



Colorado River Headwaters National Scenic & Historic Byway
Corridor Management Plan
and
Business Plan



Revised January 2008
This document replaces all previous versions.

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Overview

*Phase II Corridor Management Plan
June 2001*

A review of the Phase I Corridor Management Plan has been conducted, and the recommendations contained herein have been made with the input of the Colorado River Headwaters Scenic and Historic Byway Stakeholders group. The purpose of Phase II is to define Administration, Implementation and Maintenance plans for ongoing byway operations.

It is the goal of the process to create a seamless merge between the Phase I and Phase II sections of the Corridor Management Plan, creating a useful and practical document for the implementation of the overall management of the Colorado River Headwaters Scenic and Historic Byway.

*Byway Business Plan
January 2008*

As the status of the Colorado River Headwaters Scenic and Historic Byway has developed, additions and updates have been created to assist with the seamless management of the Byway. In January of 2008, a Business Plan was added to the Corridor Management Plan, which included a Marketing Plan. The details of the Business Plan are incorporated into this version of the Corridor Management Plan, which was revised and updated by this effort and adopted by the Byway Stakeholders in January 2008.



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National Scenic Byways Program Overview

America's Byways

Scenic byways can be designated at the local, state or national level. Some are called 'heritage routes.' Others may be called 'rustic roads' or 'backcountry byways,' although some of these designations differ slightly. The U.S. Forest Service began its National Forest Service Scenic Byway designation program in 1988. In 1991, the US Department of Transportation established its National Scenic Byways program.

What Are America's Byways?

Under the National Scenic Byways Program, the U.S. Secretary of Transportation recognizes certain roads as National Scenic Byways or All-American Roads based on their archaeological, cultural, historic, natural, recreational, and scenic qualities. There are 72 such designated byways in 32 states. The Federal Highway Administration promotes the collection as America's Byways.

America's Byways are a distinctive collection of American roads, their stories and treasured places. They are roads to the heart and soul of America. Byways are exclusive because of their outstanding qualities, not because byways are confined to a select group of people.

Managing the intrinsic qualities that shape the byway's story and interpreting the story are equally important in improving the quality of the visitors' experience. The National Scenic Byways Program is founded upon the strength of the leaders for individual byways. It is a voluntary, grassroots program. It recognizes and supports outstanding roads. It provides resources to help manage the intrinsic qualities within the broader byway corridor to be treasured and shared. Perhaps one of the underlying principles for the program has been articulated best by the byway leader who said, 'the program is about recognition, not regulation.'

What's the Difference between a National Scenic Byway and an All-American Road?

National Scenic Byway

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

All-American Road

To receive an All-American Road designation, a road must possess multiple intrinsic qualities that are nationally significant and contain one-of-a-kind features that do not exist elsewhere. The road or highway must also be considered a 'destination unto itself.' That is, the road must

provide an exceptional traveling experience so recognized by travelers that they would make a drive along the highway a primary reason for their trip.

Who Nominates?

Anyone may nominate a road for possible designation by the Secretary, but the nomination must be submitted through a state's official scenic byway agency and include a corridor management plan designed to preserve and enhance the unique qualities of the byway.

The byways themselves typically are supported through a network of individuals who volunteer their time and effort. It is a bottom-up, grassroots oriented program. Local citizens and communities create the vision for their byway, identify the resources comprising the intrinsic qualities, and form the theme or story that stirs the interest and imagination of visitors about the byway and its resources. Local citizens and communities decide how best to balance goals, strategies, and actions for promoting the byway and preserving its intrinsic qualities. The vision, goals, strategies, and actions for the byway are laid out in the corridor management plan required for the byway.

Nomination is not about filling out an application. It's all about telling the byway's story. That's the premise that is driving the FHWA's work on requesting nominations for possible national designation. Nominees might want to think of their byway's nomination as a combination of the community's guide and a visitor's guide for the byway.

For more information, refer to the National Scenic Byways Organization website at <http://www.byways.org>

Section I. Interpretation Strategy

Vision Statement:

The vision for the Colorado River Headwaters Byway is to preserve the rural heritage and natural, scenic and historic resources of the byway corridor and:

1. help visitors find and enjoy outdoor recreational opportunities offered through byway attractions
2. provide economic opportunities and benefits to the local communities
3. emphasize the regional and national significance of the Colorado River.

Key objectives of this vision - in order of importance - include:

1. Preserving, protecting and interpreting the resources which tell the story of the people who settled the area and whose descendents now live along the byway.
2. Protecting and enjoying the wide range of wildlife in these rural environments.
3. Protecting local community culture and values.
4. Informing visitors of the regional and national significance of the Colorado River.
5. Managing visitor use of the area's resources in order to protect resources for future generations and advise them of acceptable uses for those resources.
6. Providing economic diversification opportunities for local residents.
7. Informing visitors of important local economic activities that contribute to the community and national economy.

Intrinsic Quality Assessment and Resource Protection

The Byway Intrinsic Resources Grid provides a variety of information that can be used for planning future projects and activities for the byway. In the first column, the letters “E” and “P” are used to determine whether that resource should be Enhanced or Protected, by using the following definitions:

E = ENHANCED (developed and maintained in a sustainable matter and/or promoted in Byway materials)

- OR -

P = PROTECT (preserve as is and protect from future impact and/or down-market or no marketing in Byway materials)

In some cases, a resource may show both designations. This should be interpreted to mean that the resource can be enhanced, but preservation and protect from overuse should be considered before embarking on development projects for the resource.

The byway resource is shown in the second column. Those indicated by an asterisk (*) are commercial ventures and/or activities and are not managed by a public entity or nonprofit organization. These resources are unique in nature because of a prevailing public interest, such as scenic, historical, cultural, recreational, archeological and/or natural, and are worthy of mention in byway marketing efforts because of the resources’ uniqueness and impact on the surrounding area.

In the third column, the designation “INF” indicates that this resource is a location for information that would be deemed useful and/or necessary by visitors to the byway area. Analysis of this column will help byway stakeholders determine the need for additional information stations along the byway.

In the fourth column, “INT” designates resources that currently have an interpretive display or information at that site. This column will aid in the identification of future locations for interpretive opportunities.

The remaining six columns are designated as follows:

S = Scenic Qualities

These are visual resources, composed of multiple elements, such as fields, buildings, rock forms, landforms, water, vegetation, distant mountains, skylines and sky that constitute a view from the road. Scenic qualities include the ordinary as well as the spectacular. The composition of features in a view should evoke a sensation - try to look beyond the obvious.

H = Historic Qualities

These are legacies from the past. Historic sites or landscapes may be structures or sites that include buildings, bridges or burial sites. Historic sites may be less tangible and include entire farming or ranching communities, transportation or other infrastructure systems, or development patterns (historic downtown districts, for example). Many modifications to the natural environment may have historic qualities.

C = Cultural Qualities

These are the unique and distinctive expressions of community life. Art museums, libraries and county court houses are all examples of traditional cultural qualities. Local festivals and celebrations belong in this category. Cultural qualities may have also evolved from an economic or physical resource; mining or logging, for example. Cultural qualities may also include traditional cultures and communities, such as Native American settlements, immigrant communities or even artists and music colonies.

R = Recreational Qualities

These are traditionally associated with nature-based recreations - hiking, skiing, boating, hunting, guiding, fishing, camping, etc. Recreationalists may use bicycles, all-terrain and other off-road vehicles, hot air balloons and hang gliders, too. Consider the amenities users might appreciate - paths, benches, signs, picnic and rest spots, etc. These uses and qualities may be something to advertise and promote, or to discourage and protect.

A = Archaeological Qualities

These include past cultures and communities, as well as artifacts and ruins. Ancient rock art, dinosaur bones and cliff dwellings may come to mind.

N = Natural Qualities

These provide opportunities to experience landscapes that are not artificial. Think of watershed systems, alpine tundra, wetlands, erosion-formed rock features, prairie or desert systems.

By utilizing the Byway Intrinsic Resources Grid, byway stakeholders can analyze the needs for expanding in one or more of the defined elements to plan for future projects.

The Colorado Scenic and Historic Byways Program has developed two publications that will be useful tools for designing and planning the byway and for protecting resources along the byway. For more information, contact the Byway Coordinator.

Colorado River Headwaters Scenic and Historic Byway Intrinsic Resources Grid
revised December 2007

* Indicates commercial venture/activities (not public or nonprofit managed)

ENHANCE/ PROTECT RESOURCE	INFO STOP	INTRINSIC QUALITIES:				RECREATION	ARCHAEOLOGY	NATURAL
		INTERP SITE	SCENIC	HISTORIC	CULTURAL			
TOWN OF GRAND LAKE AND IMMEDIATE AREA:								
E	*Grand Lake Lodge		S	H		R		
E	Grand Lake Golf Course/Nordic Center					R		
E	*Grand Lake Village		S		C			
E	Juniper Library	INF	INT		C			
E	Grand Lake Chamber Visitor Center	INF	INT		C			
E/P	Kauffman House Museum		INT	H				
E	Historic walking tour of Grand Lake			H		R	A	
E	Rocky Mountain Repertory Theatre (seasonal)				C			
E	Grand Lake Community Building and Town Hall	INF		H	C			
E	Town Square/Grand Lake		INT			R		
E	Playground					R		
E	Picnic facilities					R		
E	Public restrooms					R		
E/P	Lakefront/Grand Lake		INT	S		R	A	N
E/P	Point Park		INT	S		R		N
E/P	Alva B. Adams Tunnel, East Inlet Boat Launch/Picnic Area		INT	H		R		N
E/P	Adams Falls					R		N
E/P	Fire Tower Trail and Shadow Mountain Lookout			H		R		N
E/P	Continental Divide National Scenic Trail					R		N
HIGHWAY 34 BETWEEN GRAND LAKE AND GRANBY:								
E/P	Shadow Mountain Reservoir			S		R		
E/P	Willow Creek Reservoir and Pumping Canal			S		R		
E	Campgrounds					R		
E	*Winding River					R		
E	*Elk Creek					R		
E	Green Ridge					R		
E	Stillwater Campground					R		
E	Sunset Point					R		
E/P	Farr Pumping Plant/Colorado Big Thompson Project					R		
E/P	Lake Granby Overlook, Sunset Boat Launch/Picnic Area				H			
E/P	Willow Creek Reservoir			S		R		
E	Lake Granby Overlook		INT	S		R		N
TOWN OF GRANBY AND IMMEDIATE AREA:								
E	*Town of Granby						C	
E	Granby Chamber Visitor Center	INF	INT		H			

Colorado River Headwaters National Scenic & Historic Byway

Corridor Management Plan and Business Plan revised Jan 2008

ENHANCE/ PROJECT	RESOURCE	INTRINSIC QUALITIES:									
		INFO STOP	INTERP SITE	SCENIC	HISTORIC	CULTURAL	RECREATION	ARCHAEOLOGY	NATURAL		
TOWN OF GRANBY AND IMMEDIATE AREA (continued):											
E	Granby Library	INT	INT			C					
E	Poikhamus Park									R	
E	Public restrooms									R	
E	Picnic area									R	
E	Playground									R	
E	Ball fields									R	
E	Skate board park									R	
E	Train Depot										
E	Kaibab Park									R	
E	Public restrooms									R	
E	Picnic area									R	
E	Playground									R	
E	Fishing/youth									R	
E	Ball fields									R	
E/P	Flying Heels Arena/Rodeos				H	C				R	N
E/P	Fraser to Granby Trail			S						R	
E	*Sol Vista Ski Area					C				R	
E	US Forest Service Visitor Center	INF	INT							R	
HWY 40 BETWEEN GRANBY AND HOT SULPHUR SPRINGS:											
E/P	Windy Gap Watchable Wildlife Viewing Area (seasonal)		INT	S	H					R	A
P	Archeological site at Windy Gap										A
P	Gold Medal fishing on Colorado River		INT							R	
P	BLM Kinney Creek Public Access			S						R	
TOWN OF HOT SULPHUR SPRINGS AND IMMEDIATE AREA:											
E	Town Hall/Hot Sulphur Springs	INF									
E	Pioneer Village Museum	INF	INT				H				
E	Grand County Court House		INT				H	C			
E	Hot Sulphur Springs Libraries	INT	INT					C			
E	*Alpine Wedding Chapel						H	C			
E	Hot Sulphur Springs Town Park									R	
E	Playground, ball field, volley ball, horseshoe pits									R	
E	Picnic facilities									R	
E	Public restrooms									R	
E/P	Ski jump site		INT	S			H				N
E/P	Pioneer Park		INT				H			R	
E/P	Camping									R	
E/P	Day use, picnic facilities, public restrooms									R	
E/P	Gold Medal Fishing, handicapped accessible		INT							R	
P	Colorado River Stream Bank Restoration Project		INT				H				N
E	*Historic hotels/Hot Sulphur Springs		INT				H				

Colorado River Headwaters National Scenic & Historic Byway

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ENHANCE/ PROJECT	RESOURCE	INFO STOP	INTERP SITE	INTRINSIC QUALITIES:			CULTURAL	RECREATION	ARCHAEOLOGY	NATURAL
				SCENIC	HISTORIC					
TOWN OF HOT SULPHUR SPRINGS AND IMMEDIATE AREA (continued):										
E	*Hot Springs/Hot Sulphur Springs Resort				H			R		N
P	Byers Canyon			S	H			R		N
P	Cottonwood Pass			S	H			R		N
P	Parshall Divide			S	H			R		N
E	Colorado Division of Wildlife Information Center	INF	INT					R		
PARSHALL AREA TO KREMMLING:										
E	*Community of Parshall					C				
P	Public Access to Colorado River			S				R		N
P	Beaver Creek			S				R		N
P	Paul Gilbert			S				R		N
P	Lone Buck			S				R		N
P	Kemp-Breeze			S				R		N
P	Sunset			S				R		N
E/P	Williams Fork Reservoir			S				R		
E	DOW Shooting Range							R		
P	Parshall Stage Road				H					
P	Troublesome Stage Stop (private property)				H					
P	Reeder Creek Access			S				R		
P	Corral Creek Access			S				R		
TOWN OF KREMMLING AND IMMEDIATE AREA:										
E	*Town of Kremmling					C				
E	BLM Visitor Information Center	INF								
E	Middle Park Fair and Rodeo Grounds				H	C		R		
E	McElroy Livery/Log Cabin Heritage Museum		INF		H					
E	Kremmling Chamber Visitor Center	INF	INT							
E	Town Square/Kremmling							R		
E	Picnic Pavilion							R		
E	Public Restrooms							R		
E	Jail Museum		INT		H					
E	Historic Walking Tour/Kremmling				H			R		
E	Kremmling Library		INT			C				
E	West Grand High School Astronomical Observatory	INF	INT			C		R		N
E	Red Mountain Recreation Complex							R		
E/P	Kremmling Cliffs			S						N
E/P	Access to Colorado River south of Kremmling			S				R		N
E/P	Wolford Mountain Reservoir			S				R		N
E/P	Public Access to Blue River			S				R		N
E/P	Public Access to Muddy Creek			S				R		N
TROUGH ROAD TO STATE BRIDGE:										
P	Trough Road			S						

Colorado River Headwaters National Scenic & Historic Byway

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ENHANCE/ PROTECT RESOURCE	INFO STOP	INTERP SITE	INTRINSIC QUALITIES:				RECREATION	ARCHAEOLOGY	NATURAL
			SCENIC	HISTORIC	CULTURAL				
TROUGH ROAD TO STATE BRIDGE (continued):									
P Trough Road			S						
P Access/confluence of Blue and Colorado Rivers			S			R			N
E/P E. C. Yust Ranch (private property)				H					
P Inspiration Point		INT	S	H					N
P Gore Canyon			S			R			N
E/P Watchable wildlife		INT	S			R			N
P Radium State Wildlife Area			S			R			N
P Pumphouse Campground		INT	S			R			
E *Rancho del Rio						R			
E/P BLM Access to Colorado River at Radium			S			R			N
E/P Historic Railroad Town of Radium				H				A	
P Yarmony Pit House Prehistoric Site									
E/P Hi-Line Trail Overlook			S			R			N
E *State Bridge Lodge						R			

ADDITIONAL COMMENTS:

In general, down market high use areas along Trough Road (BLM lands). Mention, but don't specifically market. Those seeking solitude should seek elsewhere.

Section II. Administration Plan

Organization and Administration Overview

Goals for the Colorado River Headwaters Scenic and Historic Byway organization:

1. Develop a strong, effective and lasting Byway organization.
2. Build a solid base of community understanding and support for the Byway.
3. Assure the long-term viability of the Byway designation and organization through a diverse and stable financial base of support, coupled with active partnering and volunteer efforts.

Organizational Structure

The Colorado River Headwaters Byway Organization is governed by a hybrid association/committee with members of the Byway Organization referred to as “stakeholders” - defined as those entities which can benefit from byway activities. This group represents a public-private partnership with a wide variety of participating interests. Individual participation is secured with ongoing Memorandums of Understanding with the stakeholder organizations. This provides accountability in the development of Byway projects and assured commitment to the Byway Organization by all stakeholders.

A second tier of participants - defined as “Byway Partners” - may be involved with the Byway Organization from time to time as projects arise that could be impacted by the input from these partner groups. Partners could assist the byway organization in a variety of ways: publicity and promotion, source of technical information, in-kind source of goods and materials, volunteers, etc. Participation by the partner groups may or may not be secured by a Memorandum of Understanding, depending on the requirements of the issue at hand.

In the future, the Colorado River Headwaters Byway Organization may be converted into a 501(c)(3) nonprofit corporation with membership, which would provide for greater control over fiscal matters. This action would create a membership-at-large from the byway stakeholders and could result in a dues-paying structure to help offset the costs of administrative support for the organization. In this scenario, Byway Organization officers - the Chairman and the Treasurer and any Committee Chairman as deemed necessary - would become the Board of Directors. The stakeholder organizations - as members of the Byway Corporation - would provide input to the Board of Directors for future development of byway projects, fiscal management and operations of the Byway Corporation.

Colorado River Headwaters National Scenic & Historic Byway

Corridor Management Plan and Business Plan revised Jan 2008

Current Byway Stakeholder Organizations (January 2008)

US Bureau of Land Management	Federal Government
US Forest Service	Federal Government
Colorado Department of Transportation	State Government
Colorado Division of Wildlife	State Government
Grand County Planning Department	County Government
Town of Granby	Municipal Government
Town of Grand Lake	Municipal Government
Town of Hot Sulphur Springs	Municipal Government
Town of Kremmling	Municipal Government
Grand County Colorado Tourism Board	Special District
Grand Lake Area Chamber of Commerce	Chamber of Commerce
Greater Granby Area Chamber of Commerce	Chamber of Commerce
Kremmling Area Chamber of Commerce	Chamber of Commerce
Grand County Historical Association	Nonprofit Organization
Headwaters Trails Alliance	Nonprofit Organization
Middle Park Land Trust	Nonprofit Organization
Grand Lake Historical Society	Nonprofit Organization

Current Byway Partners (January 2008)

Middle Park Stock Growers	Nonprofit Organization
Grand Lake Partners for Trails	Nonprofit Organization
CSU Extension	State Government
Colorado State Forest Service	State Government
Rocky Mountain National Park	Federal Government
Trail Ridge Road Scenic Byway	Federal Government
Grand County Road and Bridge	County Government
Colorado Department of Transportation	Local and Regional Maintenance
Board of County Commissioners	County Government
Local Law Enforcement	Town, County, State, Federal Governments
Local Businesses	
Local Media - newspaper, radio, television, Internet	

Duties and Responsibilities

As with any organizational structure, there are necessary duties and responsibilities to carry out and sustain the Byway Organization. The Colorado River Headwaters Byway Organization has developed a simple organizational model, which balances the power and control of each stakeholder with the duties and responsibilities needed to manage the Byway Organization. There are three main overseeing factions - the Byway Organization Chairman, the Projects Committee and the Finance Committee. This organizational structure was developed to lend itself for easy conversion if the Byway Organization forms a nonprofit Byway Corporation in the future.

Byway Organization Chairman

The Byway Organization Chairman is elected annually by the stakeholder members of the Byway Organization. The Chairman is the main point of contact for the Byway Organization and is responsible for delegating tasks to the proper committee or subcommittee for action. The Chairman also develops meeting agendas and presides over meetings of the Byway Organization. Roberts Rules of Order serves as the foundation for the conduct of all meetings.

Projects Committee

The Projects Committee is composed of stakeholder members that have a current project in development. The Projects Committee is a fluctuating group - as new projects are defined and developed, new members will be added, and as projects are complete, members may retire out of the group. The Projects Committee Chairman is elected annually, or as needed, to oversee the activities of the Project Subcommittees. The Projects Committee Chairman should not be the same person as the Byway Organization Chairman, and should be selected from the stakeholders that have an active project in development.

The Projects Committee will review all prospective projects and prioritize them for development using an established set of criteria that includes timing, costs involved, grant funds availability, seasonal impacts on construction, etc. The Projects Committee will write the grants for funding with the assistance from the Project Subcommittees. The Projects Committee will oversee each project as it develops and monitor expenses and deadlines.

Project Subcommittees

A Project Subcommittee will be formed to manage each project. Project Subcommittees will be formed as new projects are developed, with one subcommittee per project. The Chairman of the Project Subcommittee is responsible for overseeing all activities related to the project, and should be selected as the person most qualified to oversee the project through to its completion. An MOU with the stakeholder organization will be secured to ensure continuation of the project should the Subcommittee Chairman change.

The Project Subcommittee will define the project, develop a budget and timeline for the project, assist with grant writing, secure matching funds, recruit and manage volunteers and manage

project expenses. A regular report from each Project Subcommittee will be required, and will be submitted to the Projects Committee for review. In addition, one financial contact from each Project Subcommittee will serve as a member of the Finance Committee. Regular reports will be required from each Project Subcommittee for review by the Finance Committee.

Finance Committee

To oversee the activities of the Finance Committee, a Treasurer for the Byway Organization will be appointed annually, or as needed. This position may be secured by an MOU with a stakeholder organization to provide the management of the Byway Organization's finances. The Treasurer will oversee all financial transactions and will cause to be made regular financial reports for the Byway Organization.

The Finance Committee will be composed of the Treasurer and one member from each active Project Subcommittee. The Finance Committee membership will fluctuate with the number of active projects. The Finance Committee will conduct a regular review of the ongoing budgets for each active project.

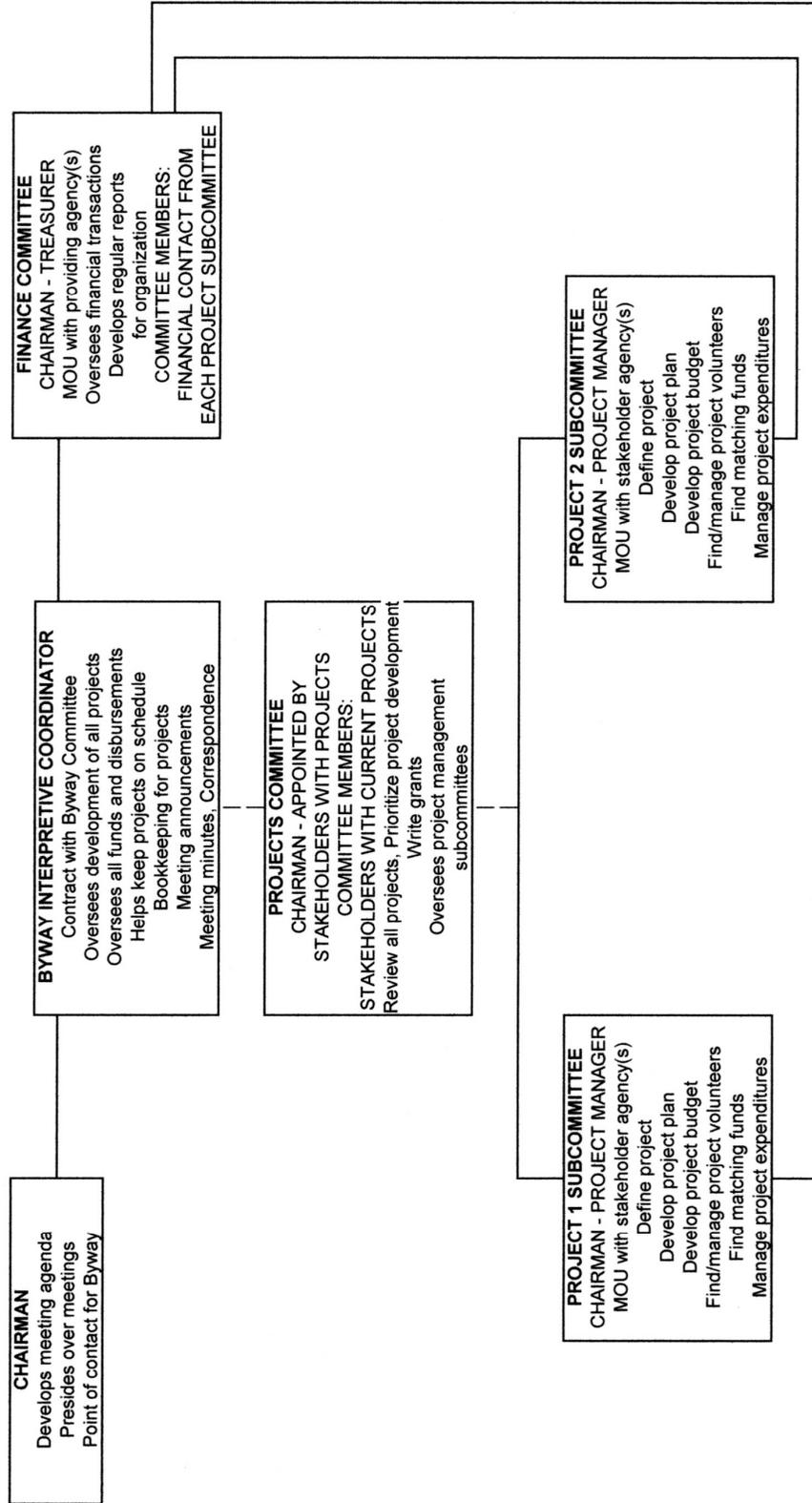
Byway Interpretive Coordinator

To oversee the day-to-day activities of the Byway Organization, a Byway Interpretive Coordinator will be selected and hired on contract if funds are available. If funds are not available for compensation, the Byway Interpretive Coordinator may be selected from the staff of one or more of the Byway Organization stakeholders and secured with an MOU from the providing stakeholder agency.

The Byway Interpretive Coordinator will oversee the development of all projects and help keep project activity on schedule. The Byway Interpretive Coordinator will handle the bookkeeping for the Byway Organization and will oversee all funds collections and disbursements. The Byway Interpretive Coordinator will assist the Byway Organization Chairman with correspondence and communication for the Byway, including meeting announcements and minutes and communication with the Byway Organization stakeholders and partners.

Please refer to the Organizational Chart on the following page.

COLORADO RIVER HEADWATERS SCENIC AND HISTORIC BYWAY
Organizational Chart
as of June 2001



Section III. Implementation Plan

Byway Coordinator

To a large extent, the Byway Coordinator will be responsible for overseeing the development of all existing and new projects for the Byway Committee. The Byway Coordinator will also work with the Project Subcommittees to make sure projects are being done according to the timetable outlined in Project Proposal. The Byway Coordinator will also handle all communication for the Byway Committee and will keep a record of Byway Committee meetings and correspondence.

Policy/ Need for Memorandums of Understanding (MOUs)

All stakeholders will have a Memorandum of Understanding (MOU) with the Scenic Byway Committee - stakeholders being defined as any organization that can benefit financially from Federal grants for byway activities. MOUs will be written with flexibility; the purpose of the MOU is to ensure that all stakeholder organizations will participate in byway planning and management activities on an ongoing basis. MOUs will also ensure continued commitment by stakeholder organizations to the Scenic Byway, and determine a responsible party for each Byway project. Terms for MOUs will be determined by each stakeholder agency and the Scenic Byway Committee.

In addition, stakeholders with grant-funded projects will enter into a contractual agreement with the Scenic Byway Committee to ensure that projects will be completed on time and within the budgeted amount; the stakeholder is responsible for project management and will assign a person(s) to be the project manager, who will chair the Project Subcommittee and report to the Projects Committee. (Please refer to organization chart.)

These participation MOUs will be done as soon as possible, with the goal to have all stakeholders enter into an MOU by the end of 2001. The terms will be five years and all will be done as close to the same time as possible and all MOUs will end at the same time. New stakeholders that enter the Scenic Byway Committee will complete an MOU for the same time frame as all other MOUs, so that all MOUs will come up for renewal at the same time.

Federal and other agencies may find that a 5-year blanket agreement with an assistance agreement is a more efficient way to negotiate an MOU. The blanket agreement stays in effect for five years, with an annual task order that would be used specifically for financial involvement by the agency. These types of agreements will be negotiated by the Scenic Byway Committee on a per-agency basis. The goal is to ensure continued participation with a minimum of paperwork and maintenance.

On occasion, there will be byway partner organizations that will be responsible for part of or all of a specific project. These part-time “stakeholders” will enter into an MOU that meets the need of the project and the situation desired by the Scenic Byway Committee. These part-time

stakeholder organizations will also enter into contractual obligations with the Scenic Byway Committee for grant-funded projects and under the same terms and conditions that full-time stakeholders will be required

Memorandum of Understanding - adopted March 27, 2007

This Memorandum of Understanding is hereby entered into by and between the Colorado River Headwaters Scenic Byway and its Stakeholder Organizations. (Stakeholder Organizations are defined as those entities which can benefit from byway activities.)

A. Purpose:

The purpose of this agreement is for the stakeholders to work together to create a balanced Byway organization according to the Byway's management plan and framework principals.

B. Statement of Mutual Benefit and Interests:

The main benefit of this agreement is to develop a long term byway partnership that includes the local community interests, preservation, tourism interests, and land managing agency interests.

C. Responsibilities:

The Stakeholder organization agrees to coordinate and involve other key partners in the management and future development of the Colorado River Headwaters Scenic Byway. They further agree to consider (whenever possible) the goals of the Scenic Byway.

D. It is mutually agreed and understood by all parties that:

1. Each of the cooperators will provide the name, address, and telephone number of one representative who will have authority to speak for their respective agency/government head for the purposes of the subject agreement. Decisions made by these representatives will be regarded as recommendations only, and will require approval by the respective agency/government whose jurisdiction(s) they affect before these decisions are considered binding.
2. Amendments to this agreement may be proposed by any party and shall become effective upon written approval by all parties.
3. Nothing in this agreement shall be construed as limiting or affecting the authority or legal responsibilities of the cooperative parties or as delegating authority for planning or management of areas of jurisdiction from the party responsible by law for managing such areas, to another party or parties.

4. Notwithstanding any provision of this agreement to contrary, each contracting party shall retain authority and sole responsibility for the lands and improvements within their respective jurisdictions which are subject to this agreement.
5. Nothing in this agreement shall be construed as incurring a financial obligation or imposing such obligation on any of the parties. A written supplement must be executed consistent with applicable funding requirements of the respective parties before financial obligations are incurred pursuant to this agreement. All funding must be properly appropriated and shall be limited according to Federal, State and Local requirements or charter as applicable.
6. This agreement shall become effective when signed by the parties hereto and shall continue in force until a 30-day written notice to the other parties of its intention to terminate upon the date indicated. This agreement will be reviewed every 3 years.
7. Nothing here shall be interpreted as a waiver of any signatory's sovereign immunity.

(Please contact the Byway Coordinator for a list of current participants in this MOU.)

Policy/Procedure for Grants - rev. 9.06

Currently, primary funding for Byway projects comes from the Federal Highway Administration (FHWA) through the National Scenic Byways Program. Stakeholders are encouraged to seek grants funds from other sources for Byway projects as well, since annual funding from FHWA is not guaranteed. **All project funds must be requested through Colorado River Headwaters National Scenic Byway.**

The Federal Highway Administration is the lead Federal agency for the National Scenic Byways Program and administers Federal transportation funds to States for eligible scenic byway projects, reimbursing the States for costs incurred on a project. Funds for selected projects are reimbursable to the local byway organization for costs incurred on local projects. The Scenic Byway group must spend money for projects and be reimbursed for the eligible costs, in accordance with the procedures of your State transportation agency and the FHWA Division office in your State.

Complete information about the National Scenic Byways program can be found at <http://www.byways.org>.

Grant requests for federal funding for specific Byway projects will typically be done annually. Grant requests will be coordinated through the Colorado Scenic Byways Program Coordinator at Colorado Department of Transportation, who will oversee all grant submissions statewide. Scenic byway grants are based on the Federal fiscal year (FY). The grant application cycle begins October 1, and ends on September 30 the following year. Grants will be awarded late in the year, with funds available in the spring of the following year.

Currently, a local match of a minimum of 20 percent is required for FHWA funds, which can be cash or in-kind or a combination of both. Cash match can be obtained from a variety of sources - typical sources include: State Historical Fund (SHF - funds collected from gambling revenues); Great Outdoors Colorado (GOCO - funds collected from Colorado Lottery); local governments, such as towns or county; and local Chambers of Commerce. Stakeholder agencies submitting projects are responsible for finding the local match.

Grant Compilation Procedure

Once all of the projects have been submitted, reviewed and approved by the Projects Committee, the grant request will be compiled. All stakeholders requesting funding will be expected to participate in the grant development process. The Byway Interpretive Coordinator will assist in the management of the grant development process. Each Project Subcommittee will utilize a standard format to develop project plans and budgets to aid in compiling grant information. This format will be determined by the Scenic Byway Committee based on the type of project and its needs.

A project for any stakeholder organization will be included in the annual FHWA grant submission if the following criteria have been met:

- 1) A Project Plan has been submitted to the Projects Committee for review and evaluation. The Plan will include a complete project description, a budget and a timeline.
- 2) A Project Manager (and/or managing agency) is determined.
- 3) The need for volunteer involvement has been identified and potential volunteers have been recruited.
- 4) Matching funds have been identified and acquired or applied for
- 5) Previous projects managed by the stakeholder organization and funded by grant monies are completed or well under way.

Complete Project Plans will be submitted to the Projects Subcommittee three to six months before a funding request is due (October through January each year). The Projects Subcommittee will determine a priority for funding with input from all of the Project Subcommittees. The following criteria will be used to determine the funding priority of a project:

- 1) Development Stage of the Project
 - A. Planning Stage
The project requires planning assistance in order to move forward; planning assistance could be concept development, research, design, financial planning/management, etc.
 - B. Action Stage
The project has been planned, budgets have been developed and everything is ready for project implementation
 - C. Monitor/maintenance Stage
A project has been completed, but needs ongoing attention.
- 2) Cost of the project
 - A. Matching funds availability
 - B. Will project costs stay stable with proposed time line for project development?
 - C. Availability of goods and services necessary to complete the project on time

via local sources and through competitive bid process whenever possible

D. Seasonal impacts - construction, weather, vehicle or wildlife traffic, etc.

3) Other factors

A. Stakeholder's ability to manage the project in the given time frame for completion

B. Development of another project in an adjacent area - will it impact or detract the progress of the other project?

C. The need to rotate funding through stakeholder organizations or physical areas of project development

1) How many other projects has the stakeholder had funded

2) How many other projects have been done in that location

3) How many projects have been done on that topic

Grant Management Procedure

Projects Committee

The Projects Committee is composed of stakeholder members that have a current project in development. The Projects Committee is a fluctuating group - as new projects are defined and developed, new members will be added, and as projects are complete, members may retire out of the group. The Projects Committee Chairman is elected annually, or as needed, to oversee the activities of the Project Subcommittees. The Projects Committee Chairman should not be the same person as the Byway Organization Chairman, and should be selected from the stakeholders that have an active project in development.

The Projects Committee will review all prospective projects and prioritize them for development using an established set of criteria that includes timing, costs involved, grant funds availability, seasonal impacts on construction, etc. The Projects Committee will write the grants for funding with the assistance from the Project Subcommittees. The Projects Committee will oversee each project as it develops and monitor expenses and deadlines.

Project Subcommittees

A Project Subcommittee will be formed to manage each project. Project Subcommittees will be formed as new projects are developed, with one subcommittee per project. The Chairman of the Project Subcommittee is responsible for overseeing all activities related to the project, and should be selected as the person most qualified to oversee the project through to its completion.

An MOU with the stakeholder organization will be secured to ensure continuation of the project should the Subcommittee Chairman change.

The Project Subcommittee will define the project, develop a budget and timeline for the project, assist with grant writing, secure matching funds, recruit and manage volunteers and manage project expenses. A regular report from each Project Subcommittee will be required, and will be submitted to the Projects Committee for review. In addition, one financial contact from each Project Subcommittee will serve as a member of the Finance Committee. Regular reports will be required from each Project Subcommittee for review by the Finance Committee.

The State contact person (as of June 2008) is:

Sally Pearce, Scenic Byways Program Coordinator
State of Colorado Department of Transportation
4201 East Arkansas Avenue
Denver, CO 80222
(303) 757-9786 FAX (303) 757-9727
Email: sally.pearce@dot.state.co.us

All project funds must be requested through Colorado River Headwaters National Scenic Byway. Stakeholders are NOT to contact the State Scenic Byways Program Coordinator. Please work with the Colorado River Headwaters Byway Coordinator Cheri Salberg at 887-3159 or email to cmsconsulting@litplanet.com.

Section IV. Byway Marketing Plan

Overview

As Phase II was being developed and implemented, a short term marketing plan was created to guide the byway organization's marketing efforts. It included the following steps:

Brochures

As Phase II was being developed, there were approximately 10,000 to 15,000 brochures printed and ready for distribution. All Byway Stakeholders were encouraged to take a supply of the brochure to put in their offices for distribution. It is estimated that there will be enough brochures to last throughout the summer if an aggressive distribution approach is taken.

Grand County Brochure Delivery is a service that has over 70 brochure racks in the county, with about 2/3 of them located in the Winter Park Fraser Valley. The racks are serviced each week during peak months and space is sold on a seasonal basis - from May 1 to Oct 31 and from November 1 to April 30. Cost per season is \$350. It is estimated that about 5,000 brochures will be distributed per season. A 10% discount is available if the service is paid for up front. Space is limited. Contact Toni Barrett at 887-9620 to establish service with Grand County Brochure Delivery.

Website

Colorado River Headwaters Scenic Byway has a presence on the Internet at <http://www.coloradobyways.org>. The site is managed by the State Scenic Byway Coordinator for Colorado Dept. of Transportation. Additionally, the byway can be found on the national byways website at <http://www.byways.org/explore/byways/2106/>. The national website can be managed locally. Updates and suggestions for consideration should be discussed with the Colorado River Headwaters Byway Coordinator.

Long-Term Recommendations for Marketing the Byway

1. Develop a delivery route for brochures to byway stakeholders and have a volunteer service the route once per month until brochures are gone. Grand County Historical Association has indicated that its volunteer staff will be able to assist in this process.
2. Hire Grand County Brochure Delivery to insert Scenic Byway brochures into its racks on an ongoing basis, and include distribution costs in future grant requests. Consider using additional sources for distribution outside the area.
3. Form an ongoing Project Subcommittee to keep the website updated. An annual survey of Byway stakeholders should be performed to collect updated information.

4. Marketing efforts for the Byway will be most effective if done on a consistent and continuing basis. Whenever possible, the Byway Committee should partner with all of the Byway stakeholder organizations on joint marketing endeavors. In addition, collaboration with nearby visitor stops is encouraged, such as Winter Park Fraser Valley Chamber of Commerce and similar organizations in nearby towns.
5. Byway exhibits should have a master design, ensuring a consistent look of Byway signage along the route. Extra attention should be given to any and all partners in each exhibit or sign, making sure that an acknowledgment of that group's participation appears on appropriate signage. Byway displays should include a map of the route and the location stop on the route, indicating "You Are Here" for the visiting motorist. Other relevant visitor information should be noted, such as: information stops, locations of public restrooms and picnic facilities, seasonal availability of exhibits, etc.

In January of 2008, a more comprehensive Byway Marketing Plan was adopted. It follows, in its entirety.

Byway Marketing Plan

I. Executive Summary

The Colorado River Headwaters Scenic and Historic Byway is a 69-mile route that follows the Colorado River from the river's small beginning just outside Grand Lake. The Byway follows the river system along US Hwy 34 for 16 miles from Grand Lake to Granby, located at the junction of US Hwy 40.

From there, the route runs west on US Hwy 40 another 26 miles through the communities of Hot Sulphur Springs, Parshall and Kremmling. At Kremmling, the Byway turns south on CO Hwy 9 for 3 miles before turning west again on Grand County Road 1, also known as the Trough Road. For the next 29 miles, the well-maintained gravel road winds through terrain that forms Gore Canyon, reaching the end of the Byway at State Bridge.

The Colorado River Headwaters Scenic and Historic Byway was designated such by the State of Colorado on September 17, 1993 and received national byway designation by Federal Highways Administration on September 22, 2005.

The key objective of this marketing plan is to increase awareness of the premier scenic, historic, recreational, natural, cultural and archaeological experiences of the Colorado River Headwaters Byway while preserving protecting and interpreting the resources that make this route so special.

In general byways are a significant marketing tool for tourism in rural areas. The National Byway program markets the tag line of “Come Closer” – developed to lure the tourist from the Interstate to experience the back roads of America in a close up and personal way, hearing the stories each byway has to tell.

This plan represents the Colorado River Headwaters Scenic Byway’s commitment to protecting, enhancing and marketing the intrinsic resources to key target markets. The committee will fund and implement this plan by utilizing local, regional state and national grants and partnerships.

II. Situation Analysis

The Byway is located in north central Colorado in Grand and Eagle Counties. It takes its name from the headwaters of the nationally-significant Colorado River. The route closely parallels the river channel past Grand Lake, Colorado’s largest natural lake, and historic town of the same name. It winds its way past two more lakes – Shadow Mountain and Granby – though picture postcard Colorado, back dropped by the rugged snowy peaks of the Great Divide to the east.

As the Byway passes through the small town of Granby, the Fraser River joins the Colorado at Windy Gap Reservoir. This site features a seasonal roadside pull-off with picnic shelters, restrooms, interpretive exhibits and a watchable wildlife habitat. The route passes through the county seat of Hot Sulphur Springs the county seat and home of natural hot springs frequented by Native Americans.

It moves on into the deep and winding Byers Canyon, flanked by nearly vertical rock walls with the river at the bottom. The west end of the canyon opens to ranch lands with pristine hay meadows studded with grazing livestock. Bald eagles are often seen at river’s edge, just yards from the roadside.

Passing through the ranching town of Kremmling, the Byway turns onto the Trough Road where there are views of the Blue River Valley and Gore Canyon. The route ends at State Bridge, a tiny resort area named for the first bridge built by the State of Colorado, where remnants can still be seen.

The Colorado River Headwaters Byway is surrounded by a large amount of federal and state managed lands, which provide a vehicle for creating long-lasting and viable partnerships to accomplish the Byway management goals and objectives in preserving and protecting the historic, recreational, scenic, natural, cultural and archaeological resources. This also contributes to the large variety of outdoor recreational activities: camping, boating, hiking, mountain biking, wildlife and bird watching, fishing, hunting, snowmobiling, skiing, dog sledding and golf just to mention a few.

Currently all of the communities along the Byway market their visitor resources at some level. Funds available for this endeavor vary widely and are constrained at all levels. There are two ski

resorts and Rocky Mountain National Park located in the eastern portion of Grand County which generates high visitor counts, but getting those travelers to experience the Byway, which is in the western portion of the County, continues to remain a critical issue. Grand County Colorado Tourism Board collects a lodging tax and utilizes those funds to market the county as a whole. The towns of Grand Lake, Granby and Kremmling each have Chambers of Commerce with marketing budgets and marketing plans.

1. Byway Stakeholders

- US Bureau of Land Management
- US Forest Service
- Colorado Department of Transportation
- Colorado Division of Wildlife
- Grand County Planning Department
- Town of Granby
- Town of Grand Lake
- Town of Hot Sulphur Springs
- Town of Kremmling
- Grand County Colorado Tourism Board
- Grand Lake Area Chamber of Commerce
- Greater Granby Area chamber of Commerce
- Kremmling Area Chamber of Commerce
- Headwaters Trails Alliance
- Middle Park Land Trust
- Grand County Historical Association
- Grand Lake Historical Society

2. Competition

Its more remote location creates stiff competition for potential visitors to Colorado River Headwaters Byway. Grand County is situated away from the Interstate-70 corridor which bisects the state and is the focus of much of the regional visitor recreational travel. The Byway's 90-mile proximity to the Denver Metro Area makes it easy to get to Grand County and Colorado River Headwaters Byway, but visitors may shy away from travel over 11,315' elevation of Berthoud Pass after US Hwy 40 splits off of I-70.

Logistically, at one end, the Byway starts at Trail Ridge Road – a National Scenic Byway – which brings about 75,000 visitors through Rocky Mountain National Park each year. But because of its high elevation, the route is closed from mid-October to Memorial Day, cutting off potential visitors to Grand Lake and the eastern entrance of the Colorado River Headwaters Byway.

The west entrance to the Byway at State Bridge is situated about 15 miles north of I-70 and while it is only about 35 miles from Vail, this end of the Byway is not strategically connected to a major tourist attraction. In addition, visitors not familiar with mountain driving conditions on the gravel Trough Road may find alternate routes instead of traveling into Grand County via the Byway.

Other parts of the state, such as the southwest quadrant of Colorado, have numerous visitor amenities such as: national and state parks, larger more diverse communities able to provide a broader cross section of visitor services, easy access from neighboring state routes and numerous scenic byways, some of which are multi-state routes.

In conclusion, for Colorado River Headwaters Byway to compete with other tourist amenities in the state, it needs to develop a destination-visitor strategy.

III. Marketing Objectives

Key Marketing Objectives for this plan are:

- To bring in more visitors and revenue, promoting sustainable tourism while protecting and preserving the uniqueness of the Byway.
- To interest the visitor in the story of the Byway – the impact of the Colorado River.
- Strengthen strategic alliances and implement programs with Byway Stakeholders as well as local, regional and state marketing organizations.

Steps for achieving this include:

- Create a key value statement for Colorado River Headwaters Byway that effectively describes and ultimately sells the byway and the communities along the route.
- Through a coordinated campaign of public relations, paid advertising and partnerships with local, regional and statewide parties, build awareness of Colorado River Headwaters Byway.
- Expand the current relationships with the towns along the Byway to leverage and market the Byway as well as the Towns
- Educate prospective Byway visitors about the many things to do on the route, including experiencing the Byway's intrinsic resources: scenery, history, recreation, natural features, cultural and archeology.

- Build familiarity with the Colorado River Headwaters Byway brand and its unique selling points.
- Seek niche and special markets. Utilize advertising, promotions, educational programs, the internet, press releases and community education to impart key information about specific features and benefits of the Byway creating a higher level of knowledge within the local consumer market. Within this should be a distinctive, cohesive message or tieback to the image of the master campaign.

A. Target Markets

Currently, the Colorado River Headwaters Byway visitor is primarily comprised of sportsmen (hunting, fishing), outdoor recreation enthusiasts, history buffs, ecological tourists and pass through visitors. These groups are the most recognizable and easiest to reach markets, creating excellent opportunities to develop return visitors. They include:

Snow Sport participants: Granby and Winter Park both have commercial ski areas. There are also several cross country ski touring areas in Grand County with miles of groomed trails. The Grand Lake area is well known to snowmobile riders and there are several organized races that take place in the area. Grand Lake also hosts an annual snowshoe festival. In addition, dog sled races are held in Grand County. All of these activities bring visitors from a regional, national and, to some degree, even international participants.

Water sport participants: Eight lakes are located within the Byway corridor, along with four major rivers and two hot springs. This offers one of the highest concentrations of water bodies in the State, with wide appeal to power boaters, sailboats, canoeists and windsurfers. The Colorado River is famous for its whitewater rafting and driftboat fishing.

Fishermen and Hunters: The Colorado River is known for its Gold Medal fishing waters (Colorado streams offering the greatest potential for trophy trout fishing) and the lakes boast year round fishing for a variety of species. The largest ice fishing contest west of the Mississippi River is held in the Three Lakes area (Grand Lake, Shadow Mountain Lake and Lake Granby) on the Byway every year. Big game hunting is another attraction for areas along the Byway corridor.

History Buffs: There are two historical associations offering three museums and historic walking tours within the Byway corridor. Several exhibits along the Byway route describe local and regional history.

General Outdoor Recreation Participants: A large number of visitors to the Byway corridor come primarily to participate in recreational activities, like hiking, mountain and road biking, camping, four wheeling and off-road vehicle riding, wildlife watching and viewing scenery. Located within the Byway corridor, Arapahoe National Recreation Area

draws large numbers of visitors year around. In addition, approximately 70% of the homes in Grand County are second or vacation homes, primarily owned by people who reside in the Front Range communities around Denver.

Pass through Visitors: Many visitors travel the Colorado River Headwaters Byway on the way to or from another destination, such as Rocky Mountain National Park or neighboring ski areas. The byway is also a frequent summer route for car and motorcycle club tours.

Visitor Profile Statistics

State Statistics from Longwoods Study

- In 2005, Colorado ranked 18th among the fifty states as a destination for discretionary leisure travel with a market share of 2.1%
- Colorado remained the 12th most popular state for an outdoor vacation.
- People visiting the state on marketable leisure trips account for 50% of all visitor spending, but only 43% of all visitors.
- A substantial proportion of overnight leisure visitors came from In State in 2005... 30 % of all trips.
- The other top states providing tourists continue to be California, Texas and Colorado's other neighbors: Arizona, Oklahoma, Nebraska, Kansas and Utah.
- Demographics of 2005 overnight visitors
 - Average age in the mid-40s
 - Most married
 - 3 in 10 have kids/teens at home
 - Average household income - \$50K and up
 - Half college graduates

Trip Planning and Booking

- The internet is the top formal source of information Colorado vacationers use to plan their trip. Nearly 4 in 10 use the internet.
- Other planning resources frequently used include accommodations, travel guide books, airlines, auto clubs and government tourism offices/visitors bureaus.

- The North Central region of the State, where the Colorado River Headwaters Byway is located, was visited by 21% of Colorado's tourists.
- First on the list of tourist itinerary are the state's mountains and rural areas, including wilderness, farming areas, lakes and rivers.

Grand County Statistics *from Grand County Colorado Tourism Board Focus Groups*

Travel Behavior and Trip Planning

- Those in the focus groups tend to take a wide variety of trips with pleasure trips tending to be a long weekend to a location within driving distance rather than a longer duration trip to a further destination. Taking family along on trips was prevalent. Also mentioned was taking out of state visitors on day or short overnight trips for sightseeing in Colorado.
- The group was sensitive to factors such as traffic crowds and distance, preferring, when able, to travel when locations and roads would be less crowded. Other influencing factors were availability of activities that would interest children places to shop and a variety of things to do.
- Trip planning tends to vary depending on the type of trip, the need to make reservations, and the presence of children in the household. Some are able to go away for the weekend without much advance planning, while others especially those with kids, plan farther ahead.

Information Sources for Trip Planning

- Information sources varied widely. Word of mouth was mentioned as important, but not as much as might be anticipated. Other sources include guide books, AAA magazine, other magazines, newspapers, picking up information at chambers of commerce, visitor centers or hotel lobbies. Travel shows on television (Denver TV Channel 4 Colorado Getaways and the Travel Channel specifically).
- Sixteen out of nineteen use the internet for information gathering and planning, but most didn't use it for booking.

B. Strategy

Market the Colorado River Headwaters Scenic and Historic Byway as “The total Colorado family experience,” offering scenery, history, recreation, cultural, natural and archeological amenities along the headwaters of the Colorado River, a river so majestic, it impacts the entire western United States.

C. Branding

A ‘brand’ is a name, sign or symbol used to identify items or services of the seller and to differentiate them from goods of competitors. Simply put, a brand is a promise. By identifying and authenticating a product or service it delivers a pledge of satisfaction and quality. A brand is the most valuable real-estate in the world, a corner of the consumer's mind. A brand is a collection of perceptions in the mind of the consumer.

When talking about tourism, a brand reflects what it means in the mind of the community it serves as well as its potential customers. Creating a solid brand identity is critical to the success of marketing. The Colorado River Headwaters Byway brand must be brought to life in all of its promotional material and in every form of communication regarding the Byway.

Steps in the Branding Process:

Develop a Logo

A logo is a graphical element, symbol or icon that can be an image, a typeface or both, which forms an image representation of the brand. A logo is typically designed to cause immediate recognition by the viewer, inspiring trust, admiration, loyalty and an implied superiority. The logo is one aspect of the brand of a company or economic entity, and the shapes, colors, fonts and images are usually different from others in a similar market. Logos may also be used to identify organizations or other entities in non-economic contexts.

A primary identifying element for the Byway needs to be developed. There has not been a consistent logo image used to date, although several simple letterhead designs have been used during the Byway’s history. Once developed, this logo should be used on all forms of media and visual communications.

Develop a Value Statement

The second key element in the branding process is the development of a value statement. The value statement sets forth the Byway’s promise to the marketplace. It articulates the Byway’s identity and it must communicate the “common thread” that connects and identifies each entity with the overall Colorado River Headwaters Byway experience.

IV. Marketing Mix

- Collateral Development & Distribution
- Media Kit
- Downloadable Interpretive Guide
- Advertising Campaign
- Print Media
- Broadcast Media
- Industry Trade and Travel Shows & Event Participation
- Cooperative Partnerships (local & regional)
- Public Relations Campaign
- Articles in Newspapers, Magazines & Other Publications
- FAM Tours
- Press Releases

A. Marketing Collateral

To effectively market the byway each piece of collateral needs to reflect be designed to reflect the branding and key vision of the Byway. Consistency in branding is essential.

- Four color brochure with map of byway
- Media Kit
- Educational activity booklets
- DVD for purchase

B. Advertising

In addition to the traditional advertising previously mentioned, the Byway must look at alternate ways to get its name out.

- Opt into regional ad campaigns. Partnering with the Grand County Colorado Tourism Board and local Chambers of Commerce in coop advertising.
- Distribute key Byway information and messages though current well-established tourism opportunities and events like trade shows, regional meetings etc.

- Ongoing distribution of press and new releases, via web presence print and broadcast media

C. Signage and Wayfinding

Signage along the Colorado River Headwaters Byway is consistent and strategically located to help visitors navigating the route find the way. Attention to maintenance of the State Columbine signs, which mark all Byway routes in Colorado, should be monitored on a regular and frequent basis. Signs need to be replaced when damaged or missing. Those signs that are not the responsibility of the Byway itself need to be kept up by the responsible party, i.e., CDOT blue business-sponsored signs, US Forest Service and Bureau of Land Management information and wayfinding signs.

D. Internet Marketing

In the tourism industry, statistics show that web presence is a necessary component of any marketing plan. With more people planning trips online, a solid and easy-to-find and navigate web presence is necessary to achieve the marketing goals of the Byway.

At this time the Colorado River Headwaters Scenic and Historic Byway does not have its own website. It is, however, sufficiently represented on the National Scenic Byways website (byways.org) as well as the Colorado Scenic Byway website (coloradobyways.org).

Both of these sites have consistent branding for the National and State byway programs and it is important the branding and value statement for Colorado River Headwaters Byway be similarly consistent. It is also imperative that the information be constantly reviewed and updated for these sites to remain effective.

In the future (funding permitting), the Colorado River Headwaters Byway may want to address the development of its own website.

E. Ambassadors

In tourism, anyone who speaks with the visitor is a potential ambassador for the Byway. It is important for the frontline people in the businesses along the route to be informed about the Colorado River Headwaters Byway and its amenities. Currently, the Byway Stakeholders have budgeted and scheduled employee training, utilizing the Grass Roots Byway Training Program provided by the State of Colorado Scenic Byway program. This adaptable program has been modified by members of the Colorado River Headwaters Byway Stakeholders Group so that it is fresh and relevant to the route's particular amenities.

This type of training needs to be ongoing perhaps with incentive programs for trainees to attend.

V. Summary

The Colorado River Headwaters Scenic and Historic Byway has a great deal to offer the traveler even in today's highly competitive tourism market. The key will be to get a clear and consistent message out in an efficient and cost effective manner.

Developing a brand for the Byway is key for an effective marketing strategy and should be implemented as soon as possible. The key value statement will pull together the essence of the Colorado River Headwaters Byway in a concise way that will draw the traveler to the Byway and make him want to return.

VI. Action Steps

January 2008 – December 2008

- Invite visioning consultant to meet with Byway Stakeholders to define the essence of the byway
- Create Key Value Statement
- Develop Logo
- Schedule Grassroots Training
- Partner with Chambers at Tradeshows
- Update web information on National and State Websites
- Begin work on 4-color brochure w/map

January 2009- December 2009

- Develop media/press kit
- Write and produce educational activity booklets
- Write and record DVD
- Develop downloadable interpretive guide
- Set up FAM Tour, Possible partnering with local lodging properties

January 2010 – Dec 2010

- Print advertising campaign - Colorado tourism guide and related publications, co-opping with Chambers and Grand County Colorado Tourism Board whenever possible
- Evaluate the need for a Byway-specific website
- Develop range of promotional items for event giveaways and souvenir purchase at outlets along the route: T-shirts, hats, mugs, etc.

Section V. Long-Term Finance Plan

In order to ensure that funds will be available for completion of current and future projects, a solid financial management plan should be developed for handling Byway finances.

Recommendations

- 1) Appoint a Treasurer to oversee the Byway Organization's finances. The Treasurer will work with the Byway Interpretive Coordinator to assure that the Byway Organization has sound fiscal management policies.
- 2) Establish a Project Subcommittee for each granted project and have each committee develop a time line and budget for the project. Have each committee report on the status, budget and time line for completion of its project at each regular meeting.
- 3) Review current financial procedures:
 - a) Financial management is currently being provided by Grand County Historical Association. Have the Finance Committee evaluate the effectiveness of this measure and determine if this is the way it should continue, both from a feasibility standpoint for the Historical Association, as well as a fiscal standpoint of the Byway Organization. Evaluate if this arrangement puts either organization in jeopardy for receiving other grants.
 - b) Determine what - if any - compensation should be paid to the organization that will manage the Byway's finances and how to pay for it. This could require the restructuring of some of the project budgets, with an administrative amount added to each budget to cover the costs of accounting.
 - c) Evaluate the checking account for fees. Some local banks will provide a no-fee account to a nonprofit organization. If there is a large sum of discretionary funds awaiting disbursement, it should be moved into a savings or certificate of deposit account.
 - d) Evaluate the signature policies and review which persons are approved to sign on accounts. Establish a policy for the number of signatures required for checks over a specific amount.
 - e) Review the process for collecting grant revenues and develop a policy for submitting invoices and receiving payments. Determine the time cycles for projected incoming expenses and cash flow availability to meet these expenses.

*Long-Term Finance Plan for Colorado River Headwaters Byway
Adopted 11.22.06*

During the current grant cycle, projects for consideration of funding will be submitted to the Projects Committee to determine feasibility and fit with the overall grant. Each project must be submitted with a complete and accurate budget, detailing all expenses and matching contributions. Matching contributions must be at least 20% of the overall project budget, but can be in-kind or cash.

All expenses for a project will be paid on a reimbursement basis and must be submitted to the Byway Coordinator. Work on any project can only be started when the FHWA grant award is announced and a contract between the State Byway Program and Colorado River Headwaters Byway has been negotiated.

Funds Management Procedure:

1. Project and Budget Approval

Project is accepted by the Projects Committee and submitted to Federal Highways Administration (FHWA) as part of the overall grant. The project budget, which is developed by the Project Subcommittee and approved by the Projects Committee is given to the Byway Coordinator, who will organize with all projects for that grant cycle. The project budgets will be given to the Treasurer/fiscal agent and will be entered into the bookkeeping system.

2. Start of Work

Once the contract with the State Byway Program has been negotiated, work may begin on an approved project. Deviations to the project plan and/or budget must be reviewed and approved by the Byway Coordinator and Projects Committee prior to any changes being made.

3. Reimbursement for Project Expenses

As expenses are incurred for a project, they are to be submitted to the Byway Coordinator for review. The Byway Coordinator will organize and submit all invoices for expenses to the Treasurer/fiscal agent on a regular and timely basis. Project expense invoices for reimbursement are to be made to Colorado River Headwaters Byway and are to be made payable to a designated project fiscal agent, not individual contractors, unless previously approved by the Treasurer.

4. Audit Trail

- a. The Treasurer/fiscal agent will enter the expense into the bookkeeping system and generate the appropriate invoice from Colorado River Headwaters Byway to the State Byway Program.

- b. The Treasurer/fiscal agent will generate a Profit and Loss Statement for the project.
 - c. The Profit and Loss Statement will be routed to the Byway Coordinator for review and filed in the project management file.
 - d. The invoice to the State Byway Program will be routed to the Byway Coordinator, who will in turn send it to the State Byway Program for payment. The invoice will bear the Treasurer's signature.
 - e. When payment is received from the State Byway Program, it will be given to the Treasurer/fiscal agent for entry into the bookkeeping system, which will post the payment against the specific project budgets.
 - f. The payment will be deposited and a copy of the check will be retained.
 - g. The Treasurer/fiscal agent will generate a check for payment to the project fiscal agent and a copy will be made for the Byway Coordinator's project file.
 - h. The payment will be sent to the project fiscal agent by either the Treasurer/fiscal agent or the Byway Coordinator.
 - i. The project fiscal agent is responsible for paying all subcontractors with the funds issued. Failure to accomplish this task will result in the freezing of all additional funds available for the project.
5. A Memorandum of Understanding (MOU) between the Project Fiscal Agent and the Byway will be negotiated to ensure that all details of the cash management procedures and the responsibilities of the project fiscal agent and Colorado River Headwaters Byway are clearly understood. The MOU will be a requirement before any work may start on a project and before any funds will be submitted for reimbursement.

Scenic Byways Grant Program Billing Invoices



**COLORADO SCENIC
AND HISTORIC
BYWAYS PROGRAM**

DATE: February 17, 2006
TO: All Grant Recipients
FROM: Sally Pearce, Program Coordinator
SUBJECT: Scenic Byways Grant Program Billing Invoices

Attached for your use is a revised format for billing invoices under the Scenic Byways Grant Program. The revisions are being required by the CDOT Business Office. This format has been developed to help speed the process in Accounting so that you will get your payments as soon as possible. The more consistent we are in the format of the invoice, the easier it will be for all involved to process your payment request (and there are many people who handle your invoice).

As always, the Scenic Byways Grant Program is a Federal-aid program established on a financial reimbursement basis. Under normal circumstances, sponsors of approved projects must first pay for costs incurred and then request reimbursement from CDOT for those costs.

It would be best if you type the information as it appears on the sample on your own letterhead. Please make sure that you **send copies of all invoices and receipts** you are expecting to be paid for – including those that represent your share of the match. Please make sure that your invoices include the following information:

Invoice Number - must be different on every submitted invoice
Date of Invoice - be sure you change this each time you send an invoice
Period in which payments are requested - (for example, January 1 - February 1, 2006 – all invoices must have been submitted and paid during this time period)

Depending on what you are asking for, we will require details on your invoice for the following:

- Salaries, fringe benefits (include hourly rate, number of hours)
- Tasks/Work Accomplished (progress report)
- Product(s) being purchased (what did you pay for)
- Detailed travel expense report (must follow the State's guidelines)
- Sub-consultant billings (must include copy of consultant's invoice)

Remember, if you are using in-kind as your match, you must also send an invoice or statement showing the worth of those in-kind services. Include a spreadsheet that outlines the date, description of work completed, number of hours, dollar value per hour, and total value of in-kind donation. Remember, if I don't have the proper invoices, you won't receive the proper payment.

Colorado River Headwaters National Scenic & Historic Byway

Corridor Management Plan and Business Plan revised Jan 2008

SCENIC BYWAYS GRANT PROGRAM

INVOICE # Be sure the number is different for each invoice

DATE OF INVOICE: Provide the date of the invoice

INVOICE PERIOD: Give the period in which these expenses were spent

BYWAY: Give your Byway's name

PROJECT NAME: The official title of your project

PROJECT NUMBER: The project number: SB CO(yr)-xxx (SB CO2000-001)

CONTRACT NUMBER: Found on the upper right hand corner of your contract (05 HTD 00025)

SUB ACCOUNT: This is the five digit number located on your contract (13235)

PROGRESS REPORT: Give a report on where you are with the project
Describe what components of the project the invoices are covering

SUMMARY OF EXPENSES: Itemize the invoices here
(attach copies of invoices) Make sure you attach copies of the invoices for everything you want reimbursement for

PAYMENT SUMMARY:

Total Expenditures: This is the total amount of all invoices enclosed

Local Match: This is the amount the byway is contributing as match
(It is usually 20% of the total amount)

Federal Funds Requested: This is the amount to be taken from the Federal funds
(It is usually 80% of the total amount)

Signature: _____

Mailing Address: List the address where the check should be sent

Make sure it is the same address as on the W-9 you submitted

Colorado River Headwaters National Scenic & Historic Byway

Corridor Management Plan and Business Plan revised Jan 2008

TIMESHEET

Byway Volunteer Hours

Month of _____

Directions: Type in the name of the month, the day of the week, hours worked or donated and task performed for the grant project. Submit this form monthly with any invoices to be paid for byway projects.

	(Day of Week)							Hours Worked on Project	Tasks and Notes
	M	T	W	TH	F	S	SN		
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

TOTAL HOURS

Name of Volunteer: _____

Signature of Volunteer: _____

Date: _____

Section VI. Maintenance Plan

Byway Signage

When the Colorado River Headwaters Scenic and Historic Byway was designated in September of 1993, a signage plan was developed by Colorado Department of Transportation (CDOT). In the following illustrations, the location and types of signs are indicated. The Colorado River Headwaters Scenic and Historic Byway is located within Region 3, which is based in Grand Junction.

Replacement byway signs can be ordered from the Region 3 office by calling Janet Lindley at 970-248-7230. Costs for the signs (as of June 2001) are as follows:

Blue Columbine sign - 2' x 2' = \$34 each

Byway name sign - 1' x 2' - \$17 each

Arrow signs for intersections and junctions - 18" x 24" - \$25.50 each

Region 3 personnel are available to help byway stakeholders determine the proper location for signs on an as needed basis. Since this will involve travelling to the local byway, a few months lead time is recommended to allow Region 3 staff members time to plan the trip.

Local CDOT staff will install the signs at no charge on State highways. Grand County Road and Bridge (R&B) will install signs on county roads (Trough Road is CR 1.) Installation of signs other than the Scenic Byway signs should be coordinated with CDOT or R&B to ensure proper placement in road right of ways.

Additional information regarding byway sign location on state highways is included in Appendix Item 4.

Recommendations

An annual drive of the byway in both directions should be conducted by a subcommittee of at least two people. The purpose of the drive is to inventory the existing signs and make note of missing signs and their locations so that replacement signs can be ordered and installed. At the same time, condition of all signs should be evaluated to determine the need for replacement. In addition, if there are signs that are needed in locations where there has not been a sign in the past, this should be ordered so that the appropriate signs can be ordered and installed.

It is recommended that this drive of the byway be done in the fall, after the summer tourist season. After an inventory of signs is taken, plans to include the purchase of new signs can be included in the spring grant submission, which is due in April each year, for funding the following year, if necessary.

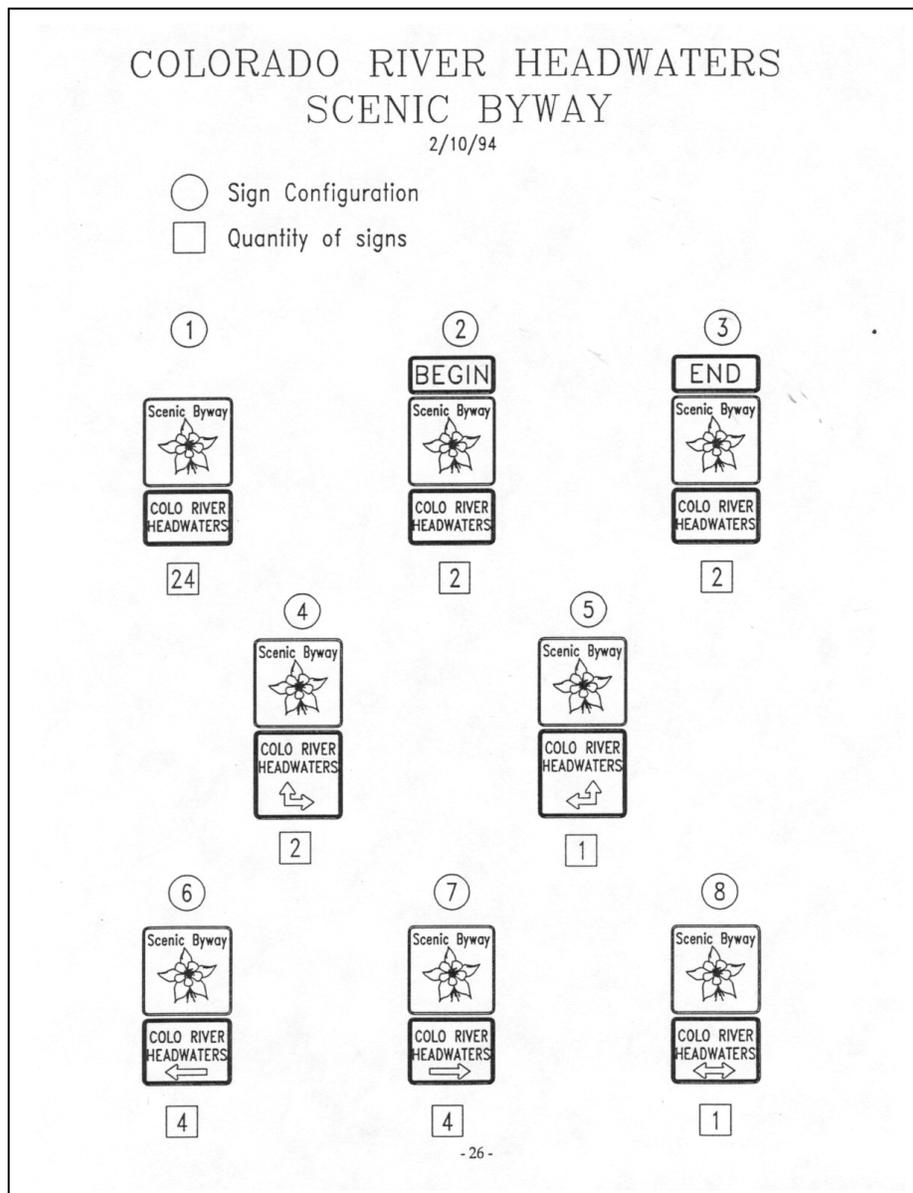
Colorado River Headwaters National Scenic & Historic Byway

Corridor Management Plan and Business Plan revised Jan 2008

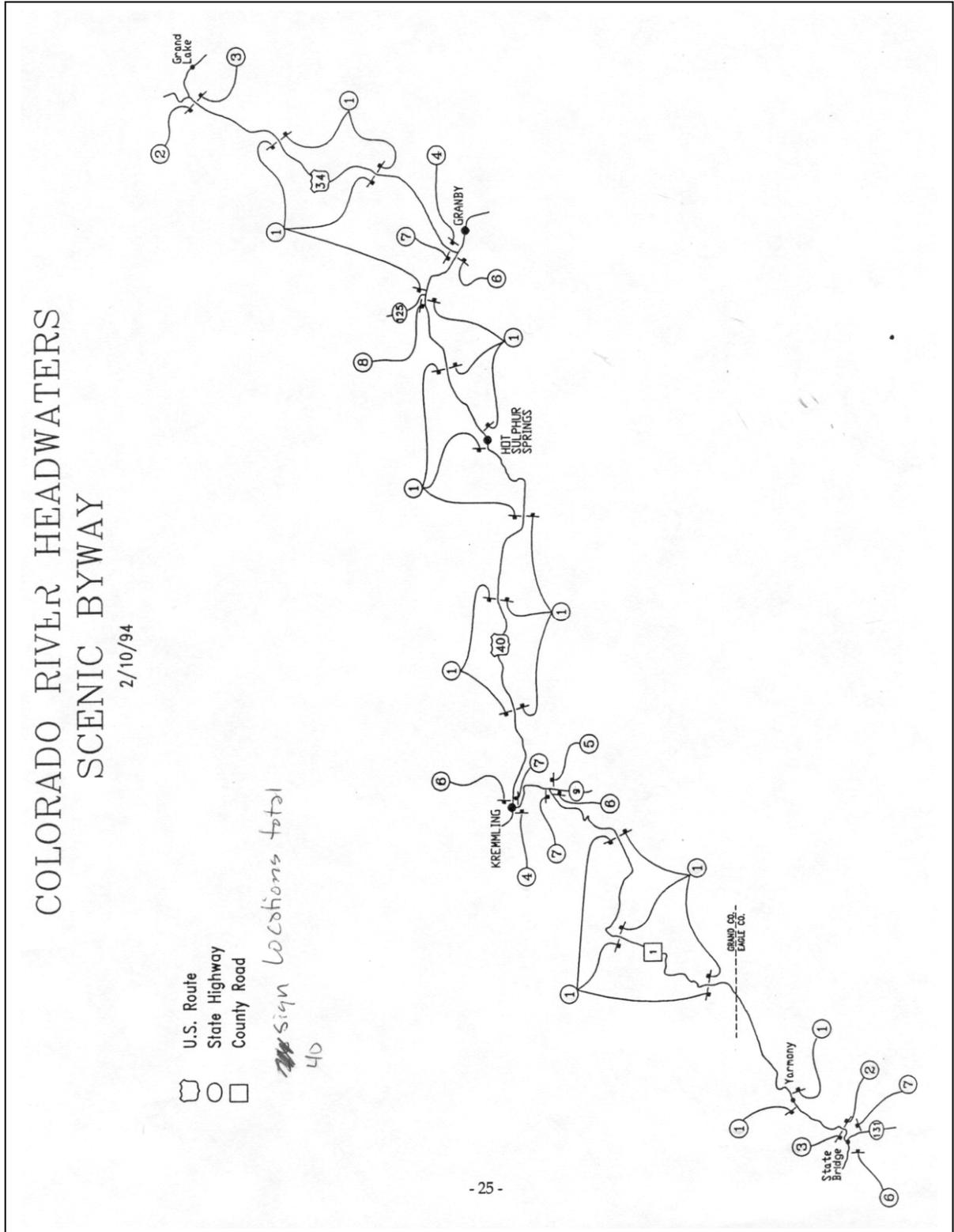
Once this procedure is instigated, annual replacement of signs should be minimal and not require the submission of a grant to cover the costs.

Concurrently, a check of all interpretive sites should be performed during the byway drive. If available, sign plans from other agencies along the route should be obtained for reference. Conditions of exhibits should be noted and the information relayed to the responsible party for maintenance or repair. Done annually, this process will ensure an attractive byway and a pleasant driving experience for visitors travelling the byway.

Signage Configurations



Locations of Columbine Signs Along the Corridor



Section VII. Additional Considerations

Trough Road (County Road 1)

The Byway Committee should schedule a meeting with Grand County Road and Bridge at least annually to review the status of the Trough Road (County Road 1.) Since Byway designation, significant roadway improvements have been made to the Trough Road, making it easier to travel most times of the year. This has increased usage of this section of the byway and has caused some additional considerations for safety and maintenance of the road. Contact Clark Branstetter, Grand County Road and Bridge, at 887-2123.

In addition, Eagle County manages the lower section of the road and has little or no input to Byway activities along that section of the route. Regular contact with the managing agencies in Eagle County should be maintained to address concerns on this section of the Trough Road. Contact Eagle County at (970) 328-3540 (Director, Road and Bridge) or (970) 328-8760 (County Engineer).

US Bureau of Land Management has expressed a concern of increased usage of the recreational attributes along the Trough Road and has suggested a minimized marketing approach to the area to avoid over-congestion. Contact US BLM at 724-3437.

Recommendations

At each end of the Trough Road, place signs that discourage travel by large vehicles, such as motor homes and tour busses. Signs should indicate alternative routes more suitable for these types of vehicles. Conditions of the road should be indicated as they are affected by the seasons: during the winter months, the road is usually snow covered and icy; during the wetter months, it can be very rough, etc.

Indicate on all brochures and signage in other areas of the Byway that the Trough Road may not be suitable for large vehicles and that certain weather conditions may make the roadway an undesirable route.

Private landowners were involved in the designation efforts of the byway, but so significant contact has been made since. An effort should be made to contact the private landowners along the Trough Road to survey impressions of the impact of Byway designation to that portion of the route.

If usage conditions on the Trough Road grow to unmanageable proportions, the Byway Committee should consider de-designation of this portion of the route.

*Position Statement on Development Impact Along the Byway Corridor
adopted March 8, 2005*

The Stakeholders of the Colorado River Headwaters Scenic and Historic Byway agree to consider the impact of development to the Byway when serving as a review agency for specific development projects.

Colorado's Scenic and Historic Byways Program simultaneously promotes economic development and the protection of intrinsic resources. These intrinsic resources may include scenic, natural, recreational, historic, cultural and archeological attributes that are largely the basis for the byway's designation. Without the protection of these resources, byways run the risk of losing their most important attributes: the qualities that make them special.

Byways resources typically warrant protection for several reasons. The protection of scenic resources frequently results in the preservation of open space, wildlife habitat and specific natural resources. It may also provide opportunities for passive recreation and environmental education. A key element in byway corridor management includes balancing economic development with resource protection.

Byway Stakeholder agencies will frequently be asked to provide comments on developments and are encouraged to consider the Byway as it relates to the development project and the Byway's impact on our local community when providing input. The Byway's vision statement should serve as a guide for a basis of input.

Refer to the Vision Statement - revised and adopted June 2001

*Procedure for Providing Development Review Comments
adopted June 10, 2008*

It is the goal of the Colorado River Headwaters Byway to provide input to planning and development agencies regarding proposed developments along the Byway corridor, which include:

- 1) towns long the Byway, including Grand Lake, Granby, Hot Sulphur Springs, Parshall (unincorporated Grand County) and Kremmling
- 2) visitor amenities located along US Hwy 34 from grand Lake to Granby, including Arapaho National Recreation Area
- 3) visitor amenities located along US Hwy 40, including Pioneer Park and the State Wildlife Areas along the Colorado River
- 4) visitor amenities located along the Trough Road (Grand County Road 1) and the US BLM managed lands along the river.

Procedure:

- 1) The agency requesting input will provide a review packet to Colorado River Headwaters Byway by delivering or mailing or emailing the information to the Byway Coordinator, in care of the Byway's fiscal agent Granby Chamber of Commerce or to the Byway Coordinator directly.
- 2) The Byway Coordinator will perform a preliminary review of the proposal and contact all Byway Stakeholders that may be impacted by the development.
- 3) A review meeting or other form of providing information and collecting comments will be set up by the Byway Coordinator with all of the involved Stakeholders.
- 4) After sufficient review and comment has been collected from the affected Stakeholder Agencies, the Byway Coordinator and other parties will formulate a letter of opinion and send it to the agency requesting input. This will be done with respect to the agency's deadline for comments.
- 5) A file will be maintained of all such reviewing activities, along with meeting minutes, by the Byway Coordinator.

Section VIII. Future of the Byway

The future of the Colorado River Headwaters Scenic and Historic Byway will depend on the commitment made by the Byway stakeholders group and the availability of future funding through FWHA and other sources. In addition, the Byway stakeholders group may want to consider national designation for the Colorado River Headwaters Scenic and Historic Byway as a National Scenic Byway or an All-American Road. Designation to a national status will make annual funding more available to the Colorado River Headwaters Scenic and Historic Byway.

National Scenic Byway

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

All-American Road

To receive an All-American Road designation, a road must possess multiple intrinsic qualities that are nationally significant and contain one-of-a-kind features that do not exist elsewhere. The road or highway must also be considered a 'destination unto itself.' That is, the road must provide an exceptional traveling experience so recognized by travelers that they would make a drive along the highway a primary reason for their trip.

Nomination Procedure

Anyone may nominate a road for possible designation by the Secretary, but the nomination must be submitted through a state's official scenic byway agency and include a corridor management plan designed to preserve and enhance the unique qualities of the byway.

Appendix

In January 2008, an interpretive signage inventory was completed of existing features along the corridor. Copies of the inventory are available from the Byway Coordinator.

Appendix Modifications

The following Appendix Items have been deleted from the June 2001 Revised Corridor Management Plan, due to obsolescence. Hard copies are on file with the Byway Coordinator.

Appendix Item 1 – Memorandum of Understand – SAMPLE from the USDA Forest Service

Appendix Item 2 – January 18, 2001 Letter from State Byways Coordinator detailing grant process for FY 2001 Grants.

Appendix Item 3 – SAMPLE West Elk Loop Volunteer In-Kind Hours documentation worksheet

Appendix Item 4 – March 4, 1991 Letter for Colorado Department of Highways defining guidelines for scenic byway signs.

Appendix Item 5 – Overview of the National Scenic Byways Program – incorporated into the Overview at the beginning of this plan.