, tent camps, picnic structures, cabins, hotels, trails, and scenic viewing points. His work became a model for National Forests across the country, as the Forest Service began to accommodate recreation in addition to timber production. The Byway’s Davenport campground contains several structures reconstructed from Carhart’s original designs. Carhart’s work in and continuing influence on the corridor and his legacy in forest recreation planning and design are the primary reasons the Byway attained National Byway designation.

Frank Culley, a colleague of Carhart, designed the Byway’s Squirrel Creek campground, the first campground in a National Forest designed specifically for recreation. This campground, located on the Squirrel Creek Trail between Davenport campground and Beulah, lies in ruins, but the legacy of early automobile touring and camping remains. The Frontier Pathways Byway logo pays tribute to early automobile travelers, and to those who blazed trails before them. From travois to Teslas, the Byway continues to provide for the innately human activity of exploring and discovering frontiers old and new.



2. Executive Summary

The Frontier Pathways Byway (“the Byway”) was established as a Colorado State Byway in 1994 and designated a National Scenic Byway in 1998. An initial Corridor Management Plan (CMP) was completed in 1998 and updated in 2010. The Colorado Department of Transportation (CDOT) Byways program and the National Scenic Byways program, require a CMP in order for a byway to attain and maintain its designation.

A CMP inventories and documents the byway corridor’s intrinsic qualities, attributes and amenities. It contains recommendations and strategies for protecting, interpreting and promoting the byway and identifies the agencies, organizations and stakeholders/partners charged with these tasks and with fulfilling the byway’s mission and goals.

The mission of the Frontier Pathways Byway is to share with and interpret for corridor visitors and residents the natural, scenic, historic, cultural and recreational assets in the corridor, while balancing the preservation of these assets with the economic development of the region. Achieving this balance is especially important given the continued population growth on the Front Range and increasing visitation to the Byway corridor.

The goals for the Byway include:

- Promote the protection of the Byways scenic, natural, historic, cultural and recreational qualities
- Assure that the corridor’s character and quality of life are maintained
- Encourage a manageable and sustainable level of tourism and visitation
- Provide provocative interpretation of Byway assets
- Increase resident awareness of and pride in the Byway
- Document and preserve historic structures and sites

The CMP should be the guiding document in making decisions about significant resource acquisition and/or allocation, interpretation, marketing and policy development. It contains recommended Action Items which serve as a menu of possibilities, the full range of which may never be implemented due to limited resources and other practicalities. To help the Board in its decision making, the Action Items have been prioritized High, Medium or Low. These rankings are based on several factors, including:

- The severity and urgency of the problem being addressed.
- The cost of the Action.
- The existence of or opportunity for partnership with other entities.
- The potential economic benefit to Byway communities and stakeholders.
- Known or anticipated support for the Action by the site or resource owner or managing entity (the U.S. Forest Service, e.g.)
- Known or anticipated public support for the Action.
- Practical/logistical considerations.
- The overall “bang for the buck” of the Action.

Appendix 1 contains a summary of all prioritized Action Items.

This CMP could not have been created without the assistance and guidance of Bill Zwick and the Frontier Pathways Byway Board of Directors. Their willingness to share their knowledge of the Byway and its communities, and their passion for the Byway corridor were key to the success of this project.

William (Bill) Zwick: President	Laurel Campbell	Barbara (Bobbi) Highberger
Robert (Bob) Fulton: Vice President	Bill Canda	Jim Little
Deborah Espinosa	Sayra Basset	Dorothy Urban
	Mary Blickhahn	

3. Updating the CMP

Appendix 2 contains a list of the Byway organization's significant achievements in the past decade.

In many respects, the Byway has changed little over the past decade, retaining most of its scenic, natural resource, historic and cultural qualities. Conditions that have changed were identified by the Byway Board of Directors (the Board):

- Loss of state and federal funding for byways
- The development of cannabis cultivation operations in the corridor
- An increase in tour buses in the corridor
- Silver Cliff/Westcliffe receiving Colorado and International Dark Skies designation
- The increased use of social media, including in trip planning, navigation and activity selection
- Reduced Board member time and involvement

A variety of strategies, activities and documents were used to create this CMP update.

- A project launch meeting was held with the Board to discuss the current state of the Byway and the Board's vision for its future.
- Surveys and questionnaires addressing the activities of the Byway organization in the previous ten years and the future of the Byway were provided to Board members.
- A tour of the Byway was conducted with the Board president and return visits to the Byway and its key sites were conducted.
- Follow-up telephone interviews were conducted with Board members and key stakeholders.
- Three public meetings were held on the Byway to inform the public/stakeholders about the CMP and to solicit information. Meetings were advertised in the Wet Mountain Tribune, The Sentinel, the Valley Beat, the Pueblo Chieftan, the Greenhorn Valley View, online sites, Facebook, radio station KLZR and personal invitation.



CMP public process

Major threats to the Byway in the next 10 years, were identified by Board members and members of the public (table below). The Action Items recommended in this CMP are intended to address many of these issues as well as other Byway conditions, needs and activities.

Board	Public
<ul style="list-style-type: none"> • Lack of local knowledge of the Byway • Inability to attract new Board members • The visual impacts of marijuana cultivation operations in the corridor • Residential and commercial development in the corridor 	<ul style="list-style-type: none"> • Lack of local knowledge of the Byway • Scenic view protection • Impact from the homeless on USFS and private property • Land/residential zoning changes allowing smaller lots and greater density • Turnover in political and administrative positions resulting in inconsistent knowledge of and support for the Byway • Light pollution • Aging infrastructure and roads • Reduced budgets of natural and recreational resource management agencies

Documents used to develop this CMP:

- Frontier Pathways Scenic and Historic Byway Corridor Management Plans (1998 and 2010)
- A Traveler’s Guide to the Frontier Pathways Scenic and Historic Byway
- Frontier Pathways Scenic and Historic Byway Scenic Conservation Workshop Summary Report
- Frontier Pathways Conservation Plan
- Frontier Pathways Scenic and Historic Byway Interpretive Action Plan
- Frontier Pathways Scenic and Historic Byway El Pueblo Museum Proposal
- Strategies for a State Heritage Tourism Industry to Preserve Colorado’s Great Places
- Colorado Travel Year 2018 Final Report
- Colorado Tourism Office Cultural, Heritage and Agritourism Strategic Plan
- Colorado Scenic Byways Economic Development Strategies
- Colorado Scenic Byways Market Niche Study, Frontier Pathways
- Colorado Department of Transportation (CDOT) Corridor Management Plan: Guidebook
- CDOT Corridor Management Plan: Template
- CDOT Visual Impact Assessment Guidelines
- CDOT 2040 Regional Transportation Plan
- CDOT Crashes and Rates on State Highways 2012
- CDOT Outdoor Advertising Manual
- CDOT Strategic Plan for...Scenic and Historic Byways
- CDOT 20-Year Traffic Projections
- Colorado Natural Heritage Program Survey of Critical Biological Resources of Pueblo County
- The 2017 Economic Contributions of Outdoor Recreation in Colorado
- City of Pueblo Parks and Recreation Assessment and Implementation Plan
- Peak to Peak Scenic and Historic Byway Visual Intrusion Reduction Plan

4. Byway Location, Route and Wayfinding

The 103 miles long Byway spans Pueblo and Custer counties. The Byway begins in Colorado’s semi-arid High Plains and traverses several major ecological transition zones from Plains to peaks, resulting in changes to the landscape and the dominant plants and wildlife. These transitions are readily apparent and contribute greatly to the beauty and ecological and aesthetic diversity of the Byway.

While the Byway is noteworthy for its east-west transitions, it is also at the heart of two, often overlooked north-south transitions. In many respects, the American Southwest begins at Pueblo, where the landscape changes from a northern Colorado one to a southern Colorado one, being more arid and featuring more cacti, rabbitbrush, pinyon pines and junipers. Just as importantly, there is also a significant cultural transition that occurs at Pueblo, for this area was part of Spain and Mexico for far longer than it has been part of the United States. This long, rich, history is reflected in many of Pueblo’s museums, attractions and cultural events (like its highly successful Chili Festival), which are key to defining the Byway’s character and assuring its future.

There are two primary access points to the Byway, both off of I-25. The northern access, onto State Highway 96, brings the traveler directly into Pueblo, by far the largest city on the byway, with a corresponding proportion of the Byway’s amenities, services and attractions (e.g., museums, arts and cultural facilities, events). Entering the Byway at Pueblo brings the traveler through the city, exiting its west side. Upon leaving the city, the landscape becomes agricultural, with open farm and ranch land dominating for several miles. The Byway then passes through the community of Wetmore and gains elevation as it enters the San Isabel National Forest via the historic and geologically interesting Hardscrabble Canyon. Montane shrublands and forests dominate until the Byway descends into the visually stunning Wet Mountain Valley, where bucolic ranch and farm land is backed by the Sangre de Cristo mountains, many of which exceed 14,000 feet elevation.



After passing through the community of Silver Cliff, the Byway terminates in Westcliffe. Silver Cliff and adjacent Westcliffe offer the full range of visitor services and amenities. Of particular note is Silver Cliff/Westcliffe’s status as a Colorado and International Dark Sky Community, the first in Colorado. The Hwy. 96 segment of the Byway extends for 51 miles, from Pueblo to Westcliffe.

Byway community populations, Highway 96 segment

Pueblo	Wetmore	Silver Cliff	Westcliffe
111,750	483	644	620

The second primary Byway access and segment starts at State Highway 165, which heads westbound from I-25 south of Pueblo at Colorado City. This 52 mile long segment of the Byway contains the communities of Colorado City, Rye and the San Isabel Lake area. Colorado City offers the full range of visitor services and amenities. West of Colorado City, the Byway passes through the rural Greenhorn Valley, reaching Rye and then gaining elevation and entering the San Isabel National Forest, where ponderosa pine, aspen, spruce and fir dominate, depending on elevation and slope exposure (north vs. south). Overall, the Highway 165 section of the Byway is less developed than the Highway 96 section, and contains more recreational sites and opportunities (camping, hiking, fishing, hunting). The area’s ranching history is also evident in the form of old buildings and homestead sites. Highway 165 meets Highway 96 at McKenzie Junction, with the Byway continuing on Highway 96 to its terminus in Westcliffe.

Byway community populations, Highway 165 segment

Colorado City	Rye
2,193	160

U.S. Geologic Survey maps of Byway communities are found in **Appendix 3**.

Maps of land ownership and public access in the corridor are found in **Appendix 4**.

In addition to the route and corridor defined by Highways 96 and 165, the Byway contains several loops which provide access to additional sites and amenities. These loops include:

- Pueblo Historic District Walking Tour
- Pueblo Legacy Tour
- Walk of Valor Tour
- Wet Mountain Valley Heritage Tour
- One-Room Schoolhouse Tour
- Westcliffe and Silver Cliff Historical Walking Tour
- Beulah Valley Tour
- Agricultural/Farm Tours

Wayfinding

Appendix 5 is a map of wayfinding sign locations. The Byway is generally very well signed and easy to follow. On most of highways 96 and 165, FPB, State and national byway signs are placed approximately every nine miles, which is adequate for highways with so few junctions. The most difficult segment of the Byway to navigate is from the I-25 exit to the western edge of Pueblo. The city of Pueblo is working to replace old Byway signs with new State/National Byway signs (top right), which will improve wayfinding and provide signage consistency throughout the Byway. Such signage at a few additional locations would also be of great benefit to Byway travelers.

The wayfinding sign at the junction of Highways 96 and 69 in Westcliffe (bottom right), indicates the Byway turns east towards Silver Cliff (←), but does not also direct travelers west to Westcliffe (↔), which is a significant corridor community with its own qualities and amenities, including a park with the Byway’s best view of the Sangre de Cristo Range and an observatory for star gazing. Westcliffe also hosts the annual Stampede Rodeo, an important historic and cultural event in the corridor.



Action Items	Priority
<ul style="list-style-type: none"> • Work with the city of Pueblo to continue the replacement of old Byway signs with new State/National Byway signs • Change the directional sign in Westcliffe to a CDOT Type B sign (↔) • Relocate the “BEGIN” byway sign from the junction of highways 96 and 69 to the west end of Highway 96 at The Bluff. 	<p>Medium</p> <p>Medium</p> <p>Medium</p>
<p style="text-align: center;">Existing and Potential Partners Include</p> <ul style="list-style-type: none"> • Colorado Department of Transportation • Custer County • Pueblo County • City of Pueblo • Town of Westcliffe 	

6. Roads and Safety

The Byway’s two major roads are two-lane, paved state highways, except for the segment within Pueblo, which contains the full range of lane sizes and types and other traffic engineering features and structures consistent with a city of its size and population in Colorado. Commercial traffic in the corridor consists primarily of ranch, farm, business and service industry vehicles, with SH 96 carrying a larger percentage of ranch and farm traffic than SH 165. Some sections of the road have limited sightlines and multiple curves. These areas are generally well signed for safety, and overall, CDOT does an excellent job of signing and maintaining the roadway.



CDOT is also responsible for SH 78 between SH 165 and Beulah. The byway segment within Pueblo is maintained by the city of Pueblo. All loop roads and spurs off the Byway are maintained by either Custer or Pueblo county. The U.S. Forest Service is responsible for its access roads. Byway loop roads and spurs may have paved, gravel or dirt surfaces. U.S.F.S. access roads are gravel or dirt. Much of the Byway, including state highways, has narrow or no road shoulders. This can be problematic and unsafe for bicyclists and motorists having vehicle problems. There are, however, numerous pull-outs at scenic spots and other locations, which allow motorists to safely pull off to the side of the road.

In 2012, the most recent year accident types are documented for SHs 96 and 165, there were 276 property damage accidents, 28 injury accidents and one fatal accident on these highways. Between January 1, 2018 and August 31, 2019, there were no fatal accidents in Wetmore, Silver Cliff, Westcliffe, Rye or Colorado City. Pueblo experienced 23 fatal accidents resulting in 23 deaths. Overall, in 2018 34 fatal accidents resulted in 36 deaths in Pueblo County and four fatal accidents resulted in four deaths in Custer County. It is unknown if any of these accidents/fatalities occurred within the Byway corridor.

CDOT projects an increase in Annual Average Daily Traffic volume (AADT) of 12% on the Byway’s state highways in the next 20 years. Various segments of the Byway are projected to experience Traffic volume increases of 4%-59%.

It must be noted, that the highest percentage increases will occur in Byway segments with the lowest AADT. For example, an increase from 220 vehicles per day to 341 (55%) at McKenzie Junction. It should also be noted that traffic volume on Highway 165 is projected to increase 50% versus a 10% increase on the Highway 96 segment of the Byway. This may indicate that the Highway 165 segment will experience greater growth and development pressure, and may warrant special attention to protect Byway values and resources. Detailed information on accidents is found in **Appendix 6** and current and projected traffic volume is found in **Appendix 7**.

Projected overall increase in Byway Average Annual Daily Traffic (AADT). These data do not include non-highway vehicle traffic in the Byway corridor.

Highway	2018 AADT	2039 AADT	AADT Increase
Highway 96	338,230	372,638	10%
Highway 165	15,790	23,613	50%
TOTAL	354,020	396,251	12%

<p>CDOT 2040 Regional Transportation Plan Highway 96 Priority: Medium</p> <ul style="list-style-type: none"> • Reduce shoulder deficiencies • Maintain or improve pavement to optimal conditions • Support recreation travel • Improve access to public lands • Support the existing transit system 	<p>CDOT 2040 Regional Transportation Plan Highway 165 Priority: Low</p> <ul style="list-style-type: none"> • Reduce shoulder deficiencies • Maintain or improve pavement to optimal conditions • Provide movement of bicycles and pedestrians • Support the existing transit system
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It should be noted that each of CDOT’s goals for Highways 96 and 165 are consistent with the goals and objectives of the Byway (with the possible exception of “Support the existing transit system.” Additional 2040 Regional Transportation Plan information on these highways is found in **Appendix 8**.

Action Items	Priority
1. Maintain relationships with the CDOT Region Manager(s) and their counterparts in the city of Pueblo, Pueblo County and Custer County.	High
2. Support efforts to improve bicycle and pedestrian safety in the corridor, particularly the construction of bike lanes and road shoulders.	High
3. Explore the possibility of applying for an electric vehicle charging station grant from CDOT and the Colorado Energy Office.	High
4. Monitor CDOT’s progress on its 2040 plans for Highways 96 and 165.	Medium
5. Work with CDOT to use its programmable digital sign to promote Byway safety. Use of the sign to promote events should also be considered.	Medium

Existing and Potential Partners Include

- Colorado Department of Transportation
- City of Pueblo
- Pueblo County
- Custer County
- U.S. Forest Service
- Bicycle organizations, including People for Bikes

5. Outdoor Advertising

Receiving federal funding requires compliance with outdoor advertising controls that apply to scenic byways on federal-aid roads. No new off-premise business signage is allowed along the Byway. In most cases, existing signs that do not comply do not need to be removed. In addition, the Colorado Department of Transportation Outdoor Advertising code (**Appendix 9**) applies to the Byway. Additional city, town, county, state and federal codes may address advertising, landmark and other types of signs on jurisdictional roadways.

Action Items	Priority
1. Monitor for non-compliant signs and advertising devices. This may increase in importance if residential and commercial development increases in the corridor.	Low
2. Monitor marijuana cultivation operation fences advertising.	Low
Existing and Potential Partners Include	
<ul style="list-style-type: none"> • City of Pueblo • Pueblo County • Custer County • Colorado Department of Transportation • Marijuana industry representatives 	

7. Intrinsic Qualities

To be designated a Colorado Scenic and Historic Byway a route must possess unusual, exceptional, and/or distinctive scenic, natural, recreational, historic, educational, scientific, geological, cultural and/or ethnic features. The Byway is also a National Byway, a designation awarded to the very best byways. Such Roads must create a unique travel experience by exhibiting characteristics of national significance in at least two of six intrinsic qualities: scenic, natural, historic, recreational, archaeological and cultural. They must also be deemed a destination and reason for travel unto itself.

As with most byways, many Frontier Pathway's sites and resources cannot be relegated to just one intrinsic quality. Many sites/resources showcase several intrinsic qualities. For example, the San Isabel National Forest is high in natural, scenic and recreational quality, and also has historic elements related to Arthur Carhart. This section of the CMP contains information on the Byway's intrinsic qualities and includes the Federal Highway Administration definition of each quality (in italics).

Each Intrinsic Quality section also contains a list of significant sites and resources as well as prioritized recommended actions the Byway can take to protect and utilize these sites, resources and qualities. Priorities are based on several factors, including urgency, effectiveness (bang for the buck), practicality, cost and other factors. Because the Byway's Natural and Scenic Qualities are closely linked, they are discussed together in a single section.

Natural and Scenic Qualities

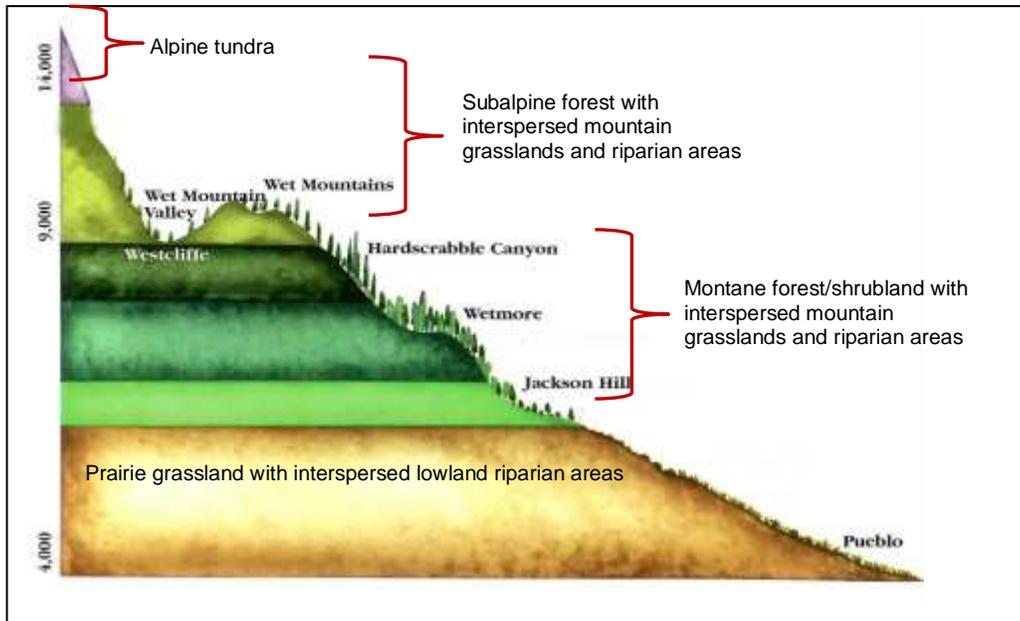
Natural Qualities are those features in the visual environment that are in a relatively undisturbed state. These features predate the arrival of human populations and may include geological formations, fossils, landform, water bodies, vegetation, and wildlife. There may be evidence of human activity, but the natural features reveal minimal disturbances.

Appendix 10 contains maps for the corridor's natural and scenic resources, bird diversity, conservation priorities and gaps

Natural and scenic resources are the Byway's strongest attributes. Prairie, creeks, lakes, wetlands, high valleys, forests and mountains can be viewed at various locations on the Byway, and the corridor's undeveloped farm and ranch land has its own scenic quality and value. A large portion of the Byway passes through the San Isabel National Forest, which contains a diversity of natural ecosystems, habitats and wildlife. The Byway's primary ecosystems (also known as Life Zones) are documented below. The Byway's 2010 CMP contains general descriptions of these ecosystems, including common plant and animal species, therefore that information is not repeated in this document.



Frontier Pathways Byway Ecosystems (Elevations are approximate and ecosystems often overlap.)



Alpine Tundra: While there is no tundra within the Byway corridor, extensive expanses of this highest elevation ecosystem (above 11,000 feet) can be seen from the Byway on the upper reaches of the Sangre de Cristo Mountains.

Subalpine Forest: This primarily coniferous ecosystem occurs between 8,500 and 11,000 feet elevation

Mountain Grasslands: These grasslands and meadows are found throughout the Byway above 5,000 feet elevation.

Mountain Riparian: Mountain riparian areas are found adjacent to water above 5,000 feet elevation.

Montane Forest/Shrubland: This is the predominant and most diverse forest type in the corridor. Some areas contain aspen trees, whose change of color in the fall is a scenic quality that contributes to the economies of Byway communities.

Lowland Riparian: Lowland riparian areas, found adjacent to lakes, ditches and other waterways, feature deciduous trees and other hydrophilic plant species.

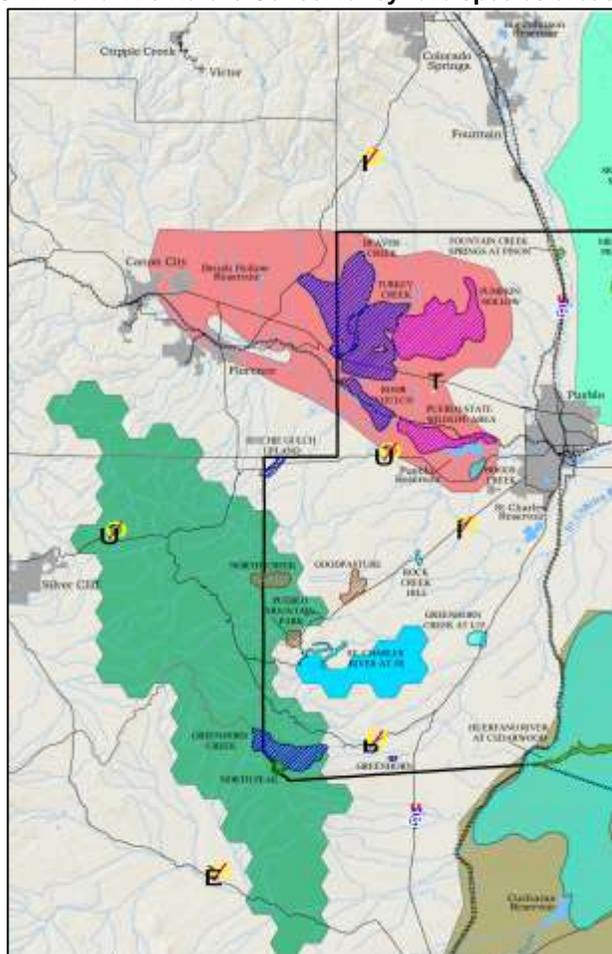
Prairie Grassland: Flat, largely treeless plains below 5, 600 feet in elevation. Rolling hills and steep mesas also occur within this ecosystem.

The Byway’s ecosystem diversity is of great ecological and economic benefit to the Byway and its communities. In addition, this ecological diversity provides the ever-changing landscapes and visual diversity that gives the Byway much of its year-round visual aesthetic.

The corridor’s diverse wildlife species includes charismatic mega-fauna such as mule deer, big horn sheep, elk, pronghorn, black bear and mountain lion. Wildlife is important to Byway residents, visitors and local economies. Wildlife viewing, bird watching, hunting and fishing are all significant activities in the corridor. The Colorado Parks and Wildlife Department has jurisdiction over all wildlife in the state and also manages land and water resources in the Byway corridor (Lake Pueblo State Park and State Wildlife Areas). In addition, the U.S. Forest Service administers vast acres of land in and adjacent to the corridor.

Byway wildlife also includes some species that may need special consideration when planning development and activities in the Byway corridor. Many of these species are well known and fairly closely monitored (e.g., greenback cutthroat trout, Mexican spotted owl, peregrine falcon). Other less well-known plant and animal species warrant special attention due to their population status. In addition to its Federal status (e.g. threatened, endangered) species may also be given a State status. In Colorado, a species’ state status is determined by the Colorado Natural Heritage Program (CNHP), which is housed at the College of Natural Resources at Colorado State University. CNHP’s most recent *Survey of Critical Biological Resources of Pueblo County* (2002) includes the following information. (There is no CNHP survey on Custer County.)

CNHP and The Nature Conservancy rare species areas



“Pueblo County contains areas with high biological significance that support a wide variety of plants, animals, and plant communities. At least 27 plant communities, 18 plants and 22 animals from the CNHP list of rare and imperiled plants, animals and plant communities are known to occur in Pueblo County... While these areas contain additional natural values, they are most significant for the suite of globally rare plants that occur there.”

A map of areas containing rare species (left) was developed by CNHP and The Nature Conservancy, which also monitors ecosystems and species. In recognition of the need to afford these areas protection, CNHP terms these areas, Potential Conservation Areas. At least five such areas have been identified within the Byway corridor. Information on these areas is found in **Appendix 11**.

While the CNHP survey is 17 years old and species populations and sensitive habitat locations may have changed, the fact that there are species and areas of special concern within the corridor remains unchanged and must be considered in long-range Byway planning. The presence of rare species can

also be used as a tool by the Byway in education and outreach, when working to protect Byway intrinsic qualities and in efforts to influence land use and activities in the corridor.

Natural/Scenic Sites and Resources

- | | |
|--|---|
| <ul style="list-style-type: none"> • Diverse ecosystems, some imperiled at the global level • Large, undeveloped parcels of private farms and ranches • San Isabel National Forest • Lake Isabel Lake • Lake Pueblo State Park • Several State Wildlife Areas • Impressive mountain and canyon geology • Hardscrabble Canyon Wildlife Viewing Area • Expanses of wildflowers • Aspen trees leaf color change | <ul style="list-style-type: none"> • Diversity of mammals, waterfowl, wading birds, songbirds, birds of prey and other wildlife • Year-round views of Greenhorn Peak, the Spanish Peaks, Pikes Peak, the Wet Mountains and the Sangre De Cristo Range • Snow and water resources that are critical to the corridor’s ecosystems and agriculture • Pueblo Mountain Park • Lake DeWeese • Greenhorn Mountain Wilderness Area • Dark skies and the Smokey Jack Observatory • Pueblo Nature and Wildlife Discovery Center |
|--|---|

Action Items

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Support and work with government agencies, non-profit organizations and academia to protect the Byway’s natural/scenic resources and qualities. 2. Work with marijuana cultivators to address concerns about the scenic and visual impacts of cultivation operations, particularly grow house night lighting. (See Section 12, Marijuana Cultivation Operations) 3. Stay informed of and involved in county zoning and land use activities, reviews and decisions in the corridor that may negatively impact the Byway, such as code changes, residential development, mining and civic revitalization projects. 4. Support and work with Colorado and International Dark Skies to protect this valuable resource and generate tourism and economic benefit. 5. Support landowners, land trusts, conservation organizations and government agencies to protect the Byway and its natural resources and views through conservation easement; land exchange; long term lease; purchase of mineral, grazing or development rights; and fee simple acquisition. 6. Identify contacts in Colorado Parks and Wildlife, the U.S. Forest Service, The Nature Conservancy, the Colorado Natural Heritage Program and local Audubon chapters. These agency representatives should be invited to join the Board or serve in an advisory capacity to the Board. 7. Request an update on rare species and Potential Conservation Areas in the Byway corridor from CNHP. 8. When initiating projects that potentially impact the Byway’s scenic qualities, use the CDOT Visual Impact Assessment process and form (See Appendix 12) 9. Confirm that CDOT and Pueblo and Custer counties road departments are aware of the significance and location of rare species and are employing best management practices in their operations. | <p>Priority</p> <p>High</p> <p>High</p> <p>High</p> <p>Medium</p> <p>Medium</p> <p>Low</p> <p>Low</p> <p>Low</p> <p>Low</p> |
|--|--|

Existing and Potential Partners Include

- Colorado Parks and Wildlife
- Great Outdoors Colorado
- Colorado Natural Heritage Program
- Lake Pueblo State Park Visitor Center
- Pueblo Nature and Wildlife Discovery Center
- Dark Skies Inc. and Dark Skies Colorado
- 3 Peaks Photography (night sky workshops)
- Colorado Tourism Office
- Custer County Tourism Board
- CO Office of Tourism and International Trade
- Marijuana industry representatives
- Audubon Society chapters
- Colorado Wolf and Wildlife Center
- San Isabel Land Trust and Palmer Land Trust
- Ducks Unlimited Rocky Mountain Elk Foundation
- Rocky Mountain Bighorn Sheep Foundation, Colorado Trout Unlimited
- Bushnell, Nikon and other camera and binoculars companies
- See **Appendix 14** for government, youth and other partners.



Bald eagles, Lake Pueblo



Milky Way, Custer County



Golden Blazing Star (imperiled)

Recreational Quality

Recreational Quality involves outdoor recreational activities directly associated with and dependent upon the natural and cultural elements of the corridor's landscape. The recreational activities provide opportunities for active and passive recreational experiences. They include, but are not limited to, downhill skiing, rafting, boating, fishing, and hiking. Driving the road itself may qualify as a pleasurable recreational experience.

Arthur Carhart's goal was "to produce a magnificent recreation area which will be a pride to the Forest Service and give in return to the people the greatest good to the greatest number."

The Byway's diverse ecosystems and landscapes provide more than natural and scenic qualities. They also provide high quality recreational sites, opportunities and amenities. Vast acres of state and federal land and water (e.g., Lake Pueblo, Lake Isabel) are open to outdoor recreation year-round. Land-based activities include hiking, running, bird and wildlife watching, bicycling, mountain biking, camping, picnicking, photography, snowmobiling, star gazing and more. Water-based activities include fishing, boating and swimming. The recreational opportunities available on public lands in the corridor are supplemented by recreational events and activities conducted by private enterprises,

such as resorts, lodges, hunting and fishing guides and touring/adventure companies. Through their spending on lodging, food, gas and equipment, recreationists make a significant contribution to Byway businesses and communities. Colorado Parks and Wildlife estimates that outdoor recreation supported more than 20,000 jobs and generated more than \$3,250,000 in revenue in its southeast region, which includes Pueblo and the Byway (*The 2017 Economic Contributions of Outdoor Recreation in Colorado*). Detailed Information on the economic benefits of various types of outdoor recreation is found in **Appendix 13**.

Total economic contributions of outdoor recreationists (millions of dollars)

	Northwest	North Central	Metro	Northeast	Southeast	South Central	Southwest	State
Output	\$14,879	\$13,846	\$10,648	\$505	\$1,648	\$6,384	\$5,009	\$62,540
Salaries & Wages	\$5,088	\$4,384	\$3,862	\$166	\$494	\$1,845	\$1,673	\$21,372
GDP Contribution	\$8,276	\$7,487	\$6,167	\$254	\$808	\$3,201	\$2,657	\$34,997
State/Local Taxes	\$1,231	\$1,002	\$743	\$51	\$184	\$615	\$490	\$4,369
Federal Taxes	\$1,195	\$1,074	\$934	\$39	\$121	\$439	\$380	\$5,125
Jobs	133,658	119,958	86,976	5,709	20,209	68,321	53,090	511,059

Recreation Sites and Resources

- Hiking, running
- Bicycling, mountain biking
- Picnicking
- Horseback riding
- Motorcycle and RV touring
- RV camping
- Commercial tours and adventures
- Backpacking and tent camping
- Lodge and resort visiting
- Lake and creek fishing
- Boating, kayaking and waterskiing
- Photography
- Rock climbing
- Cross-country skiing
- Snowmobiling
- Numerous trails, including Rainbow Trail
- Pueblo City Park and Zoo
- Pueblo Ice Arena
- Colorado State Fairgrounds
- Pueblo White Water Park
- Lake Pueblo State Park
- San Isabel National Forest
- Lake Isabel
- Pueblo Mountain Park
- Greenhorn Mountain Wilderness Area
- Greenhorn Meadows Park
- Sangre De Cristo Mountains and Wilderness Area
- Smith Creek, Alvarado, Lake Creek and Ophir Creek campgrounds
- Davenport Picnic Area and Campground
- The Bluff (Westcliffe)
- YMCA camp west of Rye
- KOA campground east of Colorado City

Action Items	Priority
<ul style="list-style-type: none"> Encourage and support increasing bicycle safety on the Byway by the addition of road shoulders and bike lanes. 	High
<ul style="list-style-type: none"> Work with RV clubs to promote the Byway. 	High
<ul style="list-style-type: none"> Work with the Colorado City KOA campground to provide Byway information to its patrons. Coordinate this effort with interpretation at the Cuerno Visitor Center. 	Medium
<ul style="list-style-type: none"> Provide Byway information to local fishing and hunting guides and outfitters. 	Medium
<ul style="list-style-type: none"> Provide Byway information to sportsman’s organizations (e.g., Ducks Unlimited, Rocky Mountain Elk Foundation, Rocky Mountain Bighorn Sheep Foundation, Colorado Trout Unlimited, Pueblo Tailwater Renegades). 	Low
<ul style="list-style-type: none"> Work with motorcycle clubs, including military groups and their websites (e.g., motocyclecruiser.com, motorcycle roads.us, roadtripamerica.com, canyonchasers.net) to promote the Byway, including through the on-line posting of helmet-cam footage. 	Low

Existing and Potential Partners Include

- Historic Arkansas Riverwalk
- Colorado Parks and Wildlife
- Great Outdoors Colorado
- Lake Pueblo State Park Visitor Center
- Audubon chapters and other birding groups
- Geocaching clubs and groups
- Dark Skies Inc. and Dark Skies Colorado
- Colorado Wolf and Wildlife Center
- Ducks Unlimited
- Mule Deer Foundation
- Rocky Mountain Elk Foundation
- Rocky Mountain Bighorn Sheep Foundation
- Colorado Trout Unlimited
- Pueblo Tailwater Renegades
- Colorado Tourism Office
- Custer County Tourism Board
- CO Office of Tourism and International Trade
- Tour and adventure companies
- Sporting goods and outdoor gear companies
- Firearms/ammunition companies
- Camera and binoculars companies
- Photography groups, including night sky
- Campgrounds and RV parks
- Motor coach companies
- RV touring clubs
- Cruise America (RV rental)
- Bicycle and mountain bike groups, including People for Bikes
- Running groups
- Bike with Pike Century Ride
- Rocky Mountain Street Rod Nationals
- Motorcycle clubs and websites
- See **Appendix 14** for government, youth and other partners.



Historic Quality

Historic Quality encompasses legacies of the past that are distinctly associated with physical elements of the landscape, whether natural or manmade, that are of such historic significance that they educate the viewer and stir an appreciation for the past. The historic elements reflect the actions of people and may include buildings, settlement patterns, and other examples of human activity. Historic features can be inventoried, mapped, and interpreted. They possess integrity of location, design, setting, material, workmanship, feeling, and association.

The corridor's history encompasses nomadic Native Americans, Spanish explorers, Mexican governance, ranching and homesteading eras, early automobile travel, the growth of outdoor recreation on public lands and more. While Pueblo has the greatest concentration of historic resources, from museums and facilities to historic districts and architecture, several historic structures can be seen in the corridor, and most Byway communities have a small local history museum. There are also several historical and archaeological societies that are current or potential Byway partners.

Some farms and ranches in the corridor have been in operation for decades, including some having or approaching Centennial Farm/Ranch status. The Centennial Farm/Ranch program recognizes the important role agriculture has played in Colorado's history and economic development. Administered by the State Historical Fund, the program was the first program of its kind in the nation to give a Historic Structures Award to families who have successfully preserved historic buildings on their farms and ranches. Requirements for Colorado Centennial Farms Designation are:

- Farm or ranch must have remained in the same family continuously for 100 years or more.
- Property must be a working farm or ranch.
- Property must have a minimum of 160 acres, however, farms or ranches with fewer than 160 acres must gross at least \$1,000 in annual sales.

Historic Sites and Resources

- | | |
|---|--|
| <ul style="list-style-type: none"> • El Pueblo History Museum • Pueblo Railway Society • Pueblo Heritage Museum • Pueblo County Historical Society Museum • Historic Pueblo Loop Trail • Bessemer Historical Society Museum of Industry and Culture • The Lincoln Home and the Dr. Martin Luther King, Jr. Cultural Center • Pueblo Railway Museum • Rosemont Mansion Museum • Pueblo Weisbrod Aircraft Museum • Buell Childrens Museum • Spanish Street Sign Historic District • Silver Cliff Museum • All Aboard Westcliffe • Pueblo City Park and Zoo • Union Depot and Union Avenue Historic District • Pitkin Residential Historic District • Cuerno Verde Battle Site • Lake Pueblo State Park • Jackson stage stop | <ul style="list-style-type: none"> • Hose Company #3 Fire Station • Museum Goodnight barn • Davenport campground • Half-Way House Stage Stop • Wetmore General Store • Buzzard's Roost and Hardscrabble • Beulah • Pueblo Mountain Park • Augusta Homestead District • Clarkson, Mingus, Kattinig and Novic homesteads • Beckwith Ranch • Colfax German colony site • Rosita, Ula and Hope cemeteries • Cemeteries in Custer County • Querida mining ruins • Old Westcliff Schoolhouse and jail • Willows, Pinegrove (Canda), and Assumption Hillside schoolhouses • Centennial Farms/Ranches • Dairy farms, brick silos and other vestiges of rural life |
|---|--|

Action Items	Priority
<ul style="list-style-type: none"> Continue to promote and conduct heritage tours in the Byway region. 	High
<ul style="list-style-type: none"> Continue to support historic preservation activities in the corridor, including the restoration of the Goodnight barn and the preservation of historic homesteads. 	High
<ul style="list-style-type: none"> Create an annual Frontier Pathways Heritage Days. This event could feature wagon, stage coach and vintage auto parades and/or rides; chuck wagon food; demonstrations of blacksmithing, yarn spinning, butter churning and other pioneer activities. All local museums and visitor centers should be open and staffed and merchants could offer discounts on their products and services. 	Medium
<ul style="list-style-type: none"> In printed and on-line materials, indicate which locations have visible structures or historic remnants as opposed to being just a location where something happened. 	Medium
<ul style="list-style-type: none"> If economically viable, conduct agricultural tours for middle and high school students, possibly in conjunction with 4-H and Future Farmers of America. 	Low
<ul style="list-style-type: none"> Recognize and promote Centennial Farms and Ranches in the Byway corridor. 	Low
<ul style="list-style-type: none"> Partner with vintage auto clubs to perpetuate the Byway’s legacy of early automobile touring. 	Low

Existing and Potential Partners Include

- Custer County Historic Affinity Group
- The National Trust for Historic Preservation
- Historic Arkansas Riverwalk
- Pueblo Visitor Center
- Lake Pueblo State Park Visitor Center
- El Pueblo Museum
- Pueblo Heritage Museum
- History Connections of Pueblo
- Buell Childrens Museum
- Silver Cliff Museum
- All Aboard Westcliffe
- Pueblo Archaeological & Historical Society
- Historic Pueblo, Inc.
- Pueblo Historic Districts
- Pueblo County Historical Society
- Hardscrabble-Wetmore Historical Society
- History Colorado
- Custer County Historical and Genealogical Society
- Friends of Beckwith Ranch
- Goodnight Barn Preservation, Inc.
- Heritage Tours SOCO
- Motor coach companies
- Campgrounds and RV parks
- RV touring clubs
- Cruise America (RV rental)
- Colorado Tourism Office
- Colorado Agritourism Association
- Custer County Tourism Board
- CO Office of Tourism and International Trade
- See **Appendix 14** for government, youth and other partners.



Goodnight Barn



Beckwith Ranch



Mingus homestead



Historic Arkansas River Walk

Cultural Quality

Cultural Quality is evidence and expressions of the customs or traditions of a distinct group of people. Cultural features include, but are not limited to, crafts, music, dance, rituals, festivals, speech, food, special events, vernacular architecture, etc. The cultural qualities of the corridor could highlight one or more significant communities and/or ethnic traditions.

Byway communities embrace their rich history of Native American, Mexican, ranching, homesteading, agricultural and immigrant cultures. Mexican and Italian cuisine, Victorian architecture and a spectrum of cultural events reflect the diversity of cultures that infuse the Byway corridor with its unique character and vitality. For example, the annual Pueblo Chili and Frijoles Festival attracts more than 150,000 people and in 2019, the Colorado State Fair had more than 466,000 attendees. There is also an Amish presence in the corridor and the annual Amish sale and auction is very popular.

Corridor restaurants reflect the region’s cultural diversity by featuring various cuisines, including Mexican, Italian, German and down home regional. Several retail stores in the Byway’s smaller communities feature local artists, craftspeople, themes and products, reinforcing the Byway’s rural, historic and cultural heritage.



Pueblo Chili Festival



Farm tour



Westcliffe Stampede Rodeo

Cultural Sites and Resources

- | | |
|---|---|
| <ul style="list-style-type: none"> • Sangre De Cristo Arts Center • Pueblo Heritage Museum • The Hispanic Resource Center at the Rawlings Public Library • Pueblo Chile and Frijoles Festival • Colorado State Fair • Westcliffe Stampede Rodeo • Amish businesses and events, including a large annual sale/auction | <ul style="list-style-type: none"> • Diversity of restaurants serving ethnic cuisine • Stores featuring local artists, craftspeople, themes and products • First Friday Art Walks • Farm stands and Farmers Markets • Agriculture tours • Colfax German colony site • El Pueblo History Museum |
|---|---|

Action Items	Priority
1. Conduct the Colorado Tourism Office agritourism marketing workshop and apply for subsequent CTO grants.	High
2. Promote and conduct agricultural tours	High
3. Determine how best to have a presence at high visitation events, such as the Chile Festival and State Fair.	High
4. Encourage and support events that reflect the cultural diversity and vibrancy of the Byway corridor.	Medium

Existing and Potential Partners Include

- Historic Arkansas Riverwalk
- Pueblo Visitor Center
- El Pueblo History Museum
- Pueblo Heritage Museum
- Buell Childrens Museum
- Pueblo Community College Visitor Information Center
- Pueblo Historic Districts
- Sangre de Cristo Arts Center
- Pueblo City-County Library District
- Pueblo Arts Alliance
- Pueblo Art Guild
- The Hispanic Resource Center at the Rawlings Public Library
- Pueblo Chili Growers Association
- Westcliffe Center for the Performing Arts
- Motor coach companies
- Campgrounds and RV parks
- RV touring clubs
- RV rental companies
- Colorado Tourism Office
- Colorado Agritourism Association
- Custer County Tourism Board
- Colorado Office of Tourism and International Trade
- See Appendix 14 for government, youth and other partners.

8. Visitor Services

Most visitor services and amenities are concentrated in Pueblo, however, most Byway communities provide some type and level of visitor services. Gas stations are found in Pueblo, Silver Cliff, Westcliffe and Colorado City. A range of dining and lodging options are available in Pueblo, Silver Cliff, Westcliffe, Colorado City, Rye, and seasonally, Beulah and San Isabel. While the majority of retail shopping takes place in Pueblo, each Byway community provides unique retail opportunities, many featuring local artists, craftspeople and products. These retailers contribute to the local economy and are an important part of creating a unique and authentic Byway experience for the traveler.

It is critical that employees working in retail and other front line employees that interact directly with the public know about the Byway. However, hospitality training for these personnel has not met with success in the past. In addition, the turnover rate in these “front line” positions (e.g. motel registration desk, restaurant staff) makes hospitality training ineffective. This increases the importance of selectively distributed Byway printed materials.

The economic impact of tourism increases dramatically when visitors spend the night. Overnight options in the corridor include hotels, motels, B&Bs, rental cabins, resort ranches and KOA and U.S. Forest Service campgrounds. Overnight accommodations are typically the largest expenditure travelers make. Spending the night also increases the likelihood that travelers will frequent local restaurants and businesses.



Overnight accommodations in the corridor range from upscale in Pueblo to backcountry camping in the San Isabel National Forest.



The city of Pueblo has a 4.3% “Lodger’s Tax”. The revenue generated by this tax is distributed to entities and organizations in Pueblo, however, no information is available on the distribution of this revenue and the selection criteria for organizations wishing to receive it. Custer County also has a bed tax.

The Byway has three formal visitor centers, however, several other facilities in the corridor function as visitor centers, such as Chamber of Commerce offices.

- Pueblo Visitor Information Center
- Lake Pueblo State Park
- Cuerno Verde Visitor Center
(2019 peak visitation: 33,448 June-August,)



Cuerno Verde Visitor Center

Action Items	Priority
1. Apply to be a recipient of city of Pueblo lodgers tax revenue	High
2. Apply to be a recipient of city of Custer County bed tax revenue	High
3. Be alert to and provide input on proposed new visitor amenities in the corridor.	Medium
4. Create a Byway information packet for selected hotels and motels.	Low
Existing and Potential Partners Include	
<ul style="list-style-type: none"> • Motels, hotels and their Associations • Restaurants • Gas stations • Pueblo Art Alliance 	<ul style="list-style-type: none"> • Greater Pueblo Chamber of Commerce • B&Bs, Airb&bs, inns, resorts, ranches and other lodging establishments • All Byway communities and counties

9. Interpretation and Outreach

Historically, byway interpretation has usually taken the form of interpretive signs at key byway sites and brochures/printed materials made available at strategic locations, such as visitor centers. While these tools may still be effective (particularly interpretive signs), contemporary byway interpretation must consider the societal and technological changes that have occurred in the last decade and which have a direct influence on the interpretation and marketing of a byway. These include:

- Changing travel patterns (staycations, e.g.), traveler demographics and traveler expectations
- The use of the internet and social media in trip planning and throughout the trip
- The ability of a traveler to be in virtually immediate contact with friends, family and beyond
- Fluctuations in national, state and local economies
- The loss of Federal Highway Administration and state funding of byways

The economic benefit to byway businesses and communities from travelers cannot be understated, and interpretation and marketing are key economic engines. While this CMP does not address the marketing of the Byway, the relationship between interpretation and marketing must not be overlooked or minimized. Interpretation and marketing are interconnected and co-dependent. Like interpretation, marketing is a means of getting information to a targeted group/audience. Usually, marketing involves promoting a byway's intrinsic qualities, unique resources and interpretive sites. A byway needs high quality interpretive sites and amenities to promote, and marketing must reflect the sites and amenities that are actually found along the byway. Marketing low quality sites or non-existent amenities is detrimental to the byway traveler's experience, and ultimately, to the byway itself. It is the byway traveler's experience that builds awareness of and support for the byway while also generating revenue for byway businesses and communities.

The recommendations in this section are intended to enhance the Byway and the visitor experience, while positioning the Byway for future success. These recommendations were developed with the following goals in mind:

- Respect and protect the Byway's intrinsic qualities.
- Honor the rich and diverse history and culture of the Byway corridor and communities.
- Showcase and educate people about the Byway's intrinsic qualities, defining sites and unique character.
- Recognize the rural character of the Byway and the unique quality of life in Byway communities.
- Encourage collaborative, mutually beneficial relationships and partnerships between the Byway and key agencies, organizations and stakeholders.



Silver Cliff interpretive site



Carhart Plaza kiosk

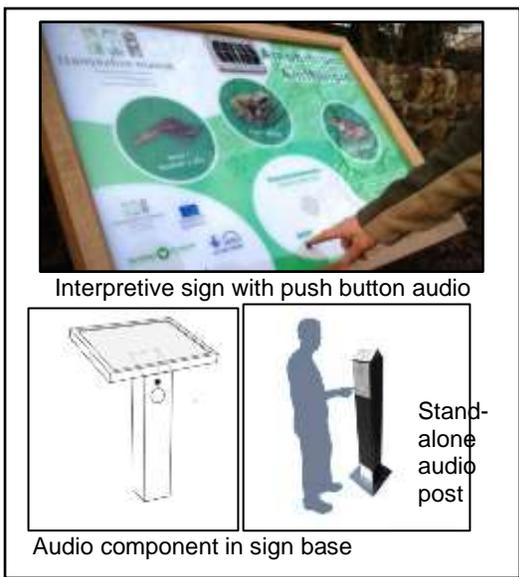


All-Aboard Westcliffe kiosk

Action Items	Priority
<p>1. Develop an interpretive theme for the Byway. An interpretive theme captures the essence of the byway and is the foundation for making decisions on the topics and sites to be interpreted and the methods/materials/media to be used (brochures, website, docents, etc.). While the theme is usually not directly conveyed to the byway traveler, it is the umbrella under which all interpretive topics, sites and materials must fit. For example, the Ohio River Scenic Byway adopted the following theme:</p> <p><i>“The Ohio River Scenic Byway showcases the very best of Southern Illinois--its monumental history, natural and scenic splendor, heartland farming, and warm and welcoming people – all within the realm of one of the nation’s greatest rivers.</i></p> <p>The theme should not be confused with marketing tag lines or slogans, which are developed from the theme and are intended to target specific audiences and activities.</p>	High
<p>2. Craft a concise, engaging description of the Byway and its character and attributes. This is critical for interpretation, branding, marketing, grant applications, and partnership generation. Currently, the Byway does not have a strong, focused identity.</p>	High
<p>3. Standardize the logo and images to be used in interpretation and marketing. The current logo highlights early auto travel, which is not a predominant feature of the contemporary Byway, and the logo may be confusing to some people, who do not equate autos with frontier pathways. Regardless, the logo should be used often and consistently. Care must be taken when creating collateral materials, such as decals and other graphic pieces. Too many disparate images can dilute or confuse the message and reduce branding consistency.</p>	High
<p>4. Put together a Frontier Pathways Byway information packet. These two or three pages would include a map, a description of the Byway, key sites and communities. This packet should be produced in small numbers and distributed selectively for maximum efficiency and economy. Potential recipients include:</p> <ul style="list-style-type: none"> • Local and state government officials, particularly city council members and county commissioners. • Local newspapers, radio and TV stations, vetted bloggers and local government officials • Major hotels in the area, especially those hosting conferences • Pueblo County’s ten largest employers (a few packets provided to the Human Resources department) • Pueblo New in Town Meeting Group. For example, in September 2019, Xcel Energy and EVRAZ announced plans for a new steel mill solar facility that will create 300 new jobs. In October, IndieDwell announced plans for a new factory to produce energy-efficient modular homes, creating up to 200 jobs. • Military Morale, welfare and Recreation Offices • Travel, outdoor, history, Western living publications 	Low
<p>5. Stay aware of work to provide fiber optics to Byway communities. While fiber optics will likely improve internet access and reception, its installation may have environmental and viewscape implications.</p>	Low

<p>6. Install a multi-panel interpretive kiosk at the Goodnight Barn. This barn is not only a high-profile historic site, it is a working example of historic preservation, which is important throughout the corridor. In addition, the barn is ideally located to serve as a gateway to the Byway. The Byway starts in Pueblo, however, the first few miles of the Byway have no viable location for a high-profile, formalized gateway to the Byway. The Goodnight Barn is strategically located to provide such a portal, being situated at the transition from the urban to the rural sections of the Byway. The kiosk should contain information on the Byway and initially, on the Barn restoration project.</p>	<p>Medium</p>
<p>7. Create a paid half-time position whose job would be to schedule and coordinate Byway tours and participation in events; oversee the production of printed and other outreach materials; maintain the Byway website and social media presence, develop partnerships and sponsorships; apply for grants and represent the Byway at selected meetings and events.</p>	<p>Medium</p>
<p>8. Acquire a 14 passenger van for conducting tours. This vehicle could generate income for the Byway by being used for paid farm and history tours. It can also be used for tours for conference attendees, youth activities and shuttling people to community events and Dark Sky activities. (The early onset of dark skies during the winter could create additional winter visitation and spending.) The van could be rented to other organizations, generating additional revenue. While it may be possible to arrange sponsorship or donation of this vehicle, purchasing should also be considered. The van should have easy step-in access; a high ceiling; extensive, tall side windows; storage space for backpacks/bags; and multiple USB ports.</p>	<p>Medium</p>
	
<p>9. Provide exhibits, printed material, calendars of events and other materials to the Pueblo Visitor Information Center, Lake Pueblo State Park Visitor Center, the Cuerno Verde Visitor Center and the KOA campground at I-25 and Hwy. 165. The Cuerno Verde Visitor Center and the KOA campground create a strong portal to the Byway's southern end.</p>	<p>Medium</p>
<p>10. Assess the economics and value of providing brochures and other printed materials to secondary locations such as the Lodge restaurant and facilities at Lake Isabel, Chambers of Commerce, museums hotels/motels and restaurants.</p>	<p>Medium</p>
<p>11. Update the Byway website quarterly, particularly regarding seasonal events and activities. A well-designed, user-friendly website is critical to byway interpretation and marketing. The use of the Internet for travel planning and booking has increased dramatically in the past decade. Many travelers are planning trips with less advance notice and and/or prefer immediate access to online information versus the delayed response time experienced using the telephone and mail.</p>	<p>Medium</p>

<p>12. Assemble and maintain a three-year master calendar of Byway community events, significant celebrations and upcoming corridor anniversaries (the 100th anniversary of X, e.g.).</p>	<p>Medium</p>
<p>13. Determine if existing listings of the Byway on travel and other websites contain current and accurate information and a link to the Byway website and social media. For many travelers, the lack of a web presence is a red flag that the destination or attraction may not be high quality or customer service-oriented and not worth a visit.</p>	<p>Medium</p>
<p>14. Update the Hardscrable wildlife viewing area interpretive signs. The fact that there are very few sites on the Byway with interpretive signs increases the importance of these signs and their immediate surroundings being high quality. While the existing interpretive signs are still functional, they are showing signs of age and may have a three-year life expectancy. When the signs are replaced, they should be oriented to afford the optimum view of bighorn sheep habitat.</p>	<p>Medium</p>
<p>15. Upgrade and mark the Silver Cliff interpretive site. This site and garden is hard to see from the highway and the interpretive panels are badly worn. Ideally, native plants would be planted to replace non-natives.</p>	<p>Medium</p>
<p>16. Upgrade and increase interpretation in Westcliffe. The interpretive signs on the kiosk at All-Aboard Westcliffe are in poor condition and should be replaced. The Bluff is an ideal location for one or more interpretive signs, including a Peak Finder of the Sangre de Cristo range.</p>	<p>Medium</p>
<p>17. Work with any entity that is developing a Byway-related phone app to assure the accuracy of information and consistency with the goals and objectives of the Byway. For example, Destination Pueblo is currently developing an app for visitors, which could include information about the Byway. Phone apps are among the most expensive media to develop and are usually not advised for limited use. For example, an app that allows the user to manipulate photos will be used numerous times, whereas a Byway app may only be used for a single Byway visit . All Byway-related apps should include an advisory telling people to download the app now because phone service is not available on some sections of the Byway.</p>	<p>Medium</p>
<p>18. Establish a new viewing point with interpretation east of Silver Cliff. The land is owned by the Byway and is an excellent location for a multi-panel kiosk featuring Byway and interpretive information.</p>	<p>Medium</p>
<p>19. Have a presence at community events. The Byway should take advantage of the corridor’s large events, such as the Pueblo Chili Festival and the State Fair. Smaller events are important too, as each event draws its own audience, broadening the Byway’s exposure. Attending community events is also a way to support Byway communities, generate or strengthen partnerships and increase resident knowledge of and support for the Byway.</p>	<p>Low</p>
<p>20. Purchase a Trade Show or pop-up type exhibit that can be displayed at community events. NOTE: Displays must be suitable for outdoor use.</p>	<p>Low</p>

<p>21. Create an annual Frontier Pathways Heritage Days. This event could feature wagon, stage coach and vintage auto parades and/or rides; chuck wagon food; demonstrations of blacksmithing, yarn spinning, butter churning and other pioneer activities. All local museums and visitor centers should be open and staffed and merchants could offer discounts on their products and services. (This is also a Historic Qualities Action Item).</p>	<p>Low</p>	
<p>22. Encourage businesses along the Byway to create a strong web and social media presence, thereby elevating the profile and status of the Byway and allowing it to link to and support local businesses.</p>	<p>Low</p>	
<p>23. Assess the viability of visitor centers on the Byway, including considering consolidating some small community museums into a single facility, such as All-Aboard Westcliffe.</p>	<p>Low</p>	
<p>24. Stay alert to developments in plans to bring rail to Pueblo.</p>		
<p>25. Develop a list of potential Eagle Scout projects and offer them to local Troops and the Rocky Mountain Council. Youth organizations with comparable programs should also be contacted. It may also be possible to earn merit badges and other awards for providing a diversity of services to the Byway.</p>	<p>Low Low</p>	
<p>26. Consider incorporating push button audio components into interpretive signs. The pre-recorded audio conveys information that otherwise would not be available to the reader and is a benefit to people who are visually impaired, helping to satisfy ADA guidelines. Audio components can play 1-4 pre-recorded, easily updated messages. Most components have a range of playback volume options, and many store playback data, such as how many times the component is used and when. Audio components can be solar or battery powered and can be installed directly in the interpretive sign or in the sign base. Audio components can also be housed in a stand-alone post with no accompanying interpretive sign.</p>	 <p>Interpretive sign with push button audio</p> <p>Audio component in sign base</p> <p>Stand-alone audio post</p>	<p>Low</p>
<p>Existing and Potential Partners Include</p>		
<p>See Appendix 14 for an extensive list of interpretation and outreach partners.</p>		

10. Social Media and Other Technology

The Colorado Tourism Office conducts an annual study of Colorado's travel and tourism market. Data from 2018 indicate:

- Laptops, tablets and smartphones are now commonly used to access trip-related information both prior to and during travel.
- When travel planning, Colorado vacationers are slightly more likely to use a laptop (49%) than a desktop computer (43%), followed by a smartphone (36%) and tablet (17%). When vacationers are actually on their trip, however, smartphone use increases to 69% well ahead of laptops (33%) or tablets (26%). In all, 82% of Colorado vacationers brought and used some form of mobile device on their trip.
- Use of social media such as Facebook, Twitter and Instagram for Colorado trip planning remained at a relatively low level -- about 10%. At the same time, a majority of travelers indicated they use social media for travel-related information not related to the planning of the trip. 68% of Colorado leisure visitors indicated that they recently engaged in some travel-related activity via social media, specifically, posting travel photos and videos, reading travel reviews, looking at other people's travel photos and learning about travel deals/promotions and events.

Social Media

Social media platforms (e.g., Facebook, Twitter, Instagram) enable people to access content (text, photographs, video) free of charge. Organizations provide this content in the hope that the viewer will engage with them by "liking", sharing or responding to their post. Social media is also an important component of the organization's branding.

The goal of many social media platforms, particularly Facebook, is not to provide content, it is to create an extensive network of connected users via the sharing of posts. Unlike surfing websites, using social media is more a leisure-time entertainment than an educational pursuit. With billions of users and posts, the competition for an audience is tremendous. Posts should consist of short, engaging messages and images targeting specific audiences (RV travelers, e.g.). The goal is to have the reader share your content with his/her/their followers. As National Association for Interpretation Social Media specialist Paul Caputo says, "Social media is an activity not a thing."

Social media are somewhat controversial and volatile, with use protocols varying among organizations (e.g., some government agencies are authorized to have a Facebook presence but cannot use Twitter, and social media platforms often change the number of characters they allow and how hashtags (#), captions and other features can be used. They also constantly revise the algorithms they use to prioritize posts and posting organizations (the organization's "credit rating") and to collect user data. As in finance, maintaining a high credit rating (AKA Edgebank) is essential.

Social media use is more personal and interactive than websites and pod casts. Users expect current information and at times, immediate response by and interaction with the poster, which can be difficult for a byway organization to provide. Also, interactive social media sites, where readers can respond to a post, must be monitored regularly for objectionable or suspect content. This requires the organization to develop social media policies, typically including, no profanity, pornography, spam or libelous comments.



Facebook



Twitter



Instagram

Social Media Pros	Social Media Cons
<ul style="list-style-type: none"> • Postings can reach a lot of people, often in a short period of time. • Users, not the agency/organization, are primarily responsible for disseminating the content (via sharing) • Allows people to share personal content and experiences. • Easier and less expensive to update than a website. • Is accessible on mobile devices. • Links to social media can be contained in the organization website. 	<ul style="list-style-type: none"> • Creating and posting content and responding to input takes time. • Organization must maintain a consistent “voice” when multiple people are responding to public input. • Must be monitored for appropriateness of public input. • Lack of public interest in and not responding to postings hurts the agency/organization’s “credit rating.” • Social media trolls, who responds to posts simply to create controversy.

Social Media Platforms

Attribute	Facebook	Twitter	Instagram
Number of users	More than two billion	350 million	More than one billion
Best used for	Delivering small amounts of content to specific audiences.	Current or fast-breaking news. Maintaining a conversation stream.	Photos and videos. Text in the form of captions
Primary audience	Broadest range of users with highest use by 30-65 year olds	Second broadest range of users with highest use by 30-50 year olds	Youngest users with highest use by 18-24 year olds
Average length of viewer use	12 minutes	3 minutes	Unavailable
Recommended posting frequency	2-5 per week	5-6 per day	Unavailable
Timing of posts	Posts can be submitted in advance and scheduled for posting	Real time	Real time
Capacity	63,206 character	280 characters plus captions	2,200 characters
Recommended maximum characters	40	100	125
Hash tag use	Should not be used	Up to three per post	Up to 30 per post

Overall potential benefit to the Byway	
Facebook	Highest due to content versatility and broadest audience, particularly in the Byway demographic, and the post stays visible for longer than on Twitter. Ability to purchase ads for events and activities. For credibility, organizations should have a Facebook page.
Instagram	Medium--High due to low time involvement, ease of posting photos and a younger audience demographic.
Twitter	Low due to frequency of responding and posting, highest need for monitoring and somewhat redundant audience with Facebook. Not responding quickly lowers the organization's "credit score".

Appendix 15 contains additional information on social media, including best practices.

QR Codes

For the most part, QR codes (right) have fallen out of use and should not be considered. Reasons include that they require a Smartphone or Android app, thereby reducing the user pool. When accessible to the public (e.g. on interpretive signs) they are vulnerable to being "stickered" by another entity that places a sticker of its QR code atop the original.



Podcasts

A Podcast is a pre-recorded audio or video program that can be downloaded from a website and played on a computer or digital music player. Podcasts have been used for audio tours of museums, cultural and historic sites, cities and more. They can be created to address virtually any topic. Public libraries can podcast certain podcasts free of copyright, providing exposure to a diverse audience, including the visually impaired. Ordinarily, podcasts are among the most expensive media to produce.

Action Items	Priority
• Maintain the Byway Facebook page (Ideally, done by one individual).	High
• Consider the user and use data collected by the social media platform to develop social media, marketing, interpretation and management priorities.	Medium
• Encourage visitor services-related businesses in the corridor to create a social media presence to raise the profile of the Byway and broaden its network.	Low
• Consider creating wifi hotpots at key byway locations that currently do not have coverage.	Low
• Develop podcasts on various of topics with the priority being an overall byway tour. NOTE: due to the lack of cell phone and internet access along much of the byway, travelers should be advised to download podcasts and other materials prior to their visit.	Low

11. Economic Development

Increasing tourism has been a goal for the Byway since its establishment and will continue to be the Byway’s economic engine. The Byway continues to seek to balance the economic benefit of tourism with the desire to respect and protect the corridor’s intrinsic qualities and rural character. While the Byway should work to brand and market to a diversity of tourists, those interested in agritourism and heritage tourism, and those seeking an authentic, local experience warrant special attention.

Agritourism and Heritage Tourism

Agritourism is increasing in popularity in Colorado, and the Byway offers some agritourism opportunities. Developing agritourism, heritage and cultural tourism was identified as a key tactic in the 2011 state economic development plan and in 2013, the Colorado Tourism Office released a three year Cultural, Heritage and Agritourism Strategic Plan to promote agritourism and heritage tourism as a means of economic development in rural parts of the state. Colorado has an Agritourism Association to assist businesses with insurance, zoning, signage and marketing. Legislation that places limits on liability to protect farmers and ranchers has the potential to further increase interest and participation in the agritourism industry. Agritourism opportunities include:

- Farm and ranch tours
- Marijuana operations tours
- Opportunities to lodge and dine at farms and ranches
- Utilizing farms and ranches for weddings and special events
- Opportunities to do chores and help on a working farm or ranch
- Visiting farm stands and farmers markets
- Visiting pick-your-own farms
- Attending food and wine/beer festivals and experiencing local or regional cuisine, brews and spirits
- Visiting petting farms



Pueblo Farmers Market

There are a number of similarities between agritourists and heritage tourists. Both typically have higher education levels and more discretionary income than the general public and are like to try a variety of activities and new experiences when they travel. Plus, packaging agritourism and heritage tourism activities together can help create a critical mass of attractions to draw visitors to rural areas.

Action Items	Priority
• Support efforts to create a Pueblo Tourism Bureau	High
• Participate in and collaborate with community-based and regional tourism programs.	High
• Join the Colorado Agritourism Association	High
• Offer opportunities for the public to assist with historic restorations and other heritage projects and activities.	Medium
• Develop combined agritourism/heritage tourism packages.	Low
• Encourage retailers to stock heritage/cultural retail products at a variety of price points.	Low

Appendix 14 contains an extensive list of potential tourism partners.

Collaborative Marketing

Collaborative marketing and shared advertising can to be a creative and synergistic opportunity to highlight the distinctive character and sites of the Byway corridor. Collaboration among local businesses, farmers, ranchers and artisans could encourage longer stays and more spending. Combined marketing may attract a greater variety of visitors and draw them to multiple destinations and communities. This enhances the visitor experience and reduces any one entity’s advertising costs. It allows agencies, organizations, businesses, artisans and property owners to collectively tell a fuller story of the corridor’s distinctive qualities and amenities. Articulating the region’s unique array of local products, destinations and activities through consistent branding lets visitors know they can expect a specific and unique experience, and may draw new visitor types to the area.

Action Items	Priority
1. Conduct the Colorado Tourism Office agritourism marketing workshop and apply for subsequent CTO grants. This Action is also listed as a Cultural Qualities Action Item.	High
2. Encourage and take advantage of collaborative marketing opportunities.	High
3. Create small flags or signs for merchants to display showing their support for and involvement with the Byway. While merchants can be charged for these items, receiving them free of charge is likely to increase participation.	Low

Appendix14 contains an extensive list of potential marketing partners.

Partnership

Very few byways have the resources (fiscal, personnel, expertise, materials and equipment) they need to be functionally independent and economically viable on their own. Partnerships help fill resource voids, create new stakeholders and broaden a byway’s presence and influence in its corridor and beyond. Byways must optimize their resources and develop synergistic, collaborative relationships with diverse partners and interests: government agencies, non-profit organizations, private sector entities and diverse interest groups and stakeholder. Partnerships bring much needed resources, knowledge and expertise to the Byway and can strengthen a byway’s bid for grant money by providing in-kind services and matching funds.

Partnerships occur when entities interact because they have a common interest. The most effective byways encourage and facilitate partnerships, resulting in products, services and visitor experiences that are superior to what an individual agency or organization can produce on its own. In addition:

- Partners with a shared vision and goals tend to achieve those goals more easily and more quickly.
- Duplication of efforts and redundant products and services are avoided.
- Visitors recognize cooperation, particularly when it enhances their byway experience.
- Sharing resources reduces costs and benefits each partner’s bottom line.

Creating effective partnerships takes time and a clear vision and focus. Trust, honesty, consensus and resolve are all key elements of success. Partners must have a clear understanding of the purpose of the partnership and must have the authority and ability to commit their time and resources.

Action Items	Priority
1. Identify and pursue partnership opportunities.	High
2. Establish clear goals, roles and tasks for partners and the Byway, while remaining flexible and willing to adapt to changing circumstances.	High
3. Determine how partners will communicate both routinely and when there are problems and “emergencies.” Communicate regularly, honestly and constructively.	High
4. Assess progress regularly and celebrate successes so partners stay informed and motivated.	High

A list of current and potential partners is found in **Appendix 14**.

Fundraising

Fundraising success is directly linked to other success factors: a clear vision, a healthy organization, active partnerships and sound planning. Fundraising can consist of applying for grants, soliciting donations and matching funds, generating revenue directly from byway products and services and other sources and activities. Byway groups need to make and implement effective, long-term funding plans and present those plans to potential funders.

Action Items	Priority
1. Stay alert for new opportunities for funding through state and the federal governments.	High
2. Hire a part-time employee to pursue fundraising, among other duties.	High
3. Purchase a vehicle for conducting tours and renting to other organizations.	High
4. Identify companies and individuals in the corridor who may support the Byway.	Medium
5. Lobby to increase lodging taxes in the corridor and to have the Byway recognized as a recipient of such tax revenue.	Low
6. Consider using the Byway website to generate revenue through ads.	Low
7. Develop a program for corridor merchants to ask buyers if they would like to “round up” their purchase to generate revenue for the Byway price (“Frontier Round-Up”).	Low

Appendices 16 and **17** contain information on grants and fundraising.

12. Marijuana Cultivation Operations

As of October 1, 2019, there were 97 marijuana cultivation licenses with Pueblo, Rye and Beulah addresses, including the world’s largest outdoor cultivation operation. There were no licenses held in Wetmore, Silver Cliff, Westcliffe and Colorado City. Of the 97 licensed operations, 63 (65%) could be considered to be within the Byway corridor. A complete list of cultivation operations licensed in Pueblo, Rye and Beulah is found in **Appendix 18**.

Although crop cultivation is consistent with the agricultural heritage of the corridor, there are concerns that the large, white and somewhat reflective marijuana grow houses intrude into the Byway viewscape. Lighted cultivation operations can be especially intrusive at night, and contribute to the light pollution that could jeopardize nearby internationally designated Dark Sky communities. In addition, several cultivation operations contain “outside grow” areas which are fenced, sometimes with opaque, black fabric fencing, which also impacts the Byway aesthetic. While most cultivation operations prefer to remain discreet, their perimeter fencing, particularly along Highway 96, provides opportunities for advertising.

In developing this CMP, seven states where medical and recreational marijuana is legal (Alaska, California, Illinois, Maine, Nevada, Oregon and Washington) were contacted regarding cultivation operations in byway corridors. Five states did not respond. Illinois has no knowledge of such operations. Oregon has received no complaints regarding these operations, but suspect they might in the future, especially if marijuana odor becomes evident.

Marijuana cultivation licenses are granted by the Pueblo Liquor and Marijuana Licensing Board and the Colorado Department of Revenue, Marijuana Enforcement Division. Licenses must be renewed annually, which provides opportunities for public comment on licensee compliance with related regulations. Compliance complaints must be submitted to the Colorado Department of Revenue by use of that agency’s Information Referral Form (**See Appendix 19**).

Per the Department of Revenue, the IRF is used to provide “information regarding non-compliant activity.” Since the Byway’s concerns about cultivation operations relate to aesthetics rather than non-compliance, the Information Referral process is not likely to yield results. To address Byway issues, it will be more effective for the Byway to



Canna Tek 1790 Pope Valley Ranch Road



Family Farm Growers 43801 East SH96



Family Farm Growers 43801 East SH96



World’s largest outdoor cultivation operation
Medicine Man/Los Suenos SH96



Ghost Gardens 1115 Siloam Road

contact cultivation operations directly and discuss issues and concerns and appeal to the licensee’s sense of civic responsibility and need for local support. Many cultivation operations have websites that contain contact information and several local medical and retail marijuana outlets are part of the Adopt-A-Highway program, perhaps indicating a sense of civic interest and/or recognizing the need for local support. There may also be partnership opportunities, such as involvement in agricultural tours, local festivals and events and night sky viewing events.

Action Items	Priority
1. Determine which cultivation operations are most impactful to the Byway	High
2. Contact and establish relations with corridor cultivation licensees	High
3. Send an e-mail or letter to the Colorado Department of Revenue and the city of Pueblo Liquor and Marijuana Licensing Board detailing cultivation-related concerns and requesting the consideration of the Byway’s scenic values and importance to local economies.	Medium
4. Obtain from the state of Colorado or city of Pueblo, a list of when cultivation licenses come up for annual renewal.	Medium
5. Be alert to assure that cultivation operation fences are not used for advertising.	Low
6. Begin a multi-state byway organization network to keep informed of marijuana-related issues and to share and learn from the network’s experiences.	Low
7. Put a member of the Byway board on the Pueblo Liquor and Marijuana licensing Board	Low

13. Byway Administration

It is important that a byway have a unified, branded and active presence in its communities. Byways must have a clearly defined mission and focus, an efficient and effective organizational structure and strong leadership. This requires the Board of Directors to have a unified vision for the byway and a commitment to established and adhere to priorities (See **Appendix 1**). While Board members may have a personal interest in a particular intrinsic quality, site or activity members must maintain a broad view of the byway and act with its the long term sustainability in mind.

As with most byway boards, there is concern about generating new board members for a byway with only one large population center and many agencies, organizations and causes relying on and competing for volunteers. Many of the Action Items recommended in this CMP are intended to increase public knowledge of and support for the Byway, which may pay off in interest in board positions. When recruiting potential board members, it is important that the Board have a shared, articulable sense of and vision for the Byway. The number one priority for the Byway should be to affirm its identity. Currently, the Byway does not have the strong identity that is critical for recruiting board members, partners and sponsors; branding, marketing and interpretation and competing for grants.

The Byway’s long-term success also depends on maintaining a strong relationship with CDOT. In addition to having maintenance responsibility for the majority of the Byway road surface and rights-of-way, CDOT is a valuable source of information on a variety of in-house and external resources and can provide assistance with conforming to both state and federal requirements when developing plans and applying for grants.

The Board and members of the public identified the following items as priorities for future capital expenditure, as determined from a “shopping list” provided to them. This information may prove valuable to the Board as funds and opportunities become available.

Board Capital Expenditure Priorities	Public Capital Expenditure Priorities
<ol style="list-style-type: none"> 1. Salary for a paid Byway position 2. Purchasing/leasing a tour vehicle 3. Interpretive signs/kiosks New pullouts/scenic overlooks 4. Brochures and other literature 5. Internet and social media presence 6. Creating byway tours/itineraries 7. Having a presence at community events and activities Marketing/advertising: National Marketing/advertising: Local/Regional Marketing/advertising: State-wide Exhibits/displays for existing local museums and information centers 8. Subsidies for businesses that offer discounts to byway travelers 	<ol style="list-style-type: none"> 1. New pullouts/scenic overlooks 2. Salary for a paid Byway position 3. Interpretive signs/kiosks 4. Brochures and other literature 5. Marketing/advertising: State-wide 6. Purchasing/leasing a vehicle (max. 14 passengers) for conducting tours 7. Having a presence at community events and activities 8. Internet and social media presence 9. Purchasing/leasing and equipping a small van to be a mobile Byway “information center” 10. Creating byway tours/itineraries 11. Marketing/advertising: Local/Regional 12. Purchasing/leasing and equipping a small van to be a mobile byway “information center”

<p>The following items did not receive any votes from Board members:</p> <ul style="list-style-type: none"> • Re-establishing a new, consolidated Byway information center • Installing electric car charging stations • Purchasing/leasing and equipping a small van to be a mobile byway “information center” • Marketing/advertising: International 	<p>13. Establishing a new, consolidated Byway information center</p> <p>14. Subsidies for businesses that offer discounts to Byway travelers</p> <p>15. Electric car charging stations</p> <p>16. Marketing/advertising: National Exhibits/displays for existing local museums and information centers</p> <p>Marketing/advertising: International</p>	
Action Items		Priority
<p>1. Craft vision and mission statements for the Byway and strengthen its identity.</p>	<p>High</p>	
<p>2. Establish regular communications with CDOT. The State byway coordinator and the regional maintenance manager(s) should be added to the list of recipients of notifications of Board and public meetings and their agendas, major Byway events, planned media and marketing campaigns, grants proposed and received and other topics of significance as relevant to their positions.</p>	<p>High</p>	
<p>3. The Board must stay focused on the Byway’s identity and on the highest priority Action Items. While the Board should remain flexible and ready to take advantage of opportunities to complete “lower” priority Action Items, this CMP and the business plan should be the guiding documents for Byway decision-making in the coming years.</p>	<p>High</p>	
<p>4. Encourage Byway communities and counties, Colorado Parks and Wildlife and the U.S. Forest Service to have a representative on the Byway Board.</p>	<p>High</p>	
<p>5. Encourage Byway Chambers of Commerce, museums, outdoor recreation interests, environmental groups and the business community to have a representative on the Byway Board or to be available in an advisory capacity.</p>	<p>Medium</p>	
<p>6. Update the Byway business/marketing plan. Ideally, this plan would be developed in conjunction with an interpretation plan.</p>	<p>Medium</p>	
<p>7. Create a Youth Advisory Council that would advise the Board on youth demographics, culture and interests; opportunities for youth; the use of social media and the internet and other topics. This council would increase community awareness of the Byway and generate Byway supporters immediately and in the future. It is also an valuable opportunity for cross-generational learning and interaction. The Council could consist of high school and community college students who might be able to receive course or elective credit for serving.</p>	<p>Low</p>	
<p>8. Explore the possibility of having a college or high school provide students for long-term internet technical support. This would be for technical support and, possibly, website development and maintenance.</p>	<p>Low</p>	

Appendix 1: Prioritized Action Items

HIGH PRIORITY ACTION ITEMS

Roads and Safety

- Maintain relationships with the CDOT Region Manager(s) and their counterparts in the city of Pueblo, Pueblo County and Custer County.
- Support efforts to improve bicycle and pedestrian safety in the corridor, particularly the construction of bike lanes and road shoulders.
- Explore the possibility of applying for an electric vehicle charging station grant from CDOT and the Colorado Energy Office.

Natural Resource Quality

- Support and work with government agencies, non-profit organizations and academia to protect the Byway's natural/scenic resources and qualities.
- Work with marijuana cultivators to address concerns about the scenic and visual impacts of cultivation operations, particularly grow house night lighting.
- Stay informed of and involved in county zoning and land use activities, reviews and decisions in the corridor that may negatively impact the Byway, such as code changes, residential development, mining and civic revitalization projects.

Recreation Quality

- Encourage and support increasing bicycle safety on the Byway by the addition of road shoulders and bike lanes.
- Work with RV clubs to promote the Byway

Historic Quality

- Continue to promote and conduct heritage tours in the Byway region.
- Continue to support historic preservation activities in the corridor, including the restoration of the Goodnight barn and the preservation of historic homesteads.

Cultural Quality

- Conduct the Colorado Tourism Office agritourism marketing workshop and apply for subsequent CTO grants. This Action is also listed as a Collaborative Marketing Action Item.
- Promote and conduct agricultural tours
- Determine how best to have a presence at high visitation events, such as the Chile Festival and State Fair.

Visitor Services

- Apply to be a recipient of city of Pueblo lodgers tax revenue
- Apply to be a recipient of city of Custer County bed tax revenue
- Be alert to and provide input on proposed new visitor amenities in the corridor.

Interpretation and Outreach

- Develop an interpretive theme for the Byway.
- Craft a concise, engaging description of the Byway.
- Standardize the logo and images to be used in interpretation and marketing.

Social Media

- Maintain the Byway Facebook page

Economic Development

- Support efforts to create a Pueblo Tourism Bureau
- Participate in and collaborate with community-based and regional tourism programs.
- Create a Byway heritage tour to supplement the farm tours being conducted.
- Join the Colorado Agritourism Association

Collaborative Marketing

- Conduct the Colorado Tourism Office agritourism marketing workshop and apply for subsequent CTO grants. This Action is also listed as a Cultural Qualities Action Item.
- Encourage and take advantage of collaborative marketing opportunities.

Partnership

- Identify and pursue partnership opportunities.
- Establish clear goals, roles and tasks for partners and the Byway, while remaining flexible and willing to adapt to changing circumstances.

Funding

- Stay alert for new opportunities for funding through state and the federal governments.
- Hire a part-time employee to pursue fundraising, among other duties.
- Purchase a vehicle for conducting tours and renting to other organizations.

Marijuana Cultivation

- Determine which cultivation operations have the most adverse impacts to the Byway.
- Contact and establish relations with corridor cultivation licensees.

Byway Administration

- Craft vision and mission statements for the Byway and strengthen its identity.
- Establish regular communications with CDOT.
- The Board must stay focused on the Byway's identity and on the highest priority Action Items.
- Encourage Byway communities and counties, Colorado Parks and Wildlife and the U.S. Forest Service to have a representative on the Byway Board.

MEDIUM PRIORITY ACTION ITEMS

Byway Location, Route and Wayfinding

- Work with the city of Pueblo to continue the replacement of old Byway signs with new State/National Byway signs
- Change the directional sign in Westcliffe to a CDOT Type B sign (↔)
- Relocate the “BEGIN” byway sign from the junction of highways 96 and 69 to the west end of Highway 96 at The Bluff.

Roads and Safety

- Monitor CDOT’s progress on its 2040 plans for Highways 96 and 165.
- Work with CDOT to use its programmable digital sign to promote Byway safety. Use of the sign to promote events should also be considered.

Natural Resource Quality

- Support and work with Colorado and International Dark Skies.
- Support landowners, land trusts, conservation organizations and government agencies to protect the Byway and its natural resources and viewsapes.

Recreation Quality

- Work with the Colorado City KOA campground to provide Byway information to its patrons. Coordinate this effort with interpretation at the Cuerno Visitor Center.
- Provide Byway information to local fishing and hunting guides and outfitters.

Historic Quality

- Create an annual Frontier Pathways Heritage Days.
- In printed and on-line materials, indicate which locations have visible structures or historic remnants.

Cultural Quality

- Encourage and support events that reflect the cultural diversity and vibrancy of the corridor.

Visitor Services

- Be alert to and provide input on proposed new visitor amenities in the corridor.

Interpretation and Outreach

- Acquire a 14 passenger van for conducting tours.
- Install a multi-panel interpretive kiosk at the Goodnight Barn.
- Create a paid half-time position.
- Provide exhibits, printed material, calendars of events and other materials to numerous Visitor Information Centers and the KOA campground at I-25 and Hwy. 165.
- Assess the economics and value of providing brochures and other printed.
- Update the Byway website quarterly.

- Assemble and maintain a three-year master calendar of Byway community events.
- Determine if existing listings of the Byway on travel and other websites contain current and accurate information and a link to the Byway website and social media.
- Update the Hardscrable wildlife viewing area interpretive signs.
- Upgrade and mark the Silver Cliff interpretive site.
- Upgrade and increase interpretation in Westcliffe.
- Establish a new viewing point with interpretation east of Silver Cliff.
- Stay aware of work to provide fiber optics to Byway communities.

Social Media

- Consider the user and use data collected by the social media platform.

Economic Development

- Develop combined agritourism/heritage tourism packages.

Fundraising

- Identify companies and individuals in the corridor who may support the Byway

Marijuana Cultivation

- Send an e-mail or letter to the Colorado Department of Revenue and the city of Pueblo Liquor and Marijuana Licensing Board detailing cultivation-related concerns and interests.
- Obtain from the state of Colorado or city of Pueblo, a list of when cultivation licenses come up for annual renewal.

Byway Administration

- Encourage Byway Chambers of Commerce, museums, outdoor recreation interests, environmental groups and the business community to have a representative on the Byway Board or to be available in an advisory capacity.
- Update the Byway business/marketing plan. Ideally, this plan would be developed in conjunction with an interpretation plan.

LOW PRIORITY ACTION ITEMS

Natural Resource Quality

- Identify contacts in Colorado Parks and Wildlife, the U.S. Forest Service, The Nature Conservancy, the Colorado Natural Heritage Program and local Audubon chapters. These agency representatives should be invited to join the Board or serve in an advisory capacity to the Board.
- Request an update on rare species and Potential Conservation Areas in the Byway corridor from CNHP.
- When initiating projects that potentially impact the Byway's scenic qualities, use the CDOT Visual Impact Assessment process and form.
- Confirm that CDOT and Pueblo and Custer counties road departments are aware of the significance and location of rare species and are employing best management practices in their operations.

Recreation Quality

- Provide Byway information to sportsman's organizations.
- Work with motorcycle clubs and websites to promote the Byway, including through the on-line posting of helmet-cam footage.

Historic Quality

- If economically viable, conduct agricultural tours for middle and high school students, possibly in conjunction with 4-H and Future Farmers of America.
- Recognize and promote Centennial Farms and Ranches in the Byway corridor.
- Partner with vintage auto clubs to perpetuate the Byway's legacy of early automobile touring.

Cultural Quality

- Encourage and support events that reflect the cultural diversity and vibrancy of the Byway corridor.

Visitor Services

- Create a collaborative of community stores and shops featuring local artists, craftspeople and products.

Interpretation and Outreach

- Put together a Frontier Pathways Byway information packet.
- Create an annual Frontier Pathways Heritage Days.
- Stay alert to developments in plans to bring rail to Pueblo.
- Have a presence at community events.
- Purchase a trade show or pop-up type exhibit.
- Encourage businesses along the Byway to create a strong web and social media presence.
- Assess the viability of visitor centers.
- Develop a list of potential Eagle Scout projects.
- Consider incorporating push button audio components into interpretive signs.

Social Media

- Encourage visitor services-related businesses in the corridor to create a social media presence.
- Consider creating wifi hotpots at key byway locations that currently do not have coverage.
- Develop podcasts on various of topics

Economic Development

- Encourage retailers to stock heritage/cultural retail products at a variety of price points.
- Offer opportunities for the public to assist with historic restorations and other heritage projects and activities.

Collaborative Marketing

- Create small flags or signs for merchants to display showing their support for and involvement with the Byway.

Funding

- Lobby to increase lodging taxes in the corridor and to have the Byway recognized as a recipient of such tax revenue.
- Consider using the Byway website to generate revenue through ads.
- Develop a program for corridor merchants to ask buyers if they would like to “round up” their purchase to generate revenue for the Byway.

Marijuana Cultivation

- Be alert to assure that cultivation operation fences are not used for advertising.
- Begin a multi-state byway organization network to keep informed of marijuana-related issues and to share and learn from the network’s experiences.
- Put a member of the Byway board on the Pueblo Liquor and Marijuana licensing Board

Byway Administration

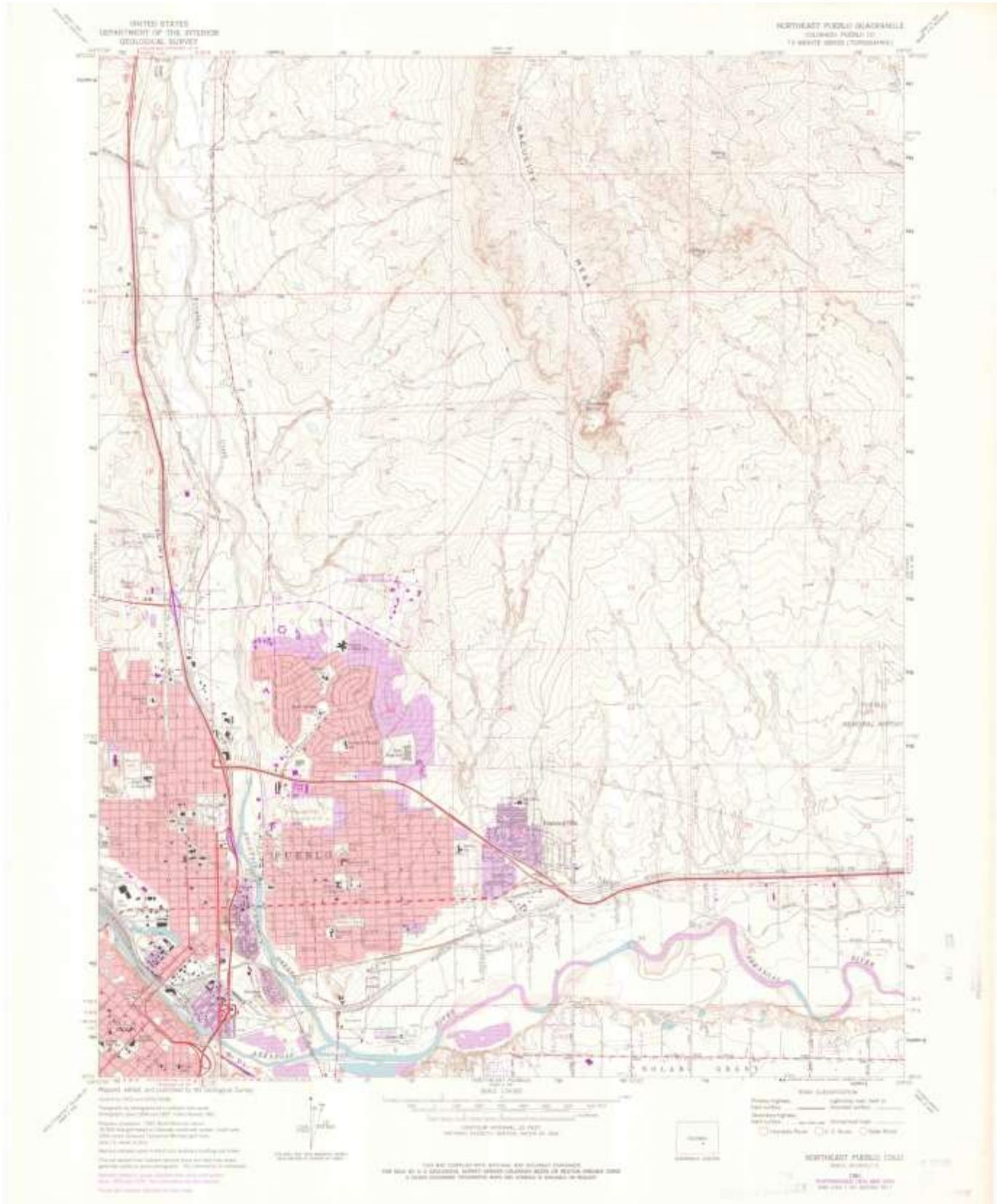
- Create a Youth Advisory Council.
- Explore the possibility of having a college or high school provide students for long-term internet technical support.

Appendix 2: Significant Achievements 2010-2020

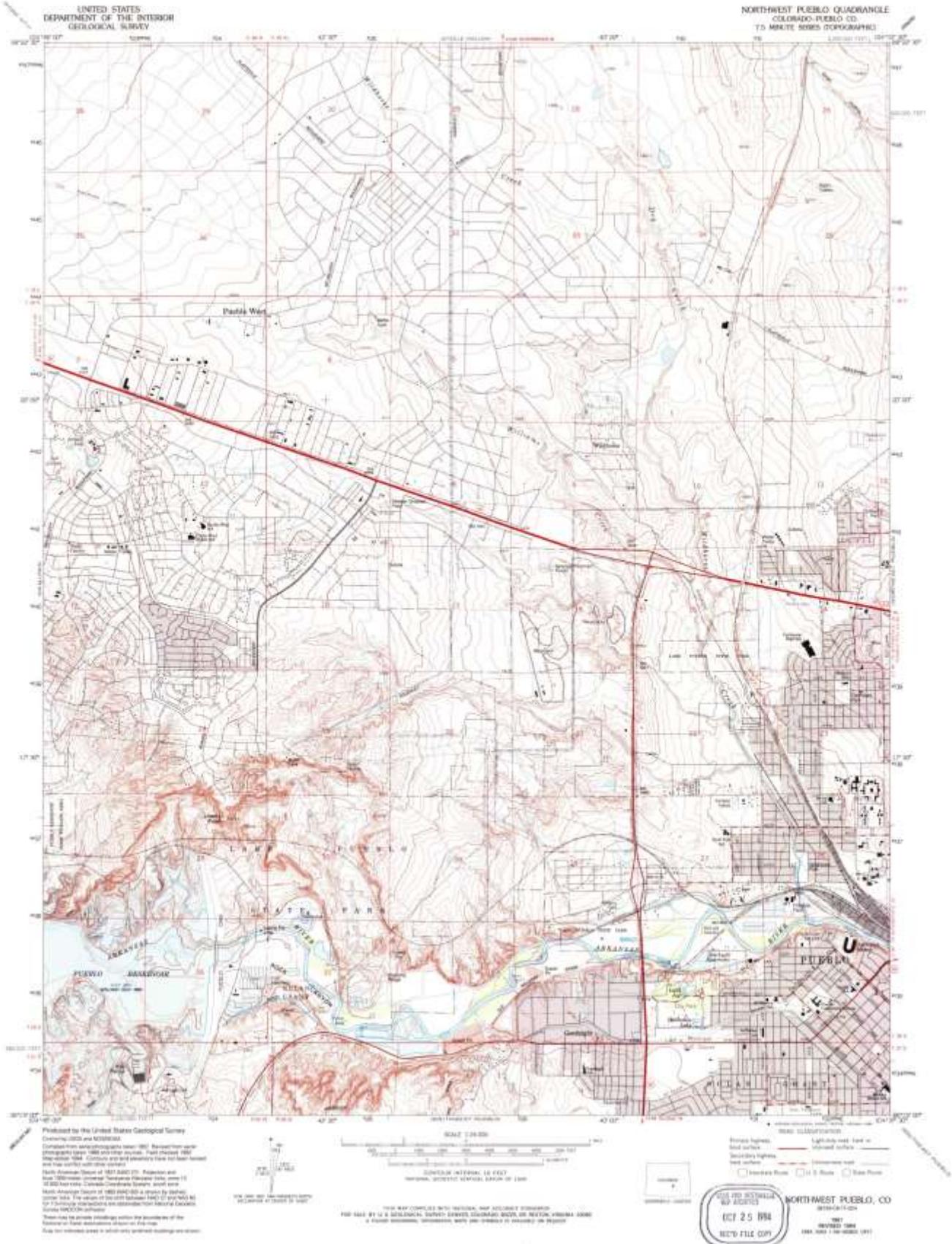
- An organization that can manage the Byway for the long term was established.
- The Board met quarterly and more frequently as necessary.
- Chairpersons were appointed for the Board's standing committees, which met as needed.
- At least two presentations were made per year to Byway stakeholders and interest groups.
- Public involvement on the major Carhart celebration was conducted jointly with the U.S. Forest service
- Additional public input was solicited informally, as needed.
- The Byway was promoted through corridor radio stations and newspapers.
- A website, social media and emails were used to promote the Byway.
- Handouts were updated as needed.
- Land for a Sangre de Cristo-Wet Mountain Valley Scenic Overlook was acquired and site development was begun.

Appendix 3: U.S. Geologic Survey Maps

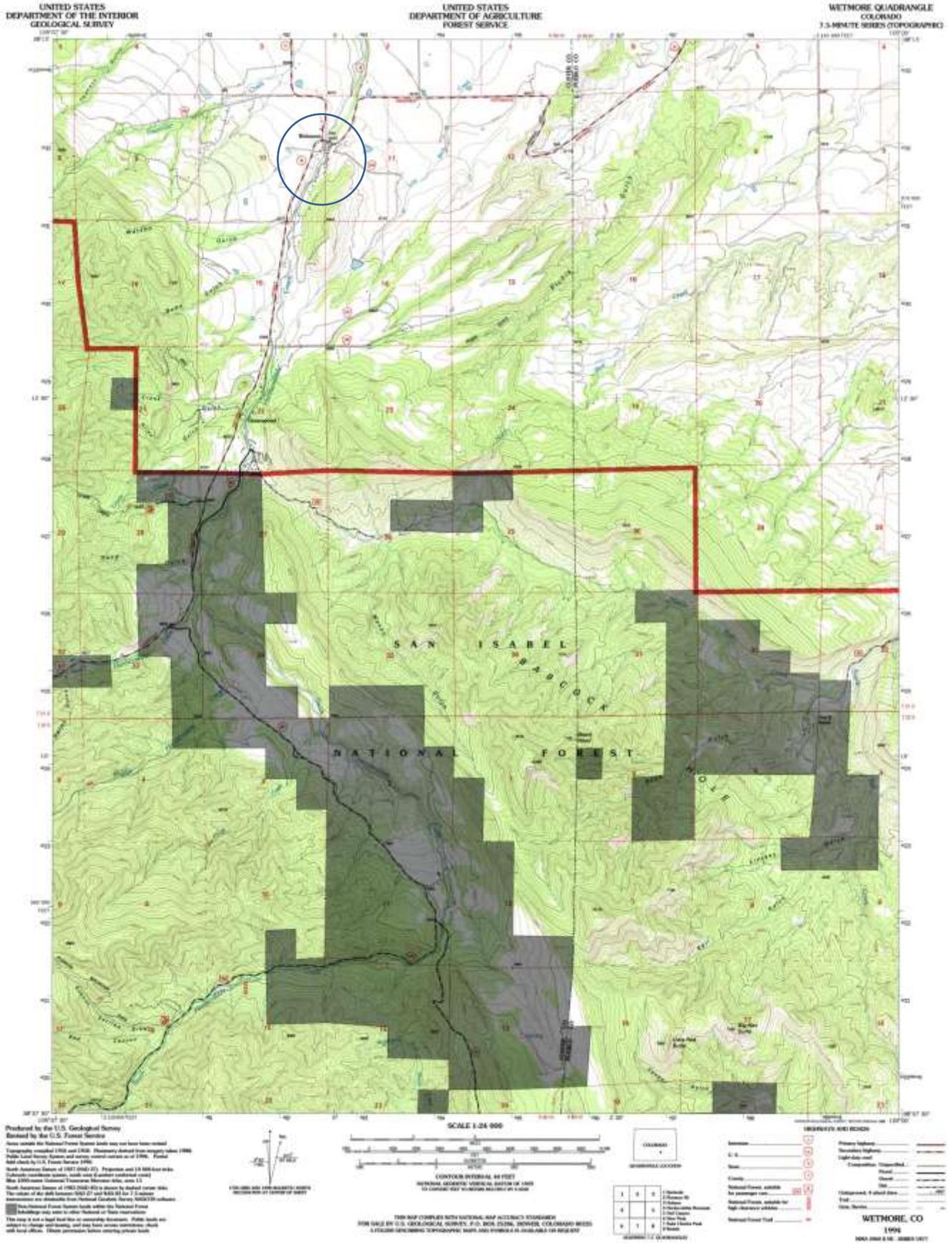
Northeast Pueblo



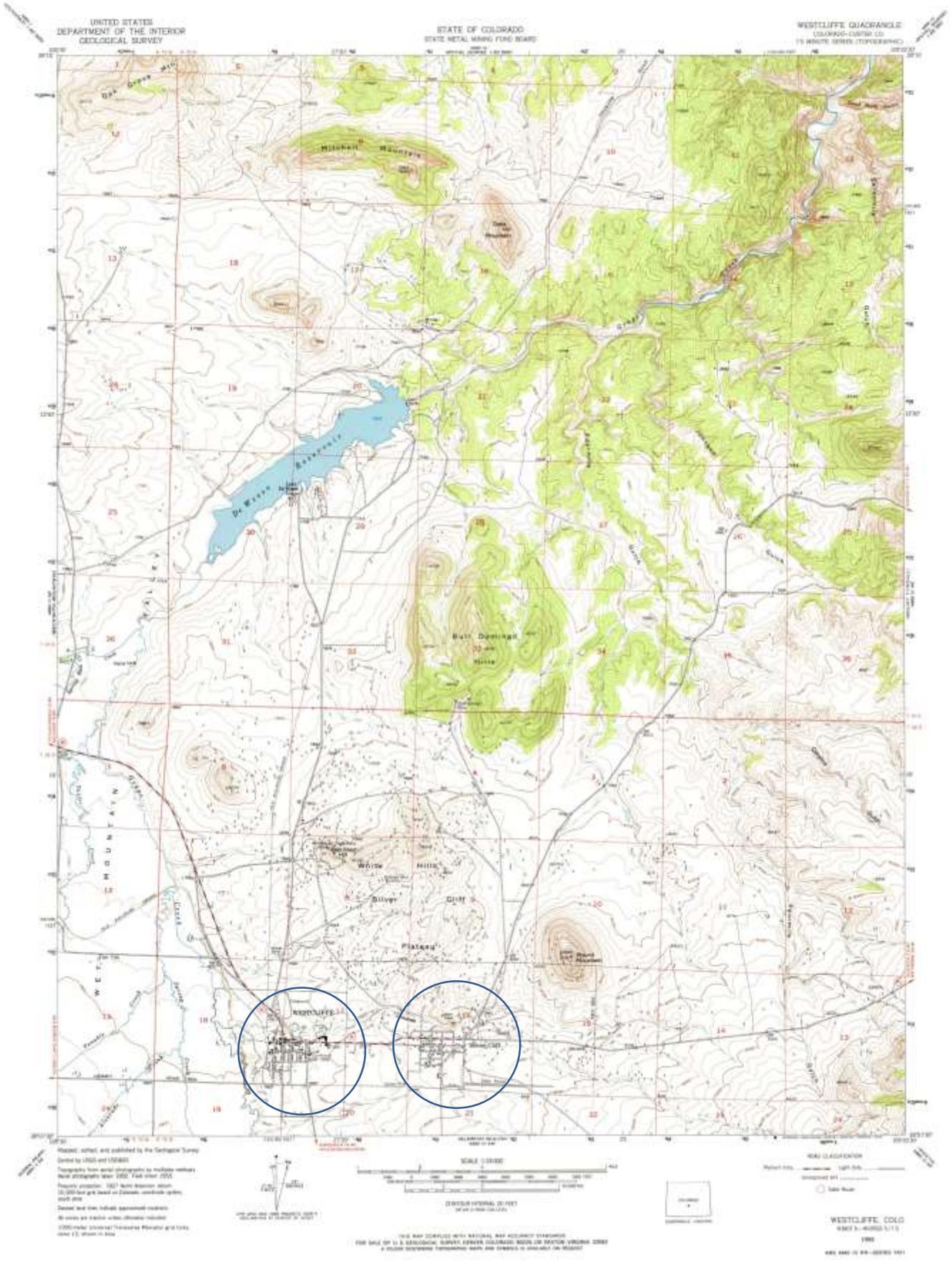
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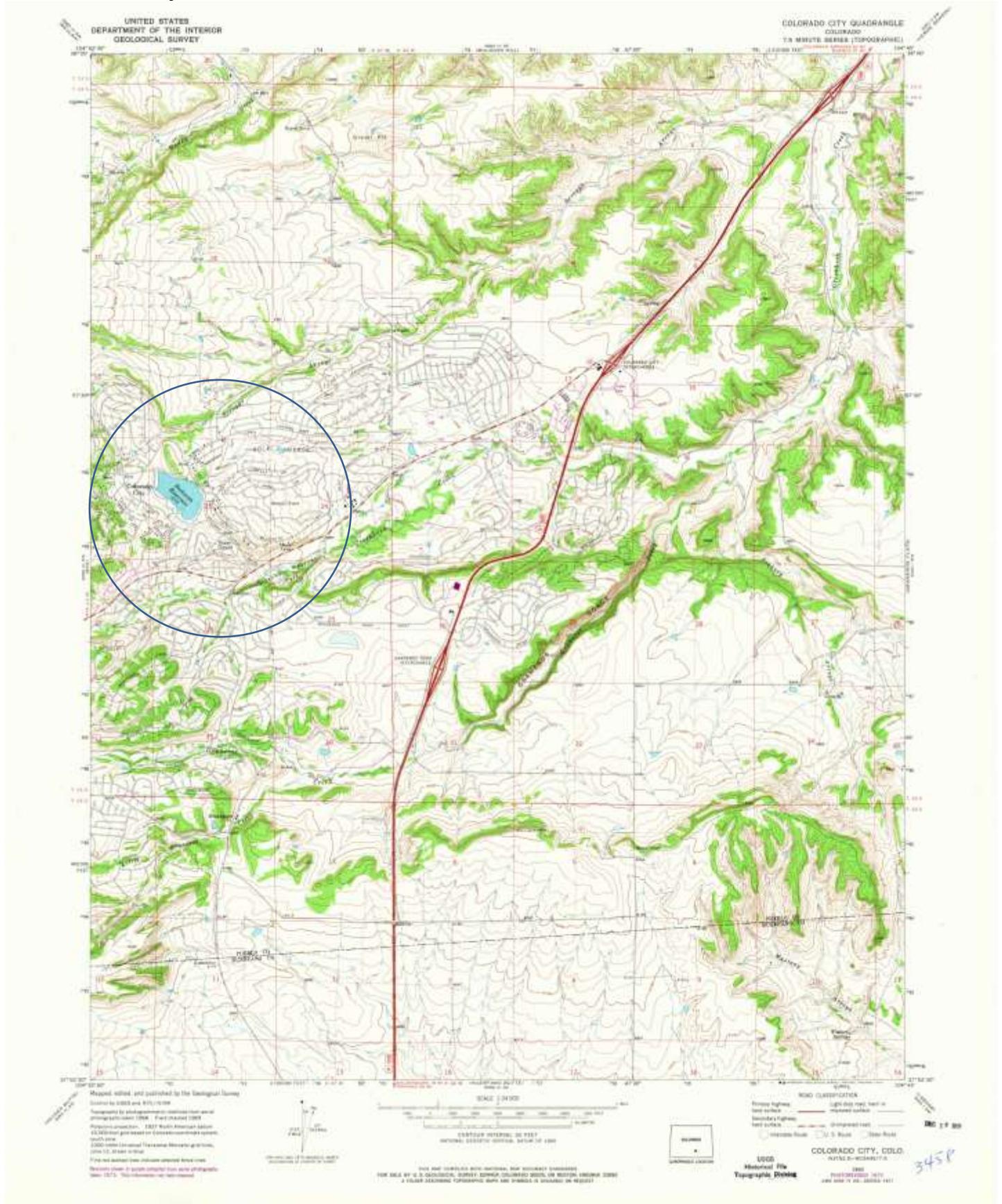
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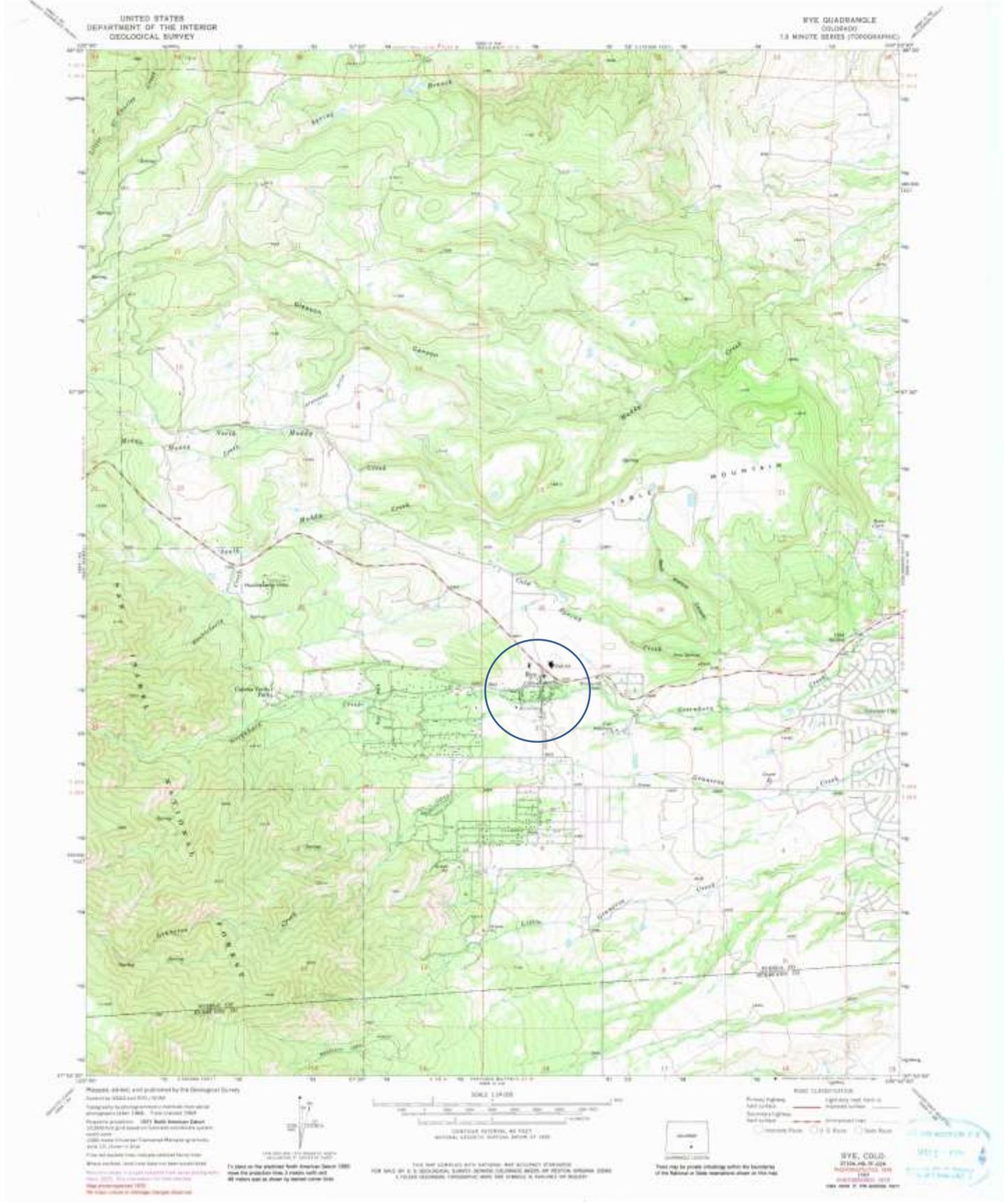
Silver Cliff and Westcliffe



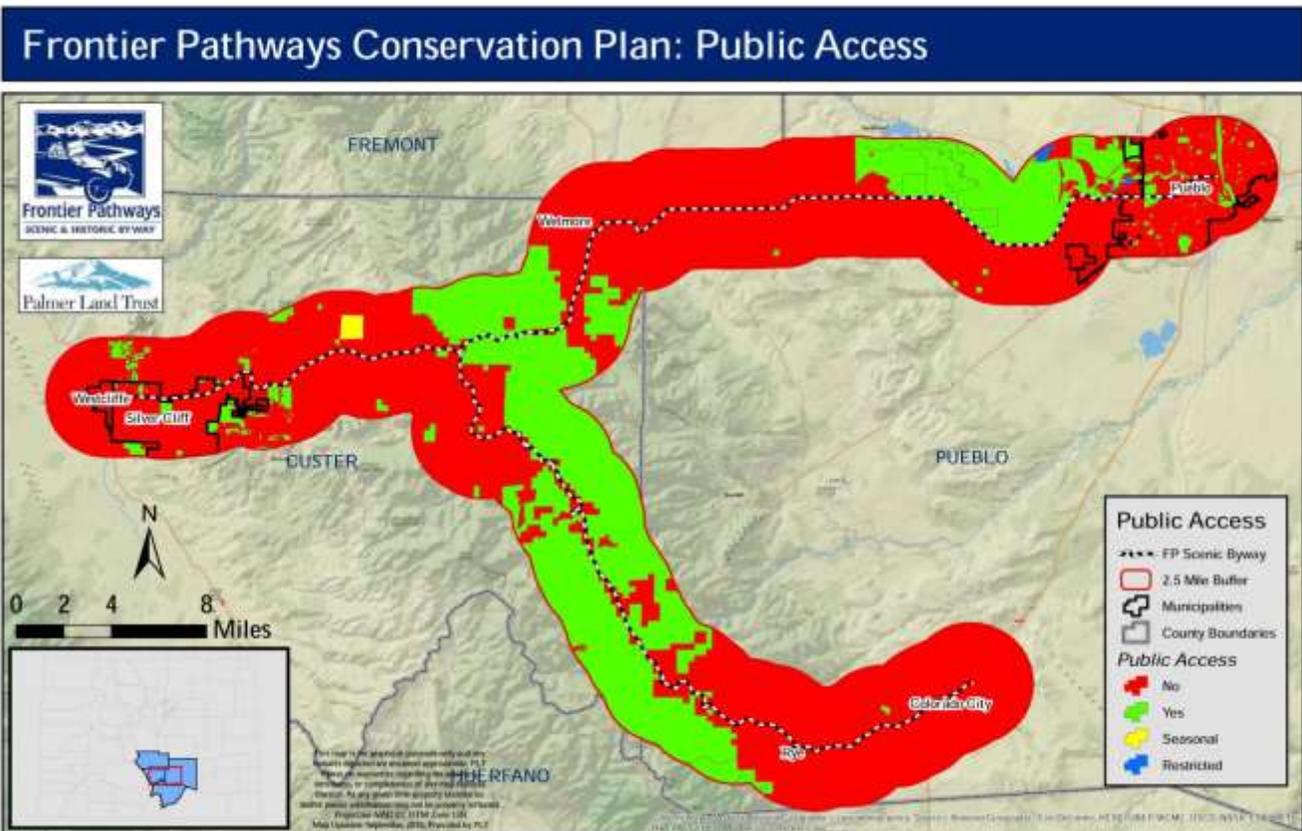
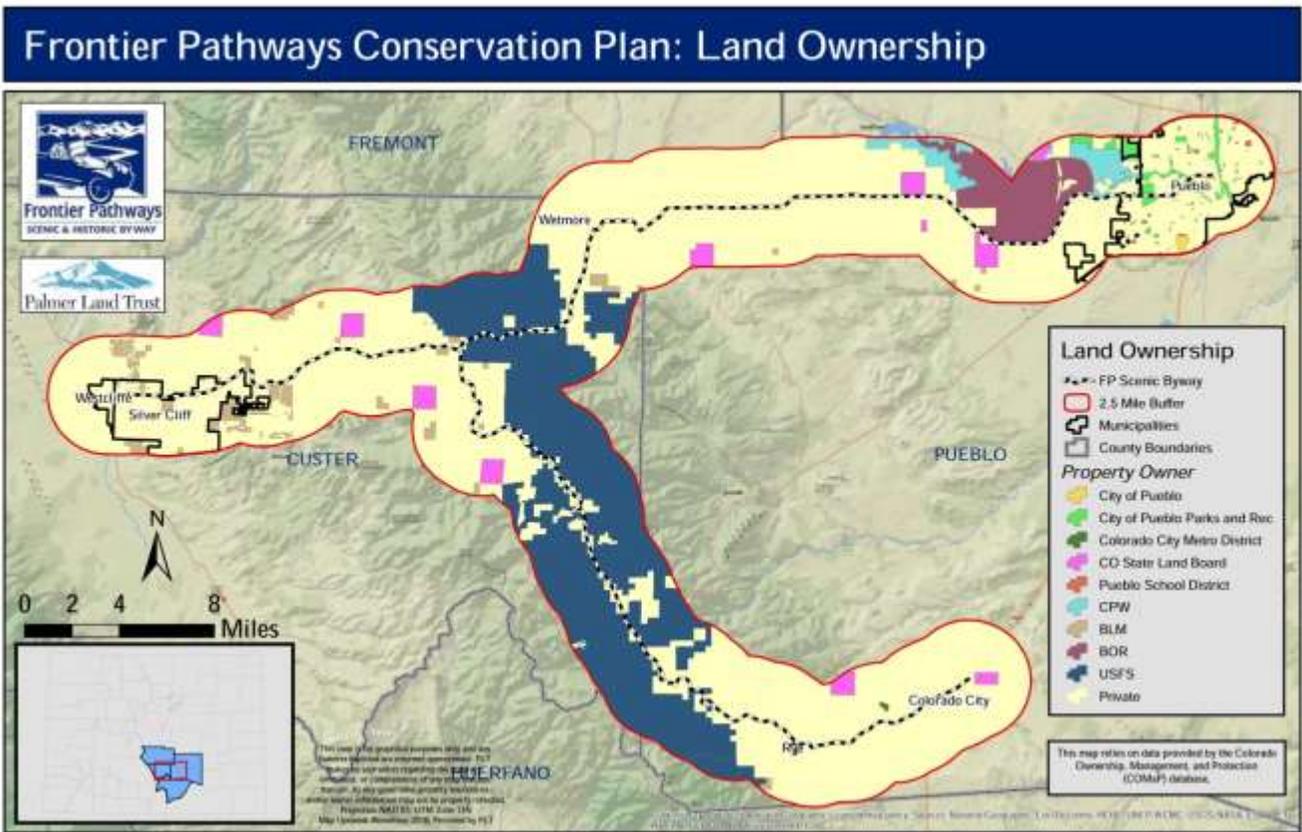
Colorado City



Rye

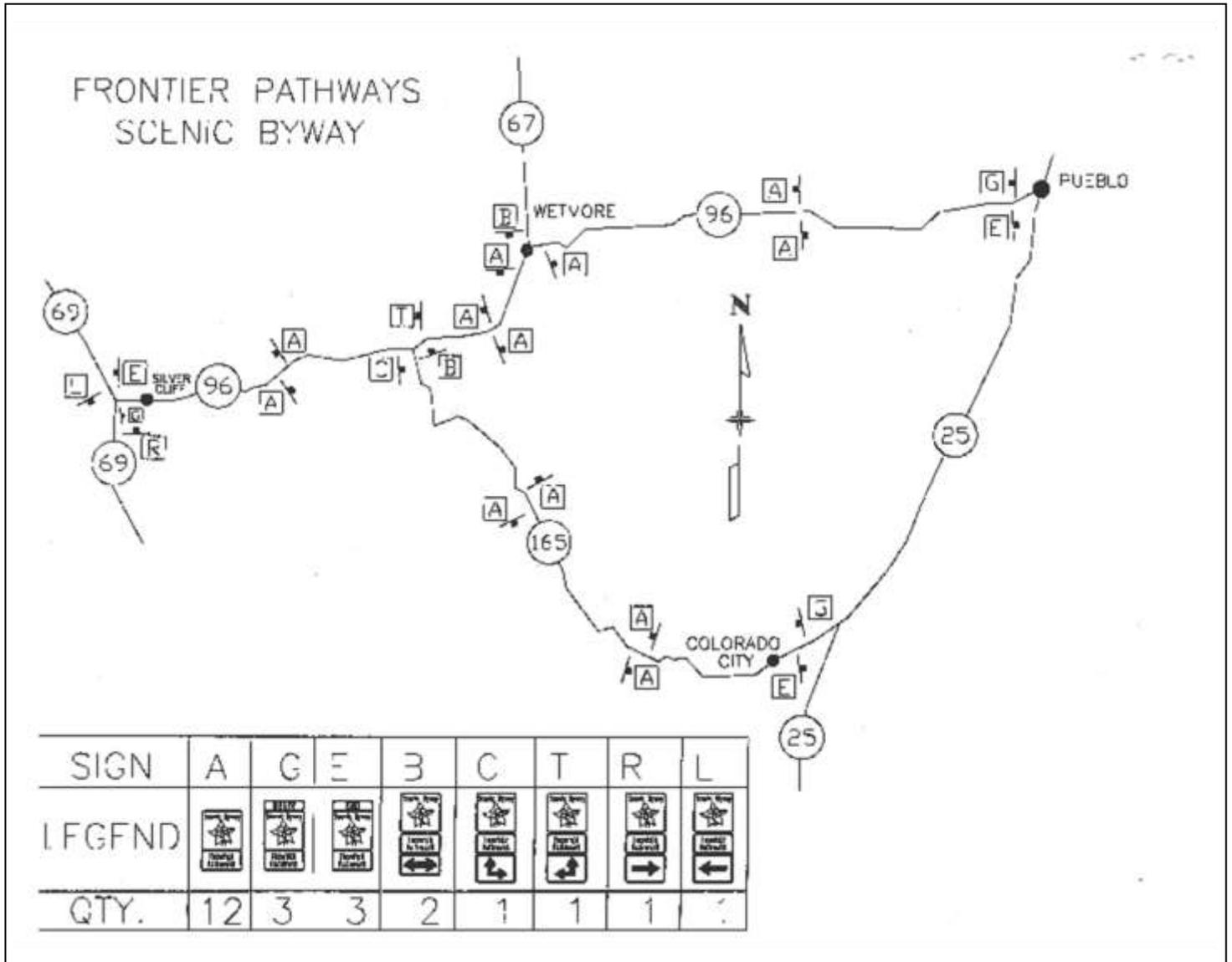


Appendix 4: Land Ownership and Public Access



Appendix 5: Wayfinding Sign Locations

Note: This map may not be current in 2020.



Appendix 6: Accidents and Fatal Crashes (most recent data available)



Colorado Department of Transportation
Accident and Rates Book for 2012

Key

MP: Mile Post

SPF (Safety Performance Function): Rural/Urban -- # of Lanes – Terrain: Flat/Rolling/Mountainous
R-2-R = Rural, two lane road in rolling terrain

MVMT: Million vehicle miles traveled

AADT: Average Annual Daily Traffic

PDO: Property Damage Only

State Highway 96

SH096A

MP	Section Length	SPF Class	Section Description	MVMT	AADT	** PDO	Accidents Injury	Fatal	Total
0.00		R-2-R	JCT SH 69 W (MAIN ST) AND S (SIXTH ST) - RD N						
0.64	0.64	R-2-R	RD E (OHIO ST) - RD S (WOOD ST)	0.91	3,900	0	0	0	0
1.17	0.52	R-2-R	RD N AND S (DEWALT ST)	0.53	2,800	1	0	0	1
1.76	0.59	R-2-R	MINORSTR (096A001800BR) CHLORIDE GULCH	0.40	1,850	1	0	0	1
10.99	9.17	R-2-R	MILEPOST 11	5.71	1,700	6	0	0	6
11.85	0.85	R-2-R	MINORSTR (096A011860BR) DRAINAGE	0.41	1,332	1	0	0	1
20.99	9.13	R-2-R	MILEPOST 21	4.34	1,300	6	2	1	9
22.06	0.96	R-2-R	RD SE (CO RD 387)	0.46	1,300	1	0	0	1
26.26	4.21	R-2-R	JCT SH 067A NORTH (WETMORE)	2.47	1,600	1	0	0	1
33.57	6.74	R-2-R	RD N AND S (CO RD 201 SILOAM RD)	2.00	810	2	0	0	2
40.05	6.52	R-2-R	REGION BOUNDARY OR CLASSIFICATION	1.86	780	2	0	0	2
41.12	1.07	U-2-R	MAJOR STR (K-17-Z) DRAW	0.31	780	1	0	0	1
42.20	1.00	U-2-R	RD N (TO PUEBLO RESERVOIR)	0.29	780	0	0	0	0
43.52	1.34	U-2-R	MINORSTR (096A043570BR) UNNAMED DRAINAGE	1.42	2,900	2	1	0	3
44.64	1.08	U-2-R	MAJOR STR (L-17-CF) ROCK CREEK	1.15	2,900	0	0	0	0
45.99	1.40	U-2-R	MILEPOST 46	1.49	2,900	0	0	0	0
47.38	1.34	U-3-R	MINORSTR (096A047430BL) UNNAMED DRAINAGE	1.42	2,900	1	0	0	1
48.63	1.22	U-2-R	CHANGE IN ROADWAY WIDTH OR DESIGNED	1.29	2,900	0	0	0	0
49.76	1.11	U-2-R	RD NW (RESERVOIR RD)	1.18	2,900	1	0	0	1
50.99	1.21	U-2-R	BEGIN CHANNELIZED INTERSECTION -- MILEPOST	1.28	2,900	2	1	0	3
51.73	0.68	U-2-R	MAJOR STR (K-18-P) RD N (GOODNIGHT AVE) (CO	0.72	2,900	0	0	0	0
52.12	0.37	U-4-R	RD S (EDNA ST)	0.51	3,800	0	0	0	0
52.40	0.27	U-4-R	REGIONAL SECTION POLITICAL BOUNDARY OR	0.58	5,836	0	0	0	0
52.78	0.37	U-4-R	JCT SH 45 N AND S (PUEBLO BLVD) -- MINORSTR	0.84	6,200	1	0	0	1
53.75	0.94	U-4-R	RD N AND S (PRAIRIE AVE)	5.16	15,000	10	3	0	13
54.75	1.01	U-4-R	RD NW AND SE (ABRIENDO AVE)	7.11	19,243	53	0	0	53
55.44	0.68	U-4-R	RD N (MIDTOWN CIR)	6.97	27,987	31	3	0	34
55.74	0.29	U-4-R	RD N AND S (GREENWOOD ST)	2.52	23,760	17	0	0	17
56.00	0.24	U-4-R	MILEPOST 56	1.30	14,784	22	0	0	22
56.29	0.24	U-4-R	SIGN BRIDGE STR (SIGN-K-18-FW) RD N (RAMP ON	1.41	16,013	12	2	0	14
56.57	0.30	U-4-R	RD N AND S (FOUNTAIN AVE)	1.91	17,361	10	3	0	13
56.90	0.32	U-4-R	JCT SH 227 S RD N (JOPLIN AVE)	2.00	17,106	12	1	0	13
57.32	0.41	U-4-R	RD N AND S (NORWOOD AVE)	1.95	13,005	7	1	0	8
57.65	0.31	U-4-R	RD N AND S (QUEENS AVE)	1.14	10,019	8	0	0	8
57.97	0.30	U-4-R	RD N (TROY AVE)	1.10	10,000	2	1	0	3
58.81	0.86	U-4-R	JCT SH047A NE -- END SH096A -- BEGIN SH 047A	2.30	7,303	2	0	0	2

Frontier Pathways Byway Corridor Management Plan: 2020

Totals: 57.69 215 18 1 234

SH096B

MP	Section Length	SPF Class	Section Description	MVMT	AADT	** PDO	Accidents			
							Injury	Fatal	Total	
69.50		R-2-R	JCT U.S. 50 SH050B NW AND SE RD SW							
70.56	1.10	R-2-R	RD S (CO RD 327)	2.46	6,100	2	1	0	3	
75.49	4.91	R-2-R	JCT SH 209 S (HUGHES AVE)	2.70	1,502	4	0	0	4	
76.65	1.11	R-2-R	RD N (CO RD 611) (BOONE RD)	0.69	1,700	0	0	0	0	
85.99	9.58	R-2-R	MILEPOST 86	4.56	1,300	1	1	0	2	
90.14	4.00	R-2-R	JCT SH 167A SOUTH - RD N (CO RD 5.00)	1.90	1,300	2	0	0	2	
94.57	4.41	R-2-R	RD NW AND SE (GOULD AVE)	2.58	1,600	2	1	0	3	
95.36	0.76	R-2-R	RD N AND S (LANE 8) (CO RD 15.00)	0.50	1,800	0	0	0	0	
99.57	4.29	R-2-R	JCT SH 207 S RD N (CO RD 23) (TO CROWLEY)	1.88	1,200	5	0	0	5	
105.83	6.19	R-2-R	JCT SH 71 N AND S END SH 96 BEGIN	3.38	1,492	4	0	0	4	
Totals:						36.35	20	3	0	23

SH096C

MP	Section Length	SPF Class	Section Description	MVMT	AADT	** PDO	Accidents			
							Injury	Fatal	Total	
106.04		R-2-R	JCT SH071C N AND S (LANE 18) - RD W (3RD ST)							
110.97	4.92	R-2-R	RD N AND S (NEBRASKA ST)	2.34	1,300	3	0	0	3	
111.82	0.86	R-2-R	RD S (LANE 23.5) CO RD 43.5)	0.15	473	0	0	0	0	
119.48	7.65	R-2-R	CROWLEY - OTERO COUNTY LINE	1.26	450	0	0	0	0	
128.99	9.50	R-2-F	MILEPOST 129	1.18	340	2	0	0	2	
138.99	10.13	R-2-F	MILEPOST 139	1.26	340	1	0	0	1	
143.77	4.70	R-2-F	RD S (CO RD 19) ENTER HASWELL CITY LIMITS	0.58	340	1	0	0	1	
144.40	0.60	R-2-F	RD S (HOGUE ST)	0.11	480	0	0	0	0	
153.64	9.21	R-2-F	MAJOR STR (K-25-N) DRAW	2.06	610	1	0	0	1	
160.94	7.31	R-2-F	RD S (CO RD 35)	1.63	610	0	0	0	0	
166.11	5.13	R-2-F	PRIMARY DIRECT CONNECTION (1-WAY) EB - JCT	1.46	780	1	0	0	1	
Totals:						60.01	9	0	0	9

SH096D

MP	Section Length	SPF Class	Section Description	MVMT	AADT	** PDO	Accidents			
							Injury	Fatal	Total	
168.99		R-2-F	JCT SH287B NW AND SE BEGIN SH096D -- BEGIN							
175.09	6.29	R-2-F	RD N AND S (CO RD 49)	1.38	600	0	0	0	0	
184.24	9.09	R-2-F	RD S (CO RD 57.2)	1.40	420	1	0	0	1	
185.97	1.75	R-2-F	RD N AND S (CO RD 59)	0.27	420	0	0	0	0	
193.04	7.05	R-2-F	JCT U.S.385 SH 385 S	2.58	1,000	1	0	0	1	
193.84	0.79	R-2-F	JCT U.S.385 SH 385 N RD S (COLORADO AVE)	0.25	880	1	0	0	1	
198.06	4.22	R-2-F	RD N AND S (CO RD 71)	1.02	660	0	0	0	0	
205.13	6.99	R-2-F	RD N AND S (CO RD 78)	1.15	450	0	0	0	0	
207.45	2.34	R-2-F	RD N AND S (CR 80.2) COLORADO-KANSAS STATE	0.42	490	0	0	0	0	
Totals:						38.52	3	0	0	3

State Highway 165

SH165A												
Section MP	Section Length	SPF Class	Section Description	MVMT	AADT	** PDO	Accidents		Total			
							Injury	Fatal				
0.00		R-2-M	JCT SH 96 W AND NE - MILEPOST 0 -- BEGIN SH									
9.99	9.98	R-2-M	MILEPOST 10	1.17	320	0	0	0	0			
15.30	5.16	R-2-M	GREENHILL DIVIDE PASS SUMMIT - ELEVATION	0.60	320	0	1	0	1			
18.49	3.13	R-2-M	RD SW (CO RD 371) - SPEED LIMIT (35)	0.42	370	1	0	0	1			
27.99	9.54	R-2-M	RD N (CO RD 243) (OLD SAN ISABEL RD) -	3.00	860	1	0	0	1			
28.55	0.54	R-2-R	RD W (MAIN ST)	0.17	860	1	0	0	1			
31.17	2.58	R-2-R	RD SE (CO RD CC445) (STANLEY AVE)	2.27	2,400	6	1	0	7			
33.32	2.13	R-2-R	MINORSTR (165A033300BL) UNNAMED DRAINAGE	2.49	3,198	7	1	0	8			
33.93	0.60	R-2-R	RD SE (CO RD 192) (CIBOLA DR)	0.72	3,300	2	1	0	3			
34.71	0.77	R-2-R	RD N (CO RD 229) (BURNT MILL RD) (CROW RD)	1.07	3,797	2	0	0	2			
36.89	2.17	R-2-R	RD NE AND SW (FRONTAGE RD) -- END SH165A	3.97	5,000	9	3	0	12			
Totals:		36.60					29	7	0	36		



**Colorado Department of Transportation
Fatal Crashes by City--2018**

Number of Accidents/Number of Fatalities

City	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Pueblo	1/1		1/1	1/1	1/1			2/2	3/3	3/3	1/1	3/3	16/16
Wetmore													0/0
Silver Cliff													0/0
Westcliffe													0/0
Rye													0/0
Colorado City													0/0



**Colorado Department of Transportation
Fatal Crashes by County—2018**

Number of Accidents/Number of Fatalities by County

Pueblo County: 34/36

Custer County: 4/4

It is unknown if any of these accidents/fatalities occurred within the Byway corridor



**Colorado Department of Transportation
Fatal Crashes by City—2019 through August**

Number of Accidents/Number of Fatalities

City	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Pueblo		1/1	1/1	1/1		1/1	2/2	1/1	TDB	TBD	TBD	TBD	7/7
Wetmore													0/0
Silver Cliff													0/0
Westcliffe													0/0
Rye													0/0
Colorado City													0/0

Appendix 7: CDOT 20 year Projections of Average Annual Daily Traffic (AADT)

State Highway 96 (east to west)

Start	End	2018 AADT	2039 AADT	AADT Increase
0	0.645	3,700	4,089	10.5%
0.645	1.183	3,200	3,704	16%
1.183	1.313	2,600	2,873	10.5%
1.313	11.064	1,800	2,291	27%
11.064	16.608	1,200	1,364	14%
16.608	22.066	1,300	1,477	14%
22.066	26.273	1,500	1,579	5%
26.273	33.575	970	1,214	25%
33.575	42.21	1,000	1,137	14%
42.21	51.738	3,700	4,089	10.5%
51.738	52.129	4,600	5,180	13%
52.129	52.376	6,100	6,869	13%
52.376	52.785	8,500	9,393	10.5%
52.785	53.756	14,000	15,764	13%
53.756	53.965	19,000	20,397	7%
53.965	54.266	19,000	21,195	12%
54.266	54.761	21,000	23,205	10.5%
54.761	55.452	30,000	32,520	8%
55.452	55.672	24,000	27,780	16%
55.672	55.753	27,000	32,670	21%
55.753	55.839	16,000	17,176	7%
55.839	55.922	15,000	16,260	8%
55.922	56.007	15,000	15,788	5%
56.007	56.091	11,000	11,462	4%

Start	End	2018 AADT	2039 AADT	AADT Increase
56.298	56.333	13,000	13,683	5%
56.333	56.741	17,000	18,071	6%
56.741	56.911	14,000	14,588	4%
56.911	57.332	12,000	13,008	8%
57.332	57.55	10,000	10,525	5%
57.55	57.981	7,600	8,159	7%
57.981	58.407	7,600	8,159	7%
58.407	58.812	7,000	7,294	4%
58.812	69.499	1,800	2,216	23%
69.499	70.573	1,800	2,140	19%
70.573	75.496	1,800	2,140	19%
75.496	76.663	1,500	1,847	23%
76.663	90.148	1,200	1,628	36%
90.148	94.579	1,500	1,894	26%
94.579	95.367	1,400	1,782	27%
95.367	99.58	1,200	1,339	12%
99.58	105.28	1,700	1,968	16%
105.28	105.83	1,600	1,734	8%
105.83	106.03	1,200	1,439	20%
106.03	110.98	1,200	1,439	20%
110.98	111.32	420	649	59%
111.32	119.49	360	500	39%
119.49	143.78	440	588	34%
143.78	144.41	470	717	48%
144.41	160.95	510	756	48%
160.95	166.11	750	1,112	48%
TOTAL		338,230	372,638	10%

CDOT projects increased in Annual Average Daily Traffic volume of 4%-59% in various segments of the Byway in the next 20 years. It must be noted, that the highest percentage increases will occur in Byway segments with the lowest AADT. For example, an increase from 220 vehicle per day to 342 (55%) at McKenzie Junction.

State Highway 165 (west to east)

Start	End	2018 AADT	2039 AADT	AADT Increase
0	15.31	220	342	55%
15.31	18.503	310	437	40%
18.503	28.558	760	960	26%
28.558	31.184	2,800	3,241	16%
31.184	33.33	3,300	3,958	20%
33.33	33.944	3,600	4,129	17%
33.944	34.718	4,300	5,248	22%
34.718	36.894	4,100	5,262	28%
TOTAL		15,790	23,613	50%

Projected overall increase in Byway Average Annual Daily Traffic (AADT).

These data do not include non-state highway vehicle traffic in the Byway corridor.

Highway	2018 AADT	2039 AADT	AADT Increase
Highway 96	338,230	372,638	10%
Highway 165	15,790	23,613	50%
TOTAL	354,020	396,251	12%

APPENDIX 8: CDOT 2040 Maintenance Priorities

CORRIDOR: SH 96 A (PCF7013)

Description: Westcliffe east to I-25 (Pueblo)

The Vision for the SH 96 - Westcliffe east to I-25 (Pueblo) corridor is primarily to maintain system quality as well as to improve safety. This corridor connects to places outside the region, serves as a US 50 detour and makes east-west connections within the Wet Mountain Valley area. It is part of the Frontier Scenic Byway. Future travel modes include passenger vehicle, bus service, truck freight, bicycles and pedestrians, and aviation. The transportation system in the area primarily serves towns and recreation destinations within the corridor as well as providing access to the Pueblo urban area. Based on historic and projected population and employment levels, both passenger and freight traffic volumes are expected to stay about the same. The communities along the corridor value system preservation and safety. They depend on tourism and agriculture for economic activity in the area. Users of this corridor want to preserve the mountain character of the area while supporting the movement of tourists and farm-to-market products in and through the corridor.

Corridor Priority: Medium

Goals

- Reduce shoulder deficiencies
- Maintain or improve pavement to optimal condition
- Support recreation travel
- Improve access to public lands
- Support existing transit service

Solutions

Benefit	Strategy
Bicycle & Pedestrian	Provide bicycle/pedestrian facilities
Capacity	Construct intersection/interchange improvements
	Add roadway pullouts for breakdowns, buses and slow vehicles
Safety	Add passing lanes
	Add turn lanes
	Add/improve shoulders
	Improve geometrics
Transit	Expand Transit Service

CORRIDOR: SH 165 A (PCF7017)

Description: SH 96 (Custer Co) east to I-25 (Pueblo)

The Vision for the SH 165 - SH 96 (Custer County) east to I-25 (Pueblo) corridor is primarily to maintain system quality. This corridor provides local access and makes north-south connections within the Wet Mountain area. Future travel modes include passenger vehicle and bicycle and pedestrian facilities. The transportation system in the area primarily serves towns, cities, and destinations within the corridor. It also serves as a recreation gateway to the Sangre de Cristo Mountains. It is part of the Frontier Scenic Byway. Based on historic and projected population and employment levels, both passenger and freight traffic volumes are expected to remain constant. The communities along the corridor value connections to other areas and system preservation. They depend on tourism and agriculture for economic activity in the area. Users of this corridor want to preserve the rural and mountain character of the area while supporting the movement of tourists and access to services. All transportation development should recognize the environmental, economic and social needs of the surrounding area.

Corridor Priority: Low

Goals

- Preserve the existing transportation system
- Reduce shoulder deficiencies
- Maintain or improve pavement to optimal condition
- Support existing transit service
- Provide for safe movement of bicycles and pedestrians

Solutions

Benefit	Strategy
Bicycle & Pedestrian	Provide bicycle/pedestrian facilities
Capacity	Add roadway pullouts for breakdowns, buses and slow vehicles
Safety	Add turn lanes
	Add accel/decel lanes
	Add passing lanes
	Add/improve shoulders
	Improve geometrics
System Preservation	Add surface treatment/overlays
Transit	Provide and expand transit bus services

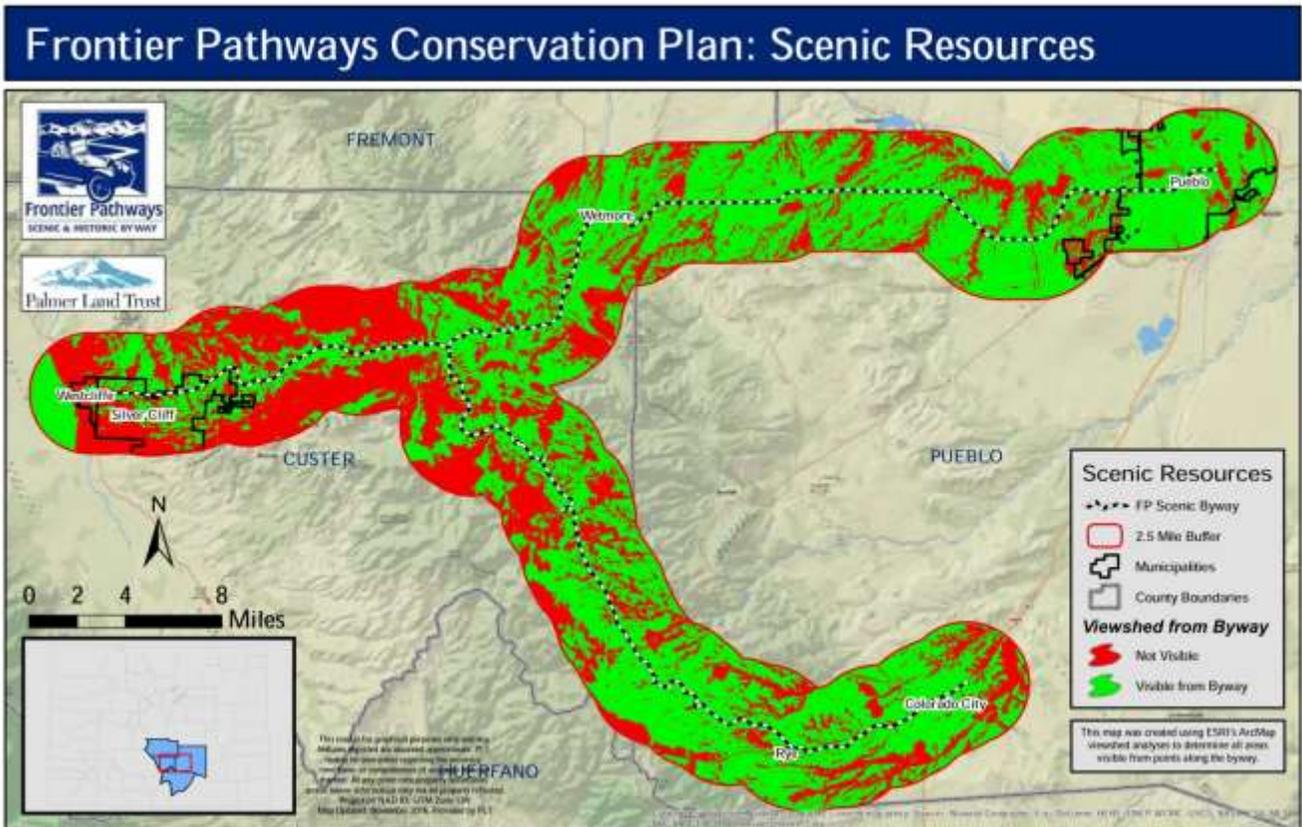
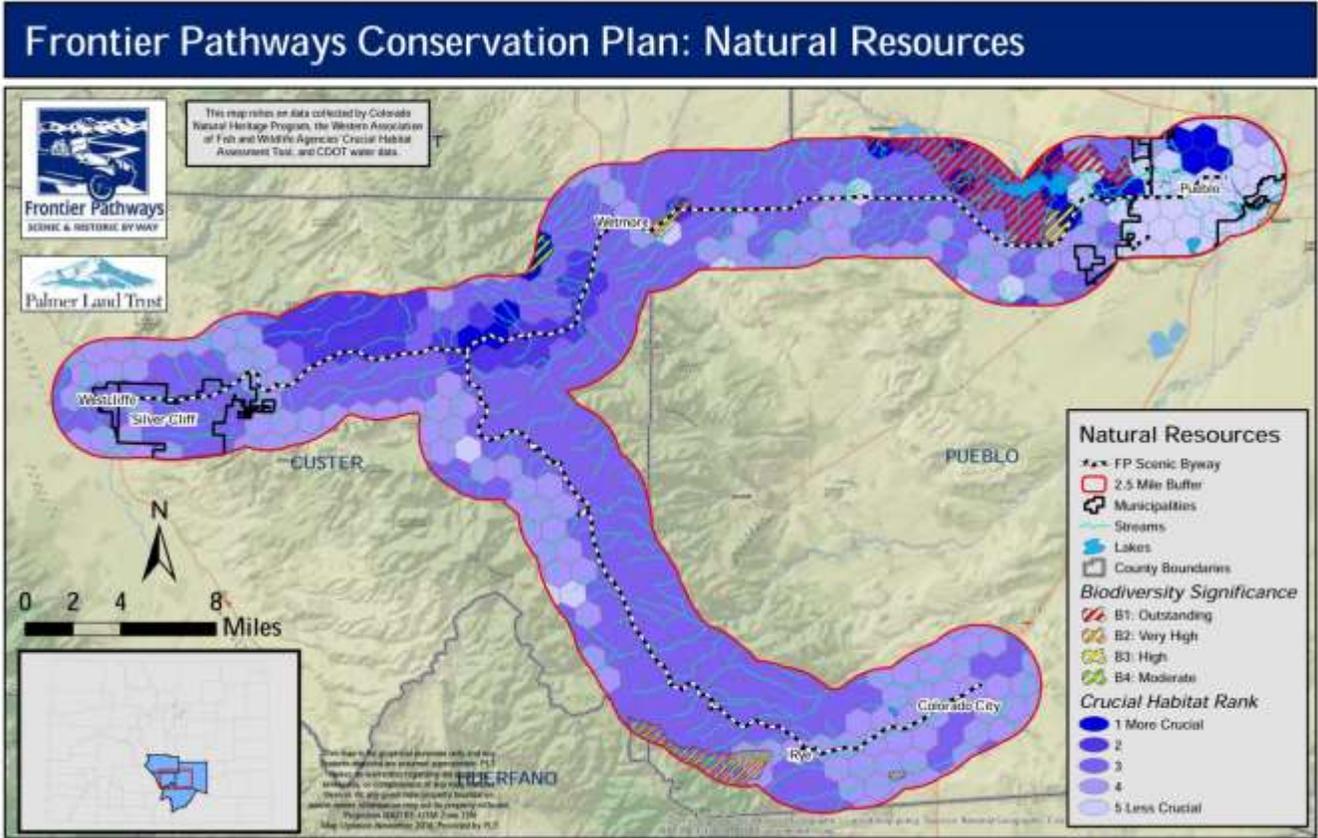
APPENDIX 9: CDOT Outdoor Advertising Code

9.00 Advertising Devices on Scenic Byways

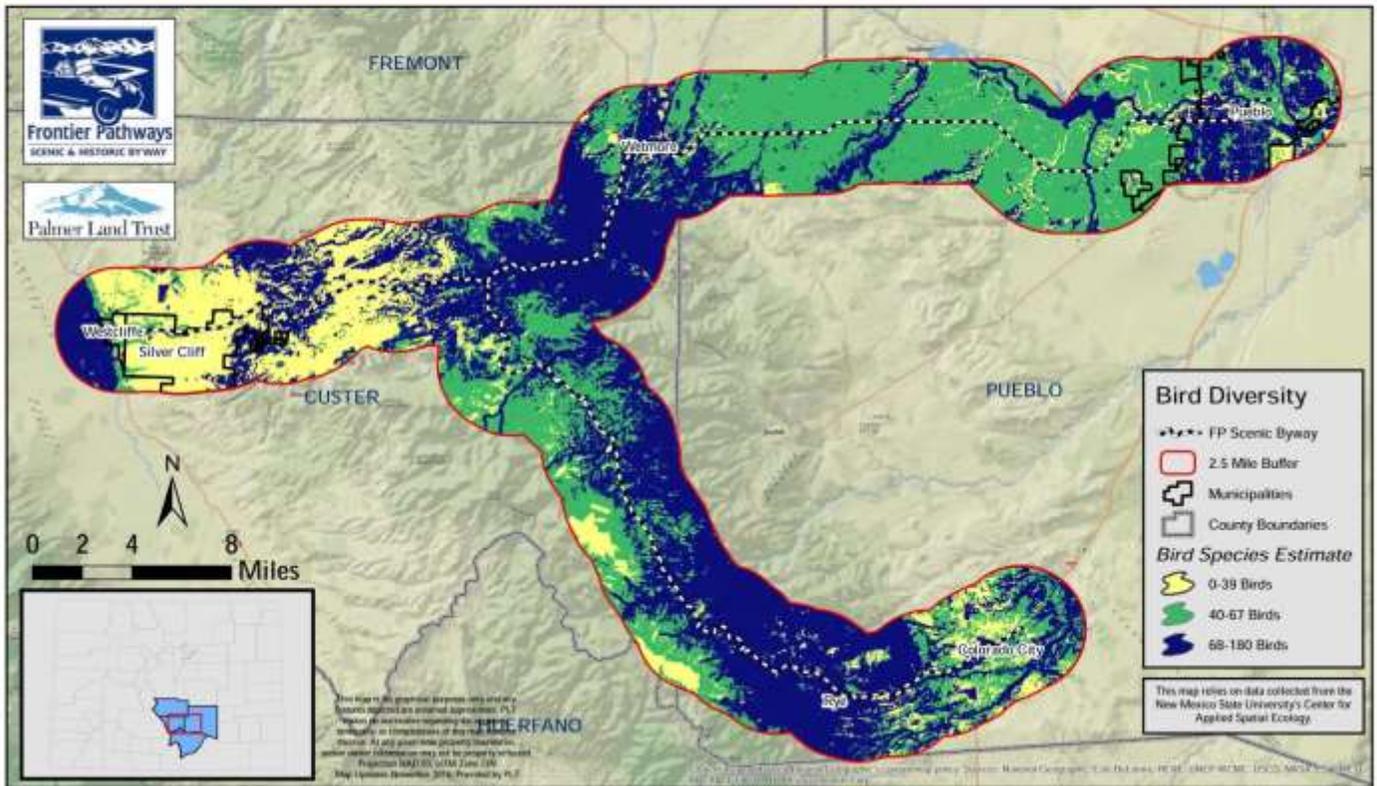
[§ 43-1-419, C.R.S.; 23 U.S.C. 131(s)]

- A. A Scenic Byway is a road designated as such by the Colorado Transportation Commission along a Controlled Route.
- B. No new Advertising Device shall be erected along a Scenic Byway that is visible from the Controlled Route with the exception of:
 - 1. Official Signs;
 - 2. On-Premise Signs; and
 - 3. Directional Signs.
- C. Existing Advertising Devices along Scenic Byways which are in compliance with state and federal law and these Rules may continue to be maintained; however, they will have the status of Nonconforming Signs.
- D. For purposes of this section, an Advertising Device shall be considered to be Visible from a designated highway if it is plainly visible to the driver of a vehicle who is proceeding in a legally designated direction and traveling at the posted speed. [23 C.F.R. 750.153 (j); § 43-1-403(17), C.R.S.]
- E. The designation of a Scenic Byway shall specify by Global Positioning System or other technology the precise location of the Scenic Byway.

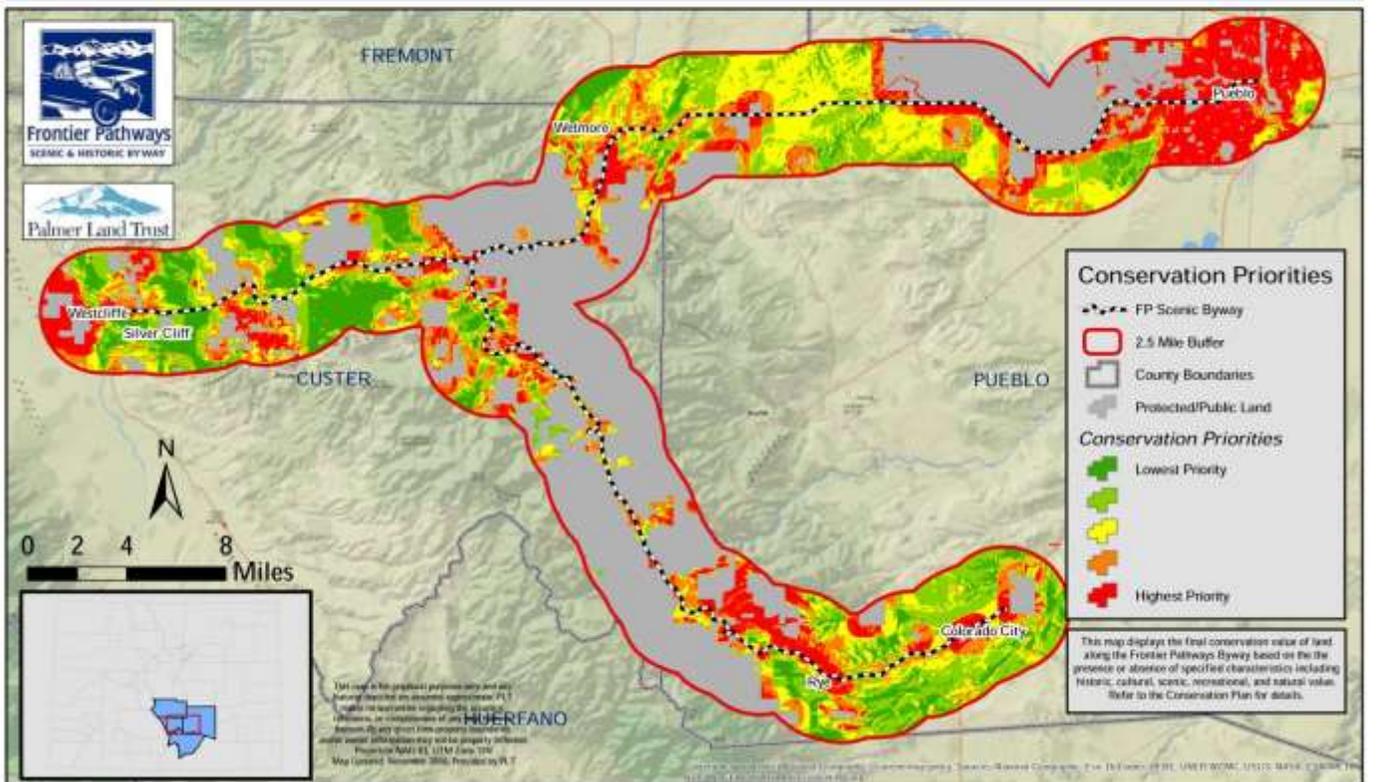
Appendix 10: Natural and Scenic Resources, Bird Diversity, Conservation Priorities and Gaps



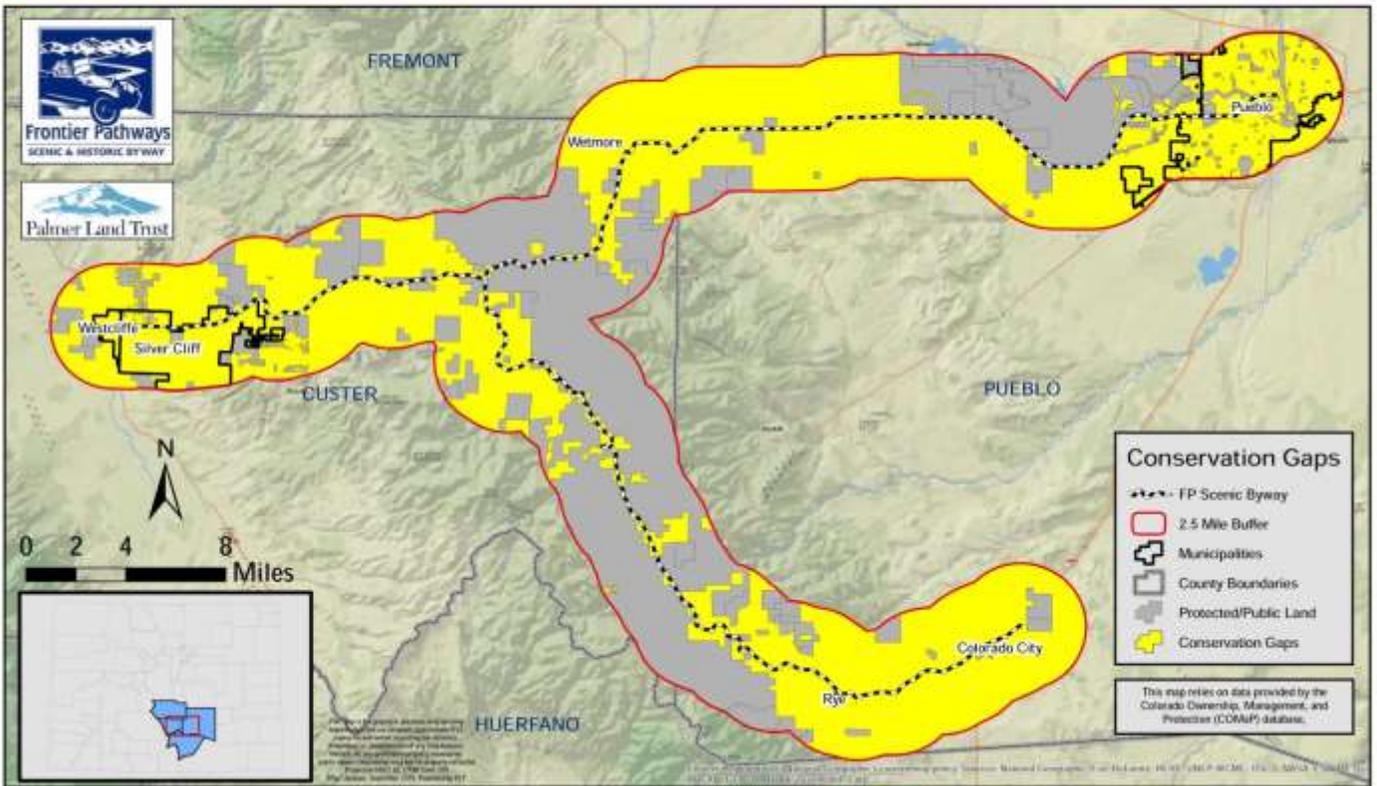
Frontier Pathways Conservation Plan: Bird Diversity



Frontier Pathways Conservation Plan: Conservation Priorities



Frontier Pathways Conservation Plan: Conservation Gaps



Appendix 11: Colorado Natural Heritage Program Potential Conservation Areas in the Byway Corridor

- **Greenhorn**

Location: Directly west of and adjacent to the historic town of Greenhorn

Rarity: Rocky Mountain bladderpod

This area may be threatened by development pressures as it is in close proximity to the growing area of Colorado City. A conservation easement or open space designation would help to protect the rare plant species found here.

- **Greenhorn Creek**

Location: Upstream from the town of Rye, including the southern tip of Custer County

Rarities: Two types of imperiled montane riparian forest, greenback cutthroat trout

The majority of this area is owned and managed by the USFS. A portion is included within the Greenhorn Mountain Wilderness Area. Management should strive to maintain the natural flooding regime and ecological processes. Weed management efforts are strongly recommended

- **Boggs Creek**

Location: West central Pueblo County, south of Pueblo Reservoir.

Rarities: Dwarf milkweed, a rare plant community dominated by Bigelow sage and Indian ricegrass, New Mexico feathergrass.

This area is located primarily on lands that are owned and managed by Colorado Parks and Wildlife. Further inventory of the plant communities here is warranted.

- **North Creek**

From Beulah, follow North Creek Road 6 miles upriver to an old camping and picnic area.

Rarities: Peck sedge, prairie violet

Further inventory for the rare plants, especially during a non-drought year, is warranted.

- **Pueblo Mountain Park**

Location: From Beulah, follow Route 78 to Pueblo Mountain Park.

Rarities: Lavender hyssop

Further inventory for the rare plants, especially in a non-drought year, is warranted. Monitoring recreational use in the vicinity of the occurrences would help in management (of the park).

- **Pueblo State Wildlife Area**

Location: Pueblo State Wildlife Area and Lake Pueblo State Park

Rarities: Pueblo goldenweed, round-leaf four-o'clock, Arkansas River feverfew, golden blazing star, Arkansas Valley evening primrose, Colorado gumweed, dwarf milkweed, checkered triploid whiptail lizard and a rare foothills shrubland community.

Being state land offers some protection, however, developments on private lands and developments associated with State Park infrastructure could threaten populations. Expansion of the lake would result in the loss of plants, and potentially, populations. Special designation for the rare plants and their habitat could provide protection. Recreational uses of concern include off road vehicle use, hiking, fishing, camping. Several non-native and potentially problematic weed species were found to be abundant in places, although not yet threatening critical rare plant areas.

Appendix 12: CDOT Visual Impact Assessment

2019 CDOT Visual Impact Assessment Guidelines

August 30, 2019



Visual Impact Assessment (VIA) Guidelines Myth Busters Version November 7, 2019

The 2019 VIA Guidelines Briefing Paper and VIA Guidelines Overview Chapter describe the purpose and content of the VIA Guidelines (available in Google Docs [here](#)). This Myth Busters document responds to common concerns and misconceptions about the VIA Guidelines.

Key objectives for developing the 2019 CDOT Visual Impact Assessment (VIA) Guidance included:

- Establish a consistent VIA process and baseline level of documentation statewide
- Clarify the appropriate level of detail for VIAs, including appropriate level of

Myth - VIAs are not really required.

Answer - FHWA expects CDOT to do VIAs when required. NEPA requires project leads to review all potential impacts from the project, including visual impacts. Section 102(2) of the law contains “action-forcing” provisions to make sure that federal agencies (and CDOT as an applicant for federal funds) act according to the letter and the spirit of the Act. The Act specifically calls out “environmental design arts” (of which landscape architecture and visual are a part). The level of effort required should be based on the context of the area and the impacts of the proposed project, as RPEMs determine during scoping.

Myth - VIAs are required on all projects.

Answer - The VIA Guidelines, page 13, has a decision flow chart that can help simplify the decision for all projects regarding whether a VIA is required; it could result that a VIA is “N/A” or Not Applicable, and whether a VIA scoping form is required; the scoping form can further decide whether only a memo VIA is required, and more rarely, whether a full VIA is required.

Myth - The new CDOT VIA Guidelines include new VIA requirements.

Answer - The 2019 CDOT VIA Guidelines do not require anything new; in fact, they make VIAs easier. The CDOT guidelines were developed to ensure a consistent VIA process and baseline level of documentation statewide. In 2015, FHWA published Visual Impact Assessment (VIA) guidelines, which were interpreted in inconsistent ways in Colorado with varying levels of effort and effectiveness (as confirmed in a conformance review of several Colorado VIAs produced from 2015-2018). The VIA Guidelines streamline these 2015 FHWA Guidelines and customize them to the Colorado context. FHWA has confirmed support for the CDOT Guidelines.

Key Changes between the 2015 FHWA Guidelines and 2019 CDOT Guidelines

CDOT Visual Impact Assessment Technical Report

<Insert Project Name>

<Insert Draft or Final Report and Date>

<Insert Project Number and Subaccount Number/Project Code>

August 30, 2019



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2019 CDOT VIA Guidelines Briefing Paper

Background: Why were these guidelines developed and needed? In 2015, FHWA published Visual Impact Assessment (VIA) guidelines noting, “The public nature and visual importance of our highways necessitates that visual impacts—beneficial as well as adverse—be adequately assessed and considered when a highway project is developed.” In Colorado, these FHWA Guidelines were interpreted in inconsistent ways with varying levels of effort and effectiveness; this was confirmed in a conformance review of several Colorado VIAs produced from 2015-2018. With the help of Felsburg Holt & Ullevig and Consensus Building Institute, CDOT’s Environmental Programs Branch and Visual Resources Committee (VRC), plus FHWA, developed these 2019 CDOT VIA Guidelines.

CDOT’s Guidelines build on FHWA’s *Guidelines for the Visual Impact Assessment of Highway Projects* (FHWA, 2105) to establish a statewide standard for assessing visual resources in CDOT’s NEPA documentation and decision-making. These Guidelines are intended to describe CDOT’s comprehensive process for assessing visual impacts and have been incorporated into Chapter 9 of CDOT’s *NEPA Manual*.

Documentation Overview: CDOT organized the Guidelines into the following chapters and appendices:

- **Chapter 1 - Overview** - Provides general background.
- **Chapter 2 - Establishment: Scoping** - Documents CDOT’s process to conduct scoping early (during project planning) and describes how to use CDOT’s visual resource scoping documentation as a scoping tool.
- **Chapter 3 - Inventory: Affected Environment** - Documents CDOT’s process for establishing affected environment.
- **Chapter 4 - Analysis: Impacts Evaluation** - Identifies CDOT’s process for assessing and documenting visual impacts.
- **Chapter 5 - Mitigation** - Identifies how VIAs influence project development and how to be more sensitive to surrounding visual environment during and after construction.
- **Chapter 6 - References**
- **Appendix A** - Includes two templates that follow instructions from the Guidelines and provide a framework for VIA documentation:
 - **VIA Memorandum** (For projects with minor visual impacts)
 - **Standard VIA** (For projects with the potential for adverse visual impacts or controversy)
- **Appendix B** - Includes CDOT’s visual resource scoping documentation for identifying visual resource issues, establishing the appropriate level of VIA documentation, if any, and informing NEPA considerations.
- **Appendix C** - Includes a glossary that defines technical VIA terms.
- **Appendix D** - Identifies 3D visualization software applications for preparing visual simulations.
- **Appendix E** - Includes the strategies behind CDOT’s Guidelines, including connections and refinements to the FHWA 2015 VIA Guidelines, and summarizes the core concepts and methods related to landscape perception and sense of place.

CDOT Visual Impact Assessment Memorandum

<Insert Project Name>

<Insert Draft or Final Report and Date>

<Insert Project Number and Subaccount Number/Project Code>

August 30, 2019



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Visual Resource Scoping Documentation

Visual resource scoping is conducted early in the visual impact assessment (VIA) process to identify issues, determine if a VIA is necessary, and identify the appropriate level of VIA evaluation.

Preparers should complete the following tables and questionnaire to document scoping findings regarding:

- ▶ **Project Information and Visual Attributes**
- ▶ **Visual Context**
- ▶ **Policies, Guidelines, and Feedback**
- ▶ **VIA Scoping Questionnaire – Issues and VIA requirements** (*Not Required, Memorandum, or Standard*)

This step-by-step approach should be conducted in coordination with the CDOT environmental team and visual resource specialist assigned to the project. Chapter 2 of CDOT’s VIA Guidelines (available on CDOT’s LA website) includes further information about the Establishment/Scoping Phase.

Completion of the visual resource scoping steps and documentation may be accomplished through desktop research and reconnaissance, collaboration with CDOT, and/or field observations.

Project Information and Visual Attributes

Project Name:	<insert project name>
Project Location:	<insert project location>
Author:	<insert author name>
Visual Attributes of Proposed Action and (if applicable) Build Alternative(s):	<p><Describe how the features would look in terms of form, line, color, texture, and scale> [Refer to Step E-1 in Section 2.1 of CDOT’s VIA Guidelines]</p> <p>Consider project elements, such as proposed roadway width, lanes, medians, shoulders; horizontal alignment and vertical profile; anticipated cut-and-fill slopes, rock cut locations, vertical elements (walls, buildings), and tree/forest clearing.</p>

Visual Context

Landscape Observations:	<Describe general visual observations> including colors, lines, textures, or water features, and dominant landforms; observations about adjacent land uses and ownership patterns; and land use areas that may be visually sensitive
Influence of Roadway on Natural and Cultural Environment Settings:	<Describe the influence of the existing roadway on the environmental and cultural setting > e.g., How well or not does the existing roadway fit the context of the surrounding environment? Does the roadway flow through the topography or contrast with natural surface relief?
Landscape Context(s) and Development Patterns: See Figure 3 of CDOT’s VIA Guidelines	<input type="checkbox"/> Natural/ Undeveloped <input type="checkbox"/> Rural <input type="checkbox"/> Suburban <input type="checkbox"/> Urban Are development patterns in sync or contrasting with the environment?



Appendix 13: Economic Benefits of Outdoor Recreation

Source: *The 2017 Economic Contributions of Outdoor Recreation in Colorado*. Colorado Parks and Wildlife

The Byway is in Colorado Parks and Wildlife's Southeast Region



Total economic contributions of outdoor recreationists

	Northwest	North Central	Metro	Northeast	South Central	Southwest	State	
Output	\$14,879	\$13,846	\$10,648	\$505	\$1,648	\$6,384	\$5,009	\$62,540
Salaries & Wages	\$5,088	\$4,384	\$3,862	\$166	\$494	\$1,845	\$1,673	\$21,372
GDP Contribution	\$8,276	\$7,487	\$6,167	\$254	\$808	\$3,201	\$2,657	\$34,997
State/Local Taxes	\$1,231	\$1,002	\$743	\$51	\$184	\$615	\$490	\$4,369
Federal Taxes	\$1,195	\$1,074	\$934	\$39	\$121	\$439	\$380	\$5,125
Jobs	133,658	119,958	86,976	5,709	20,209	68,321	53,090	511,059

Trips and equipment

	Northwest	North Central	Metro	Northeast	South Central	Southwest	State	
Total Spending								
Trip-related	\$9,659	\$6,768	\$4,616	\$363	\$1,126	\$3,723	\$3,313	\$29,569
Equipment	\$653	\$2,800	\$2,285	\$68	\$236	\$977	\$214	\$7,233
Total	\$10,312	\$9,568	\$6,901	\$431	\$1,363	\$4,700	\$3,527	\$36,802
Percent Spending by Type								
Trip-related	93.7%	70.7%	66.9%	84.3%	82.7%	79.2%	93.9%	80.3%
Equipment	6.3%	29.3%	33.1%	15.7%	17.3%	20.8%	6.1%	19.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Fishing, hunting and wildlife watching

	Northwest	North Central	Metro	Northeast	Southeast	South Central	Southwest	State
<u>Economic Output (\$millions)</u>								
Fishing	\$239	\$691	\$512	\$29	\$109	\$353	\$120	\$2,445
Hunting	\$136	\$221	\$166	\$20	\$24	\$93	\$55	\$843
Wildlife Watching	\$161	\$762	\$682	\$23	\$55	\$277	\$86	\$2,436
<u>Salaries & Wages (\$millions)</u>								
Fishing	\$74	\$194	\$165	\$9	\$33	\$97	\$39	\$757
Hunting	\$50	\$65	\$53	\$8	\$8	\$28	\$22	\$280
Wildlife Watching	\$49	\$184	\$191	\$7	\$17	\$72	\$28	\$637
<u>GDP Contribution (\$millions)</u>								
Fishing	\$122	\$321	\$261	\$13	\$53	\$162	\$61	\$1,227
Hunting	\$77	\$113	\$90	\$11	\$12	\$46	\$31	\$457
Wildlife Watching	\$88	\$310	\$320	\$10	\$28	\$121	\$45	\$1,071
<u>State & Local Taxes (\$millions)</u>								
Fishing	\$17	\$40	\$28	\$2	\$12	\$29	\$11	\$143
Hunting	\$9	\$11	\$8	\$2	\$2	\$6	\$5	\$44
Wildlife Watching	\$11	\$33	\$31	\$2	\$5	\$14	\$7	\$111
<u>Federal Taxes (\$millions)</u>								
Fishing	\$18	\$47	\$40	\$2	\$8	\$22	\$9	\$180
Hunting	\$12	\$16	\$13	\$2	\$2	\$6	\$5	\$66
Wildlife Watching	\$12	\$44	\$47	\$2	\$4	\$16	\$6	\$154
<u>Jobs</u>								
Fishing	1,930	4,919	3,355	284	1,298	3,368	1,185	17,114
Hunting	1,488	1,885	1,238	368	443	1,213	869	7,937
Wildlife Watching	1,283	3,936	4,313	191	569	1,916	825	13,243

Contributions from hunting by County

County	Output (\$thousands)	Salaries & Wages (\$thousands)	GDP Contribution (\$thousands)	State/Local Taxes (\$thousands)	Federal Taxes (\$thousands)	Jobs
<u>Southeast Region</u>						
Baca	\$570	\$145	\$271	\$81	\$33	7
Bent	\$1,079	\$382	\$586	\$130	\$79	28
Crowley	\$301	\$103	\$162	\$39	\$22	8
Huerfano	\$2,100	\$669	\$1,054	\$246	\$180	48
Kiowa	\$367	\$89	\$165	\$56	\$20	5
Las Animas	\$3,395	\$1,613	\$1,922	\$344	\$342	85
Otero	\$1,594	\$495	\$793	\$173	\$127	39
Prowers	\$868	\$294	\$453	\$93	\$69	20
Pueblo	\$10,846	\$3,404	\$5,802	\$893	\$827	165

Hunter days by County

County	Big Game	Small Game	Waterfowl
<u>Southeast Region</u>			
Baca	4,913	4,355	134
Bent	4,419	7,781	3,006
Crowley	2,231	697	766
Huerfano	21,803	619	162
Kiowa	4,010	1,115	602
Las Animas	28,726	2,178	1,845
Otero	4,352	6,980	2,985
Prowers	3,125	5,109	1,402
Pueblo	12,417	10,439	4,925

Retail Sales by County

<u>Southeast Region</u>	
Baca	\$41,540
Bent	\$23,059
Crowley	\$16,568
Huerfano	\$65,846
Kiowa	\$11,709
Las Animas	\$170,706
Otero	\$191,333
Prowers	\$160,785
Pueblo	\$2,000,847

Appendix 14: Current and Potential Partners

The table below is not a complete list of partners. It does, however, show the variety of collaborators available to the Byway.

<p>Communities</p> <ul style="list-style-type: none"> • City of Pueblo • Town of Wetmore • Town of Greenwood • Town of Silver Cliff • Town of Westcliffe • Town of Beulah • Community of San Isabel • Town of Rye • Colorado City Metropolitan Management Board • Colorado City Architectural Review Commission <p>Counties and County Agencies</p> <ul style="list-style-type: none"> • Custer County • Pueblo County • Pueblo County Board of Commissioners • Pueblo County Department of Planning and Development • Custer County Board of Commissioners 	<p>State Agencies</p> <ul style="list-style-type: none"> • Department of Transportation (Region 2) • CO Scenic and Historic Byways Commission • Colorado Parks and Wildlife • Colorado Natural Heritage Program • Colorado Agritourism Association • History Colorado • Colorado Historical Society • Colorado Department of Local Affairs • Great Outdoors Colorado • Colorado Main Street Program • Colorado Tourism Office • Colorado Energy Office <p>Federal Agencies</p> <ul style="list-style-type: none"> • U.S. Forest Service • Federal Highway Administration
<p>Chambers of Commerce</p> <ul style="list-style-type: none"> • Greater Pueblo Chamber of Commerce • Latino Chamber of Commerce Pueblo, Inc. • Pueblo West Chamber of Commerce • Custer County Chamber of Commerce • Greenhorn Valley Chamber of Commerce • Pueblo County Chamber of Commerce 	<p>Tourism/Economic Development</p> <ul style="list-style-type: none"> • Colorado Tourism Office • Colorado Agritourism Association • U.S. Travel Association IPW • Travel Industry Association of America • Custer County Tourism Board • Pueblo Economic Development Corporation • Pueblo Area Council of Governments • Custer County Non-Profit Collaborative • Colorado Office of Tourism and International Trade • Lodge owners, particularly at Lake Isabel
<p>Visitor Centers/Museums</p> <ul style="list-style-type: none"> • Pueblo Visitor Center • Lake Pueblo State Park Visitor Center • El Pueblo Museum • Buell Childrens Museum • Silver Cliff Museum • All Aboard Westcliffe • Cuerno Verde Visitor Center • Pueblo Community College Visitor Information Center 	<p>Science and Nature</p> <ul style="list-style-type: none"> • Pueblo Nature and Wildlife Discovery Center • Audubon Society chapters and birding groups • 3 Peaks Photography (night sky photo workshops) • Dark Skies Inc. and Dark Skies Colorado • Colorado Wolf and Wildlife Center <p>Land Conservation</p> <ul style="list-style-type: none"> • San Isabel Land Trust and Palmer Land Trust • The Nature Conservancy

<p>Recreation/Touring</p> <ul style="list-style-type: none"> • Historic Arkansas Riverwalk • Ducks Unlimited • Rocky Mountain Elk Foundation • Mule Deer Foundation • Rocky Mountain Bighorn Sheep Foundation, Colorado Trout Unlimited • Pueblo Tailwater Renegades • Sporting goods and outdoor gear companies • Firearms/ammunition companies • Camera and binocular companies • Campgrounds and RV parks • Geocaching clubs/groups • RV touring clubs • RV rental companies • Motor coach companies • Tour and adventure companies • Loop tour operators • Bicycle and running groups • Bikes Belong Coalition • Bike with Pike Century Ride • Rocky Mountain Street Rod Nationals • Motorcycle clubs and websites 	<p>Archaeology/History</p> <ul style="list-style-type: none"> • Pueblo County Archaeological & Historical Society • Pueblo Historic Districts • Pueblo Archeological and Historical Society • Hardscrabble-Wetmore Historical Society • Pueblo County Historical Society • Pueblo Heritage Museum • El Pueblo History Museum • History Connections of Pueblo • Historic Pueblo, Inc. • Hardscrabble-Wetmore Historical Society • Custer County Historical and Genealogical Society • Friends of Beckwith Ranch • The National Trust for Historic Preservation • Custer County Historical Affinity Group • Goodnight Barn Preservation, Inc.
<p>Arts and Culture</p> <ul style="list-style-type: none"> • Sangre de Cristo Arts Center • Pueblo City-County Library District • Pueblo Arts Alliance • Pueblo Art Guild • Pueblo Chili Growers Association • Westcliffe Center for the Performing Arts • The Hispanic Resource Center at the Rawlings Public Library 	<p>Youth</p> <ul style="list-style-type: none"> • YMCAs • Boys and Girls Clubs • Valley Park and Recreation Youth Center, Inc. • 4-H and Future Farmers of America • Boy and Girl Scouts • Public schools • Private schools • Community colleges, colleges and universities <p>Other</p> <ul style="list-style-type: none"> • Pueblo New in Town Meeting Group • Motels, hotels and their Associations • B&Bs, Airb&bs, Inns, resorts, ranches and other lodging establishments • Banks and financial institutions • Restaurants • Gas stations • Civic Groups • Adopt-a-Road • Marijuana industry representatives • Gold Belt Byway • Rail line to Pueblo

APPENDIX 15: Social Media

Social Media Best Practices

- Designate one person to be responsible for social media.
- Know the specifics of the platform you are using, for example, hash tags should not be used on Facebook.
- Correct spelling and grammar are essential.
- Be engaging and provocative in a positive sense. Your goal is to get readers to like and share your post.
- All posts should reflect and support the organization brand and mission.
- Develop a social media policy.

Social Media Miscellany

- Social media is not about the one-on-one educating of a reader. The most important thing is to make readers share your post.
- Posts containing video are the most likely to be viewed, followed by posts with an engaging photograph.
- Attracting and building an audience is essential. Use powerful images. Limit promoting events and requesting membership/donations to 10% of posts. Requests for donations, in particular, will not be shared, which hurts the organization's "credit score".
- Asking readers to like or share your post in exchange for something (e.g., a chance to win a prize) is prohibited.
- Platforms collect detailed and valuable information on reader demographics, visits and other data.
- Focus primarily on building an audience, rather than providing information.
- As with interpretive signs, keep all text focused and concise.
- Avoid making users have to take a second action, such as, "click to read more" or linking to another site.
- Negative or critical comments that do not violate policy should not be deleted.
- Posts that are not liked or shared are detrimental to the organization's "credit rating". Do not ask family and friends to follow you unless they are willing to share and/or like your post.

Appendix 16: Grants and Related Websites

- **National Park Service: Historic Preservation Fund**
Matching funds to states for historic preservation planning and engineering, educational materials and limited restoration work. Grants are administered through the Colorado State Historic Preservation Officer (SHPO).
- **National Endowment for the Arts: Challenge America Fast-Track Review Grants**
Grants for projects that extend the reach of the arts to underserved populations. Eligible projects include those focusing on the development of cultural tourism and cultural districts and assisting local economic development and cultural publicity efforts.
- **National Endowment for the Humanities: America's Historic Places Grant**
Grants for the interpretation of historic sites through publications, signage, etc.
- **National Endowment for the Humanities: Implementation Grants**
Grants for interpretive exhibitions, the interpretation of historic sites, associated interpretive project components such as publications, public programming and websites.
- **National Endowment for the Humanities: We the People Initiative**
Grants for public programs that use one or more historic sites (single building, neighborhood, town) that address themes relevant to American history.
- **National Trust for Historic Preservation**
Small grants to assist with various aspects of historic preservation. Grant programs include the Preservation Services Fund, the Johanna Favrot Fund for Historic Preservation and the Cynthia Woods Mitchell Fund for Historic Interiors.
- **Federal Highway Administration: Transportation, Community & System Preservation**
Grants available for pedestrian and bike improvements and streetscaping projects.
- **National Forest Scenic Byway Transportation Planning Funds (HTFB funds)**
Funds for projects along national, State, and Indian tribe designated byways. Funds may be used for Scenic Byway Programs, corridor management plans, safety improvements, byway facilities, access to recreation, resource protection, interpretive information, and marketing programs.
- **Kodak American Greenways Grants**
Small grants to stimulate the planning and design of greenways in communities
- **Preserve America**
Grants to assist communities in preserving their cultural and natural resources.
- **The Great Outdoors Colorado Trust Fund**
- Government Grants: www.grants.gov
- National Endowment for the Arts: www.nea.gov
- The Catalog of Domestic Assistance: www.cfda.gov
- U.S. Department of Agriculture Partnership Resource Center: www.fs.usda.gov/prc
- Red Lodge Clearinghouse: www.rlch.org
- Candid.org
- Rural Federal Funding Database
- Partnership for Sustainable Communities
- I.R.S. Farmers tax deductions for the rehabilitation of barns and farm buildings
- The Colorado Rural Technical Assistance Program (**See Appendix 15**)
- Catalog of Federal Domestic Assistance: www.cfda.gov

- U.S. Department of Education: www.ed.gov
- US Department of Justice: www.justice.gov/business/grants
- National Endowment for the Arts: www.arts.gov/grants
- Colorado State Home Page: www.colorado.gov
- Colorado Council of Arts Science and Culture: www.coloradocasc.com
- Colorado Department of Education: www.cde.state.co.us/cdefisgrant
- Corporate Grantmakers: www.foundationcenter.org
- The Grantsmanship Center: www.tgci.com/funding-sources
- Chronicle of Philanthropy: www.philanthropy.com/grants
- LiveWell Colorado: livewellcolorado.org/resource-center/funding-opportunities/
- Colorado Grants: coloradogrants.org/resources/deadline-calendar.php

APPENDIX 17: Rural Technical Assistance Program

BLUEPRINT 2.0 SELECTION CRITERIA



QUALIFYING QUESTIONS (YES/NO)

1. Did the community describe how their community/region is rural and/or distressed in nature?
2. Did the community apply through their local economic development entity (EDO; municipal or county administration)?
3. Community certifies willingness to complete surveys and submit quarterly reporting for a two-year period.

CRITERIA	INSUFFICIENT ★	NEEDS IMPROVEMENT ★★	ACCEPTABLE ★★★	STRONG ★★★★	DISTINGUISHED ★★★★★
ALIGNMENT WITH ECONOMIC DEVELOPMENT GOALS	Project application goals do not meet the intent of the selected initiative, nor do they align with community economic development goals.	Project application goals somewhat in line with the intent of the initiative and community economic development goals, but could be improved.	Project application goals sufficiently in line with stated economic development goals and the intent of the selected initiative.	Project application goals are fully aligned with both the selected initiative and stated economic development goals, representing a strength of the application.	Project application goals are in perfect alignment with both the vision and intent of the selected initiative, and existing economic development goals of community. A distinguishing element of the project application.
POTENTIAL FOR SUCCESS/IMPACT	Project application does not provide adequate evidence or show promise of desired initiative impact.	Project application provides some indication of impact and how that impact would be measured, but not a strength of application.	Project application provides sufficient evidence of community/region impact through the project, with some measures of success, neither a strength or weakness of application.	Project application demonstrates potential for real and lasting impact of project, with robust measures of success. A strength of the application.	Project application demonstrates that the project has exceptional/transformational impact potential for the community/region, with clear measures of success. A major strength of the application.
EVIDENCE OF PREVIOUS SUCCESS IN COMMUNITY-DRIVEN EFFORTS	Project application does not provide evidence of any previous effort or progress in implementing a community-led effort.	Project application shows some evidence of past work, but efforts were inconsistent or unsuccessful.	Project application shows an acceptable level of previous effort and progress, giving some level of confidence that there is momentum required for implementation.	Project application shows strong evidence of previous work, providing a robust base of community support and previous success.	Project application demonstrates the success of past efforts, showing a strong and engaged community/region. A real distinguishing component of the application.
DEMONSTRATION OF SIMILAR WORK AND SUBJECT-MATTER FAMILIARITY	Community has never before attempted a similar effort and is unfamiliar with the initiative subject matter.	Community has basic knowledge of the subject matter acquired through previous related efforts but were unable to maintain momentum.	Community demonstrates adequate understanding of the subject matter through previous related efforts of varying levels of success.	Community demonstrates confident knowledge of the subject matter gained through previous successful efforts related to the initiative target.	Community is already engaged with projects parallel to the initiative, showing strong subject matter expertise, motivation and commitment. A notable advantage of the application.

CERTIFIED SMALL BUSINESS COMMUNITY

RURAL TECHNICAL ASSISTANCE PROGRAM



Entrepreneurs can be the driving force in a local economy, especially ones that have been hit by large company closures and relocations. Entrepreneurs can create jobs, invest in the community, improve the quality of life, and assist communities in competing in a regional, national and global economy. The Certified Small Business Community Initiative is a Colorado SBDC Network offering that will assist rural communities who want to take their entrepreneurship promotion and retention to the next level and be a standard bearer for the State of Colorado. Selected communities (can be one town/city, several towns working together or a county) will receive a designation of a "Certified Small Business Community" to promote a great place to "Work, Live and Play" in Colorado.

NUMBER OF OFFERINGS: 2

WHAT YOUR COMMUNITY CAN EXPECT:

- Up to \$30,000 in cash to assist with the completion of an action plan project (priority projects include – SBDC/Satellite office in community, co-working space in community, others on a case-by-case basis)
- Up to \$10,000 in coaching, mentoring and technical assistance from the Colorado SBDC Network
- Featured on a dedicated SBDC/OEDIT website developed for certified Communities
- Designed highway signage with CSBC logo

POTENTIAL OUTCOMES:

- At the end of this program, the community will have developed a clear strategic growth plan and action plan to diversify its local/regional economy through the promotion of entrepreneurship.

REQUIREMENTS:

- Your community will need to have a defined sense of place or niche that sets them apart, and have a concentration of entrepreneurship.
- Your community will need to be actively engaged in the promotion and retention of small businesses as demonstrated by various programs and services that assist them.
- Your community (if several towns/cities are working together, you will need to demonstrate a history of collaboration/cooperation) will need to designate a project leader/champion.
- Your community will need to have or develop an action plan based on your vision for success that includes a **long-term plan for sustainability**.
- Your community will need to demonstrate a need for additional support in fostering entrepreneurship and completing action plan items.
- The Rural Response Recovery Resilience (4R) Counties will get priority - Routt, Moffatt, Delta, Gunnison, Montrose, Clear Creek, and Grand.



GROW YOUR OUTDOOR RECREATION INDUSTRY

RURAL TECHNICAL ASSISTANCE PROGRAM

OEDIT will be partnering with the University of Colorado-Boulder's Masters of the Environment (MENV) and MBA programs to help grow your community's outdoor recreation industry. MENV will assign a team to work with each community to better understand their resources, strengths, and weaknesses. This team will work to identify opportunities in the growing Colorado outdoor recreation landscape and assist in positioning each community in the marketplace to improve reach and impact.

About MENV:

MENV (www.colorado.edu/menv) is a 17-month professional graduate degree program designed for students who would like to work in the environmental sector after graduation. MENV graduates will apply interdisciplinary knowledge and build community in ways that achieve fair and equitable solutions to environmental, economic, and social problems and promote thriving human and natural communities.

NUMBER OF OFFERINGS: 14

WHAT YOUR COMMUNITY CAN EXPECT:

3 Phase Plan:

- Phase 1: Introduction, discovery, and agreement on focus
- Phase 2: Research (interviews/focus groups/surveys/visits/web datasets)
- Phase 3: Analysis, written deliverable, presentation
- Depending on location 1 initial visit, 2+ research visits, final presentation on site
- Depending on need, a training workshop
- Typically a deliverable in the form of an enhanced, prioritized report or plan (PDF or PPT) and presentation
- Flexibility in focus, as the community and MENV team will discuss and agree to project scope early in the project, and revisit it frequently.

POTENTIAL OUTCOMES:

- An enhanced strategic roadmap that includes an assessment of existing processes and programs, identification of new opportunities, and prioritization of key initiatives and tasks.
- An assessment of cultural, social, economic, policy, and environmental impacts related to the outdoor recreation industry.
- Community visioning and a better understanding of your community's place/role in Colorado's outdoor recreation industry ecosystem.
- Improved local and regional communication and collaboration.
- Future growth in businesses and organizations in this space.

*Note: communities will be required to contribute financially, at least in part, for team travel, as decided upon during discussions of scope.



CRAFT STUDIO 201

RURAL TECHNICAL ASSISTANCE PROGRAM

Through a peer-assistance training program, CRAFT Studio 201 provides customized support for communities or regions wishing to advance a specific tourism-related goal or strategy. This initiative is recommended for a group of tourism partners within a community or region with identified tourism assets and promotional strategy with 1–2 local champions to be the point of contact for CTO.

NUMBER OF OFFERINGS: 3-4

THROUGH THIS INITIATIVE, YOUR COMMUNITY CAN EXPECT THE FOLLOWING:

- To be paired with a peer expert based on the specific needs of your community
- Up to 100 hours of individualized, consulting assistance with a mentor
- At least one, in-person site visit from a mentor
- Consultations (by phone and in-person) from the mentor
- A scope of work, deliverables, and timeframe developed by community and mentor during the first stage of the initiative
- Continued support from the CTO
- *Please Note: This initiative does not include a cash award and success of the endeavor may not rely on further funding from this program.

POTENTIAL OUTCOMES:

- Increased visitation to region or destination
- Increased awareness of region or destination
- Creation of a plan for development or promotion of a region or destination

REQUIREMENTS FOR PARTICIPATION:

- Local, engaged leaders committed for one year to accomplish the goal of this initiative
- Strong, demonstrable community buy-in
- Clearly developed measurements for success and reporting capabilities
- Applicants must be currently engaged with tourism on some level. If you are not directly employed by or provide services to the tourism industry below are additional qualifications:
 - Attendance at a Colorado Governor's Tourism Conference
 - Attendance at a Colorado regional tourism conference
 - Participation in Colorado.com
 - Member of any tourism related association



COMMUNITY PLACEMAKING

RURAL TECHNICAL ASSISTANCE PROGRAM

OEDIT will be partnering with the Colorado Department of Local Affairs and Community Builders, a community planning and placemaking non-profit based out of Glenwood Springs, CO, who knows that the key to building a strong and resilient economy starts with creating a great community where people want to live and work. The initiative will engage your community by identifying local assets, providing instruction on the fundamentals of developing a sense of place, and developing a cohesive vision and strategy based on community assets.

NUMBER OF OFFERINGS: 1-2

WHAT YOUR COMMUNITY CAN EXPECT:

- Preliminary phone meeting: Discussion with community project leaders to relay the expected scope of work, approach, and schedule.
- Multi-day Creative Placemaking Workshop: A series of interactive workshops and events designed to engage your community in the creative placemaking process. Held over the course of two or three days, the Multi-day Creative Placemaking Workshop will be tailored to your community and may include:
 - Kick-Off Event for Local Leaders: An information session to engage the community's key stakeholders and expand the core local leadership, learn more about creative placemaking, and prepare for upcoming public workshops.
 - Design-Build Workshop: A day-long, interactive workshop that challenges a group of volunteers to roll up their sleeves and get creative. With the help of a facilitator, participants will learn about creative placemaking concepts and design a temporary "lighter/quicker/cheaper" placemaking installation of their own. Participants will then work together to build their installation using temporary or donated materials (think temporary parklet, creative crosswalk, art alley, bike lane, etc.). Note: this workshop is dependent upon project funding and/or the availability of donated materials.
 - Interactive Community Workshop: A community-wide workshop providing an in-depth exploration of creative placemaking. At this meeting your community will engage in facilitated exercises to generate ideas and potential projects that inform a more comprehensive placemaking strategy. Community members will also get to experience the social benefits of placemaking first-hand by interacting with the installation created during the Design-Build Workshop.
 - Placemaking Strategy Workshop: A follow-up workshop with your local leadership committee to review and refine ideas developed during the Interactive Community Workshop. This involves exploring broader community goals, project feasibility, available resources, and local capacity, with the goal of generating a wider placemaking strategy or action plan for your community.
- Strategy Document: A brief final strategy document and resource guide that summarizes the goals and specific strategies developed over the course of the initiative.

POTENTIAL OUTCOMES:

- Alignment across segments of the community—from civic and business leadership to elected officials—on a collective vision and action items for progress
- District conceptualization such as proposal for downtown improvement
- Identification of physical assets for small-scale renewal
- Identification of actions to reinvigorate public spaces



APPENDIX 18: Licensed Marijuana Cultivation Operations: October 1, 2019

Medical Marijuana

Definitely or possibly within the Byway corridor

Licensee	License #	Address (Pueblo unless indicated)
1917 SANTA FE LLC	403-01548	1917 Santa Fe Drive
DENVER KUSH CLUB	403-01401	7415 Rex Road
EARTH SOLUTIONS INC DBA: CANNA CABINET INC	403-01565	2630 West Pueblo Boulevard Suite C & D
FIPG LLC	403-01632	67 North Silicon Drive Suites 140, 150
HEALING HOUSE LAKEWOOD LLC DBA: ASCEND CANNABIS CO	403-01446	7420 Rex Road
MARISOL THERAPEUTICS LLC	403-00255	2204 Hickory Street
NEXT1 LABS LLC DBA: NEXT1 LABS	403-01881	1660 Siloam Road
NUVUE PHARMA LLC	403-01656	4740 Dillon Drive
PLAIN JANE ORGANICS LLC	403-01917	7068 Burnt Mill Road, Beulah
POTCO LLC DBA: POTCO	403-01873	1640 Siloam Road
SEVEN-ONE-NINE LLC	403-01598	2729 Farabaugh Lane
STEM BEACH DISPENSARY LLC DBA: DOCTORS ORDERS	403-01732	3321 South I-25
THE PURPLE DRAGON LLC	403-01743	256 28th Lane
WESTSIDE WELLNESS CENTER LLC DBA: MAGGIES FARM	403-01557	1400 Santa Fe Drive Suite A & B
YETTI FARMS LLC	403-01474	1650 Siloam Road

Retail (Recreational) Marijuana

 Possibly within the Byway corridor

Licensee	License #	Address (Pueblo unless indicated)
1917 SANTA FE LLC	403R-00424	1917 Santa Fe Drive
2205 POPE VALLEY LLC	403R-00692	2205 Pope Valley Ranch Road
2205 POPE VALLEY LLC	403R-00618	740 Newton Road
AD FARMS LLC	403R-01024	6473 Galbreth Road
ANCIENT FARMS LLC	403R-01027	6468 Galbreth Road
BEAR WITH US LLC	403R-01032	6401 Galbreth Road
BEST BUDS BOTANICAL LLC DBA: BEST BUDS	403R-00694	5971 Shadow Lane
BEULAH VALLEY FARMS LLC	403R-00476	7791 Highway 78 West, Beulah
BLUE RIBBON HERBS LLC DBA: BLUE RIBBON HERBS	403R-00816	2916 Graneros Lane
BULLYS FARMS LLC	403R-01059	6395 Galbreth Road
CANNA STIX LLC	403R-01087	6480 Galbreth Road
CANNACRAFT LLC DBA: CANNACRAFT	403R-00374	6480 Pickney Road, Rye
CATEGORY ONE BOTANICALS LLC	403R-00716	2340 Bennett Road, Rye
CGRO LLC DBA: APEX ORGANICS	403R-00606	2190 Pope Valley Ranch Road
COLLECTED SUN LLC DBA: COLLECTED SUN	403R-00986	6183 Red Creek Springs Road West
COLORADO GOLD LLP DBA: STICKY ICKY'S	403R-01154	8444 West State Highway 96
COLORADO LEAF LLC DBA: COLORADO LEAF	403R-00508	8217 Red Creek Springs Road
D & M FARMS LLC	403R-01028	6393 State Highway 78
DD FARMS LLC	403R-01021	6397 State Highway 78

Frontier Pathways Byway Corridor Management Plan: 2020

DUTCH GIRL LLC DBA: DUTCH GIRL	403R-00409	1601 North Erie Avenue
EVERGREEN NURSERY FARMS LLC	403R-01076	2367 Little Burnt Mill Road
FAMILY FARM GROWERS LLC	403R-00723	43801 East State Highway 96
GREEN FARMERS LLC	403R-00629	7571 Vanessa Drive
GREEN MOUNTAIN MEDS LLC	403R-01042	514 Townsend Avenue
GREENER HEIGHTS LLC	403R-01013	1850 Pope Valley Ranch Road
HEALING HOUSE LAKEWOOD LLC DBA: ASCEND CANNABIS CO	403R-00357	7420 Rex Road
HIGH CANYON LLC DBA: HIGH CANYON LLC	403R-00700	4780 Farasita Boulevard
HIGH COLORADO FARMS LLC	403R-00639	920 38th Lane
HIGH ON THE HILL LLC DBA: FSR	403R-01109	1536 Baculite Mesa Road Side B
INSITE COMMERCIAL & TRADING LIMITED GROUP LLC	403R-00656	2310 Pope Valley Ranch Road Unit B
ISLAND GROUP LLC DBA: LIMONENE FARMS	403R-00980	1905 Pope Valley Ranch Road
JDW FARMS LLC	403R-01008	6387 Galbreth Road
JJLV LLC DBA: CANNAVES	403R-00921	5810 Highway 78 West
JRM HOLDINGS INC	403R-00519	4245 West 13th Street
KG FARMS LLC	403R-01020	6474 Galbreth Road
KINGPIN FARMS LLC DBA: COLORADO ROCKY MOUNTAIN FARMS	403R-00539	6470 Galbreth Road
KKMWB LLC DBA: HIGHER END	403R-00751	3035 East 4th Street
MAGGIES FARM LLC	403R-00743	29050 Resolana Road
MALIBU RDL LLC DBA: PURGRO	403R-00773	6431 Galbreth Road
MARISOL THERAPEUTICS LLC	403R-00079	2204 Hickory Street
MASTERS FARM LLC	403R-00627	1201 Siloam Road
MISFITS PHARMS LLC	403R-00587	2405 Little Burnt Mill Road

Frontier Pathways Byway Corridor Management Plan: 2020

NEWCO VENTURES LLC	403R-00752	8440 West State Highway 96 Suite B
NEXT1 LABS LLC DBA: NEXT1 LABS	403R-00713	1660 Siloam Road
NUVUE PHARMA LLC	403R-00530	4740 Dillon Drive
OHANA MAUNA GARDENS LLC	403R-00757	2387 Little Burnt Mill Road
ORGANIC AGRICULTURAL CONSULTANTS INC. DBA: HIGH DEMAND	403R-00775	2300 East Highway 96
ORGANIC BLOOM LLC	403R-00927	9868 West State Highway 96
ORGANIC GROWN LLC	403R-00847	1820 Pope Valley Ranch Road
ORGANIC SOLUTIONS INC DBA: STEEL CITY MEDS	403R-01133	152 East Industrial Boulevard
OSHMAN ORGANICS LLC	403R-01104	1830 Siloam Road
PAMS FARMS LLC	403R-00730	6393 Galbreth Road
PLAIN JANE ORGANICS LLC	403R-01088	7068 Burnt Mill Road, Beulah
POLLIWOG FARMS LLC	403R-00684	3217 Lake Avenue
POPE VALLEY FARMS LLC DBA: CANNA TEK	403R-00885	1790 Pope Valley Ranch Road
POPS ARM INC	403R-00584	3943 County Road 650, Rye
POTCO SOUTH LLC	403R-00712	1640 Siloam Road
PRIME FARMS LLC	403R-00919	6475 Galbreth Road
PRN HOLDINGS LLC DBA: GHOST GARDENS	40R-01159	1115 Siloam Road
QUALITY CHOICE ALTERNATIVE CARE CENTER LLC DBA: QUALITY CHOICE	403R-00918	7428 Rex Road
RSCT SERVICES LLC	403R-00300	2656 McCormick Avenue
SCG SERVICES LLC DBA: SOUTHERN COLORADO GROWERS	403R-00573	853 Greenhorn Mountain Circle, Rye
SEVEN LEAVES LLC	403R-00811	6383 Galbreth Road
SHARON GOOD GROW LLC	403R-00912	6120 Highway 78
SILOAM FARMS LLC	403R-01097	1700 Pope Valley Ranch Road
SILVER LAKE HOLDINGS LLC	403R-00834	33625 East United Avenue

Frontier Pathways Byway Corridor Management Plan: 2020

DBA: ROOTED		
SMILE HIGH FARMS LLC	403R-00706	1965 Pope Valley Ranch Road
STATEWIDE SUPPLY	403R-00929	1328 South La Crosse Avenue
SUN GROWN FARMS LLC	403R-01031	6399 State Highway 78
SUNNY ACRES LLC	403R-00872	7070 West State Highway 96
SUNSTRAIN LLC	403R-00605	8380 West Highway 96
THE HERBAL GARDEN LLC	403R-00370	302 Lamkin Street
T-REX FARMS LLC	403R-00666	3150 Verde Road
VIRTUAL MARKETING LLC DBA: MAGGIES FARM	403R-00470	3900 North 27 th Lane
VOODOO STYLEE NATURAL FARM LLC DBA: VOODOO STYLEE NATURAL FARM	403R-00999	7064 West State Highway 96
WHEELER FARMS LLC	403R-01058	6389 Galbreth Road
WHITE MEADOWS CULTIVATION LLC	403R-00563	7013 Burnt Mill Road, Beulah
WHITE PISTIL FARMS LLC DBA: WHITE PISTIL FARMS	403R-00729	2105 Pope Valley Ranch Road
WOODYS FARMS LLC	403R-01009	6476 Galbreth Road
WOWI LLC	403R-00741	5715 Red Creek Springs Road East
YETI FARMS LLC DBA: YETI FARMS LLC	403R-00661	1650 Siloam Road
ZM FARMS LLC	403R-01025	6469 Galbreth Road

APPENDIX 19: Marijuana Information Referral Form

DR 8549 (11/17/16)
 COLORADO DEPARTMENT OF REVENUE
 Marijuana Enforcement Division
 www.colorado.gov/revenue/med

Information Referral Form (IRF)

This form is used to report information to the MED about possible violations of the Colorado Marijuana Statutes and Regulations by marijuana businesses, business owners, and employees. Reporting this information is completely voluntary and you are not required to provide your own name and contact information, nor to provide complete information if you do not have it. The information you provide will be used by MED to determine if there has been a violation and to investigate the violation, and could lead to an administrative action by the State Licensing Authority or criminal prosecution. It is estimated that it will take 15 minutes to complete the form, depending on the amount of information being reported.

1. Please provide the following information about a Business you are reporting, if known:			
DBA/Facility Name	Business License No		
Street Address	City	State	ZIP
Principal Business Activity (Dispensary, Cultivation, Infused Products)	Email Address		
Please provide the following information about a Person you are reporting, if known:			
Name	Occupational License No	Date of Birth	
Street Address	City	State	ZIP
Role in Business (Owner, Partner, Employee)	Email Address		
Please provide the following information about a Person you are reporting, if known:			
Name	Occupational License No	Date of Birth	
Street Address	City	State	ZIP
Role in Business (Owner, Partner, Employee)	Email Address		
2. Alleged violation of Colorado Marijuana Laws and Regulations. Check all that apply. If not listed, describe in the Comments section below.			
<input type="checkbox"/> Business without license	<input type="checkbox"/> Sale to nonqualified persons	<input type="checkbox"/> Advertising/Consumer safety	
<input type="checkbox"/> Sale to minors	<input type="checkbox"/> Packaging/Labeling	<input type="checkbox"/> Crime on premises	
<input type="checkbox"/> Sale after hours	<input type="checkbox"/> False/Altered documents	<input type="checkbox"/> Money laundering	
<input type="checkbox"/> Product standards	<input type="checkbox"/> Diversion out of CO	<input type="checkbox"/> Unlawful consumption	
<input type="checkbox"/> Cultivation/ Lab practices	<input type="checkbox"/> Failure to pay/withhold tax	<input type="checkbox"/> Other (Describe below)	
Comments. Describe the facts of the alleged violation - Who/What/Where/When/How. Attach a separate sheet if needed.			
3. If your report involves unreported income, indicate the year(s) and the dollar amount(s):			

4. Are books and/or records available to substantiate your report? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Please describe:			
5. Do you consider the Business or Person to be dangerous or violent? <input type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, Name of Business or Person:			
6. Provide the name and address of bank(s) and/or financial institution(s) used by the Business or Person being reported, if known.			
Name of Financial Institution			
Street Address	City	State	ZIP
Name of Financial Institution			
Street Address	City	State	ZIP
7. How did you learn about or obtain the information provided in this report? Attach another sheet if needed:			
8. Optional: Please enter your own information and when you may be contacted			
Name			
Street Address	City	State	ZIP
Telephone number (include area code)	Best time to contact:		
9. Please send your completed form to:		1707 Cole Blvd., Suite 300 Lakewood, CO 80401	
or Email form to:		dor_med_info_referral_form@state.co.us	