

2014



Gateway Community Livability Assessment & Recommendations Report GRAND LAKE, COLORADO



This report prepared by The Conservation Fund in collaboration with the Federal Highway Administration.



Federal Lands Livability Initiative

REPORT PREPARED BY:



The Conservation Fund (TCF) is a national non-profit environmental organization that has protected over 7 million acres of land and water in all 50 states. Working with community, government and business partners, TCF strives to balance economic and environmental goals.

TCF's Conservation Leadership Network is a team of experts that brings diverse professionals together to forge conservation solutions. The Conservation Leadership Network assists communities plan for the future, connect regions, develop leaders, and balance nature and commerce.

IN COLLABORATION WITH:



The Federal Highway Administration (FHWA) provides stewardship over the construction, maintenance and preservation of the Nation's highways, bridges and tunnels. FHWA also conducts research and provides technical assistance to state and local agencies in an effort to improve safety, mobility, and livability and encourage innovation.

Cover photos courtesy of (counter-clockwise): Town of Grand Lake, Grand Lake Yacht Club, The Conservation Fund, and Town of Grand Lake. Copyright provided for photos throughout document, those not attributed are courtesy of The Conservation Fund (Kendra Briechle & Katie Allen) and are taken in and around Grand Lake, Colorado, Rocky Mountain National Park, and Arapaho National Recreation Area.

EXECUTIVE SUMMARY

In 2009, the U.S. Department of Transportation, the U.S. Environmental Protection Agency and the U.S. Department of Housing and Urban Development created the Partnership for Sustainable Communities “to help improve access to affordable housing, more transportation options, and lower transportation costs while protecting the environment in communities nationwide” (<http://www.sustainablecommunities.gov>). Through the goals of this partnership, the federal government has committed significant resources and attention to implementing livability in state and local governments.

This Federal Lands Livability Initiative, a research project led by the Federal Highway Administration’s Federal Lands Highway Program, is an extension of the Partnership for Sustainable Communities and provides an opportunity to direct attention to livability beyond urban areas and focus on America’s gateway communities—communities that exist in close proximity to public land. Gateway communities are often affected by decisions made by managers of the surrounding public lands. The decisions of leaders of gateway communities similarly may affect the management of resources on adjacent public lands. Gateway communities also often support public lands by offering unique recreational and cultural heritage experiences and providing essential services, such as food and lodging, to visitors. Transportation access between gateway communities and neighboring public lands is integral to health and viability of each. Hence, special emphasis is made on transportation for the Federal Lands Livability Initiative.

Livability in gateway communities relies heavily on the coordinated decision-making and partnership between community leaders and public land managers. This Livability Assessment and Recommendations report is the result of an evaluation of natural, cultural, physical (infrastructure), commercial, and economic health of the gateway community and surrounding landscape, and their relationship to six principles of livability:

1. Provide more transportation choices for residents, workers, and visitors.
2. Promote equitable, affordable housing and lodging choices that meet the needs of residents, workers and visitors.
3. Enhance economic competitiveness by valuing the public lands and natural, cultural, recreational, and environmental assets associated with the gateway community.
4. Support existing gateway communities and sustain their unique character.
5. Coordinate policies and leverage investments within the community and between the gateway community and public lands.
6. Value communities, neighborhoods and landscapes and the area’s natural, cultural heritage, and recreational assets that foster social, economic, and public health.

A Livability Assessment Team, comprised of representatives of The Conservation Fund and the Federal Highway Administration, gathered information from background materials, community leaders, stakeholders, and site visits to provide this assessment as a tool to assist Grand Lake, Colorado, and its public land partners support and enhance livability in their area.



GRAND LAKE, COLORADO—GATEWAY TO ROCKY MOUNTAIN NATIONAL PARK

The gateway community of Grand Lake, Colorado and its partner, the Rocky Mountain National Park, were selected from the pool of applicants due to their demonstrated commitment to partnership with surrounding public land managers and recent efforts to invest in livability improvements. Rocky Mountain National Park and the neighboring Arapaho National Forest and Arapaho National Recreation Area share borders with the town of Grand Lake, which has led to a long-time partnership in the management and maintenance of public land in and around the town and shared responsibility for parking lots, boat access, day-use areas, trailheads, and other facilities. As a key example, Grand Lake manages Arapaho National Recreation Area's Point Park and provides bathroom servicing, snow removal, and reservations, allowing ANRA to benefit by not having to budget for day-to-day operations and maintenance and keeping Point Park fee-free area. Grand Lake community residents, in partnership with the town and the U.S. Forest Service, have taken the initiative to raise and leverage funds to improve access and facilities to meet ADA regulations at Point Park. Additionally, the U.S. Bureau of Reclamation

(BOR) operates their Colorado Big Thompson Project in Grand Lake and RMNP and the town have an agreement with BOR to manage BOR land at the east end of the lake for recreational use.

In March 2013, the town of Grand Lake hosted a downtown assessment from Downtown Colorado, Inc., a process partially sponsored by the USDA Rural Development's Rural Community Development Initiative and completed in collaboration with the Colorado Office of Economic Development and International Trade and the Colorado Department of Local Affairs. This project was completed separate from the Livability Assessment. Project staff worked with community leaders and stakeholders to provide observations and recommendations for supporting local businesses and overall vibrancy of the downtown area. Because having a thriving downtown area is a key component of community livability, many of the recommendations of the 2013 Downtown Assessment are echoed throughout this report.

The assessment visit to Grand Lake, Colorado was conducted September 17–20, 2013. The Livability Assessment Team appreciated the opportunity to learn about Grand Lake and engage in discussions about livability with residents, stakeholders, and community leaders. Most notably, team members were impressed by the continued mutual support between the town of Grand Lake and surrounding public lands and the great sense of pride residents and visitors have for the town and its qualities and amenities.

KEY OBSERVATIONS

Over the course of the four-day site visit in Grand Lake, review of area plans and materials, and other interviews and research, the Livability Assessment Team made the following observations regarding key opportunities and challenges associated with livability:

- Key elements that define Grand Lake include the rustic charm of the downtown area and the natural beauty of the surrounding landscapes, both of which are highly valued by residents and visitors.
- The downtown is compact, walkable, and attractive—a great destination.
- Sustainable recreational activities are abundant and attract visitors to support the local economy. The peak seasonality of these activities in the summer and winter helps area businesses succeed, however; there is great need to support initiatives that will help Grand Lake grow into a year-round destination and a thriving economy.
- The majority of residents are second homeowners, which drives up home prices. There is a need for affordable housing for those who want to live and work in Grand Lake year-round or during peak seasons.
- Federal policy and regulation restricting recreational use and access on federal lands has perceived impacts on tourism and the local economy.

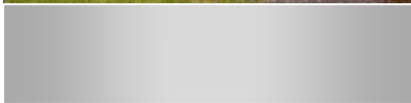
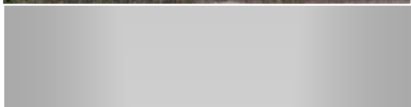
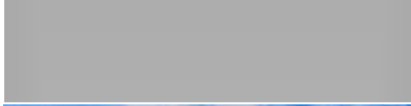
PRIORITY RECOMMENDATIONS

Based on our findings, the Livability Assessment Team offers the following priority recommendations. These recommendations and others are expanded in the report.

- **Capture data associated with livability.** Qualitatively and quantitatively demonstrating the need for improvements is key to leveraging partnerships and investments. Data should be collected regarding recreational users (number of bicyclists, runners, snowmobilers, cross-country skiers, etc.), economic impacts of sustainable tourism industry (lodging, services, outfitting, etc.), housing supply and gaps, and traffic patterns and flow between town and public lands.
- **Strategically prioritize short- and long-term projects for implementation.** Grand Lake, in partnership with its surrounding public lands, has made tremendous strides and undertaken a great deal of planning to identify a range of potential projects for improved livability, from transportation enhancement to small business recruitment. The town now needs to involve the community in developing livability goals and priorities for implementation.
- **Build relationships with state and federal program coordinators to access funding and technical assistance for projects related to livability.** The U.S. Department of Transportation, Environmental Protection Agency, Department of Housing and Urban Development, and their state counterparts are invested in assisting communities reach their livability goals. Regional contacts at the state and federal level can provide access to assistance programs and leverage investments from many sources to support livability.
- **Engage residents in livability planning and success.** Among the challenges for Grand Lake is that a majority of its residents are seasonal. The engagement of both year-round and seasonal residents is integral to ensuring that plans are sensitive to the needs and expectations of all residents. Reaching out to the entire community will also allow Grand Lake to be proactive in meeting the quality-of-life expectations of families and young people, while addressing support needs of an aging population.
- **Think regionally.** Grand Lake is part of a unique and beautiful landscape that extends far beyond its town limits. Grand Lake should capitalize on the rural character of rolling hills, ranch lands, mountains, forest, and the heritage and history of the Colorado River and work in partnership with surrounding towns, counties, and regional organizations to develop a destination that drives economic vitality across the region. Regional decision makers should recognize stewardship and protection of the rural character and natural resources as an economic development priority.



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INTRODUCTION

ABOUT LIVABILITY—PRINCIPLES FOR GATEWAY COMMUNITIES

U.S. DOT Secretary Ray LaHood defines livability as tying the quality and location of transportation facilities to broader opportunities such as access to good jobs, affordable housing, quality schools, and safe streets.

For the purposes of the Federal Lands Livability Initiative, livability in gateway communities is using existing natural and physical assets and ongoing investments to sustain and enhance community health and well-being (including economic resiliency, ecological functionality, and social health) for residents and visitors.

The federal Partnership for Sustainable Communities developed six Principles of Livability. While substantial work is being done to support, promote, and implement this nationally, this initiative focuses on what “livability” means and how it is measured in gateway communities. Gateway communities are characterized as providing essential services, such as food and lodging, to visitors of our nation’s public lands. These communities attract both visitors and residents who are seeking unique recreational and cultural heritage experiences. Gateway communities face distinctive challenges and must work in a symbiotic relationship with their public land partners to overcome these challenges. As such, we propose using an adapted version of the six Principles of Livability, as follows (adapted text is italicized):

1. Provide more transportation choices *for residents, workers, and visitors.*
2. Promote equitable, affordable *housing and lodging choices that meet the needs of residents, workers, and visitors.*
3. Enhance economic competitiveness *by valuing the public lands and natural, cultural, recreational, and environmental assets associated with the gateway community.*
4. Support existing *gateway communities and sustain their unique character.*
5. Coordinate policies and leverage investments *within the community and between the gateway community and public lands.*
6. Value communities, neighborhoods *and landscapes and the area’s natural, cultural heritage, and recreational assets that foster social, economic, and public health.*

ABOUT THIS PROJECT

In September of 2012, The Conservation Fund (TCF), in collaboration with the Federal Highway Administration and a steering committee comprised of representatives from the U.S. Fish & Wildlife Service, National Park Service, U.S. Forest Service, U.S. Army Corps of Engineers, and Bureau of Land Management, commenced a two-year Federal Lands Livability Initiative. Central

to this initiative was strengthening livability capacity in selected gateway communities and their neighboring public lands, with particular emphasis on improving transportation access and options in ways that would support livability.

Selected communities received technical assistance in the form of a livability assessment and subsequent action-planning workshop, which were designed to help communities identify potential projects to improve livability and plan for project implementation. This two-step process is designed to provide communities and public land partners with a livability assessment that can be used as a baseline for enhancing or improving existing conditions and use a community workshop as an opportunity to spur implementation of on-the-ground livability improvement projects.

The livability assessment involves reviewing and evaluating the characteristics of a gateway community and its nearby public lands and then summarizing observations and recommendations in a written report. The assessment team (consisting of The Conservation Fund and FHWA representatives) evaluates the natural, cultural, physical, commercial, and economic health of the community and surrounding landscape, with a focus on how these factors relate to the six principles of livability.

The assessment process consists of a site visit; interviews with key stakeholders; and a review of reports, brochures, plans, websites, news articles, and other relevant materials. The assessment looks at attractions; visitor services; physical infrastructure; organizational capacity and partnerships; the condition and preservation of resources; economic development; public support for sustainable tourism and livability; and education, outreach, and marketing.

This report is the result of these efforts. In addition to summarizing findings, the report provides specific recommendations for planning and implementing livability improvements, with an emphasis on the challenges and opportunities that are unique to gateway communities and their nearby public lands.

Criteria for Selection of Communities

The Federal Lands Livability Initiative announced a nationwide request for applications to public land managers with the U.S. Fish and Wildlife Service, National Park Service, U.S. Forest Service, U.S. Army Corps of Engineers, and Bureau of Land Management. To evaluate applicants and determine appropriate candidates for the initiative, the Livability Initiative Steering Committee evaluated four main criteria:

- The selected community must be a gateway community, that is, a community directly adjacent to or near public lands managed by a federal agency which actively provides services to the public land visitors. Ideally, the community will identify itself as a “gateway community” and willingly associate itself with the public land and view the public land as a destination and asset for tourists and residents alike.
- The selected community and public land must demonstrate the evidence of an existing collaborative partnership.

- The selected communities and associated public lands will represent (as a group) a mix of community types with diverse geographies, community sizes, and socioeconomic characteristics.
- The selected gateway community and associated public lands will demonstrate a level of readiness to engage in this initiative that includes the planning of the assessment and subsequent community action planning workshop.

On the basis of these criteria, the community of Grand Lake, Colorado, and its nearby public lands were selected to be part of the Federal Lands Livability Initiative.

Grand Lake Assessment Process

The Livability Assessment Team (TCF and FHWA staff) visited Grand Lake, Colorado, September 17–20, 2013. A local assessment planning team planned and developed the itinerary for the visit, which involved touring the downtown area and neighborhoods, the surrounding public lands, major transportation routes, and other destinations of significant importance to livability in and around Grand Lake. The Livability Assessment Team also talked with community stakeholders to gather information about livability, challenges and opportunities to enhance livability, access to public lands and other public services, and the unique character of this gateway community. The local assessment planning team provided current studies, plans, and other materials to familiarize the Livability Assessment Team with the area’s resources and current trends in livability. (See the appendix for a copy of the itinerary.)

The Livability Assessment Team worked with the local planning team to customize the initiative to meet their needs and objectives. To this end, the eight goals participating in the Livability Initiative are shown below:

GRAND LAKE GATEWAY COMMUNITY ASSESSMENT GOALS

- Strengthen the already-strong relationship with federal land partners (identify specific ways to work together)
- Identify ways to help businesses and residents prosper
- Help the community with visioning
- Promote the community’s quality of life
- Recommend how to capture the attention of the through-traffic on Highway 34
- Promote the unique visitor experience of visiting the “wetter and better side of the park”
- Showcase the town of Grand Lake and the incredible amenities it offers visitors
- Strengthen the opportunities for four seasons of tourism (expand shoulder seasons)



"The rustic village of Grand Lake is moving into the future on the wings of the past always striving to protect its natural environment, to preserve its history, and to ensure its quality of life for everyone."

–Grand Lake's Vision Statement



ASSESSMENT AREA BACKGROUND

The assessment area for this report is the town of Grand Lake, Colorado, the gateway community to Rocky Mountain National Park which surrounds the town on three sides. The town is approximately 670 acres on the shores of Grand Lake, the largest and deepest natural lake in Colorado, and is surrounded by snow-capped peaks of the Rocky Mountain Range.

The town of Grand Lake is located in Grand County, approximately 2.5 hours west of Denver. The majority of Grand County visitors come from the Denver Metro Area and access the eastern end of Grand County on US Highway 40, cross over Berthoud Pass at 11,315 feet, and travel north through Granby and take US Highway 34 to Grand Lake. Many visitors continue on Trail Ridge Road (US 34) through Rocky Mountain National Park to Estes Park, Colorado, where they can experience panoramic mountain views along the way.



GRAND LAKE DEMOGRAPHICS

Population (2010): 471

Population Growth (2000-2010): 5.4%

Racial Composition (2010):

89.8% White alone

7.4% Hispanic/Latino

1.7% Two or more races

0.8% Native American

0.4% Asian

0.2% Black//African American

Median Age (2010): 50.1

Median Household Income (2010):

\$50,391

Residents Living in Poverty (2010):

31.4% of all residents; 53.8% of children

Unemployment (2013): 5.8%

Educational Attainment (2011): High

School Diploma: 22.7%, Bachelor's Degree:

13.9%, Graduate or Professional Degree:

6.3%

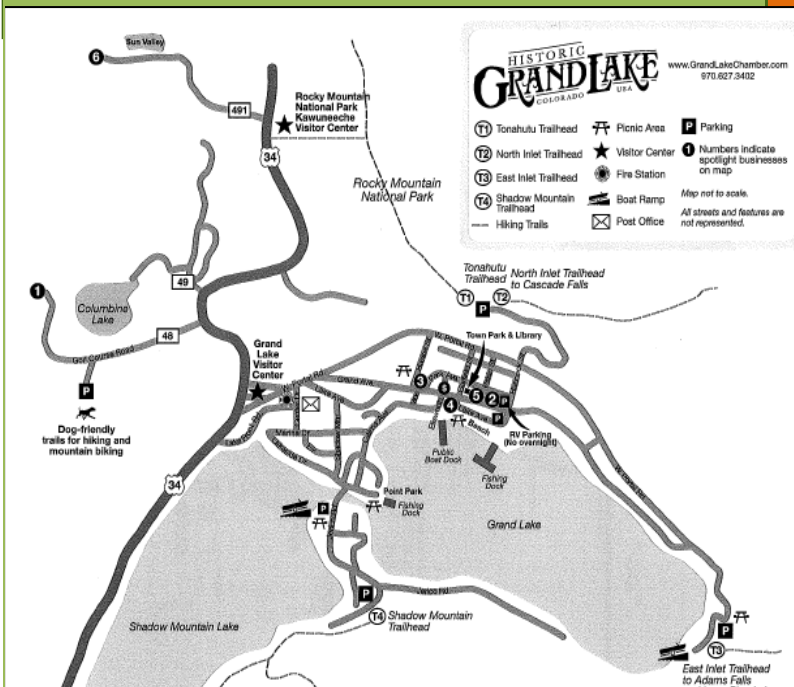
Top Four Industries (2011):

1. Arts, Entertainment, Recreation, Accommodation & Food Service
2. Construction
3. Retail Trade
4. Public Administration

Commuting: 90% of Grand County workers live and work in the county

Housing (2011): 918 total housing units, 239 occupied, 679 vacant (588 for seasonal uses); 58% owner occupied, 42% renter occupied

(US Census)



ROCKY MOUNTAIN NATIONAL PARK (RMNP)

Land Manager: National Park Service, Colorado River District

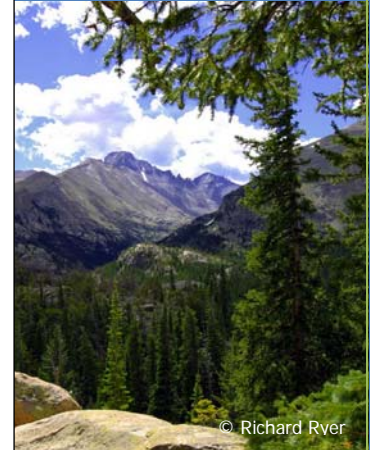
Acreage: 265,800 acres with 60% forest; 95% designated wilderness with elevation range 7,800 to 14,259 feet.

Amenities: Over 360 miles of hiking trail, 6 campgrounds, 5 visitor centers, 4 entrance stations, wildlife viewing

Designations: UNESCO Biosphere Reserve, Cache la Poudre Wild and Scenic River, Globally Important Bird Area (American Bird Conservancy)

Employees (2010): 200 year-round employees, 272 seasonal employees, 1,699 volunteers

Access: Entrance to RMNP may be accessed through four entrance stations on three roads: US Highway 34, US Highway 36, and State Highway 7, open when weather is permitting. Within the park there are 92 miles of paved roads and 28 miles of unpaved roads. Scenic roads include two seasonal roads—Trail Ridge Road (designated as an All-America Road) and Old Fall River Road—and Bear Lake Road, which provides year-round access to scenic areas and trails.



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ARAPAHO NATIONAL FOREST (ANF) & ARAPAHO NATIONAL RECREATION AREA (ANRA)

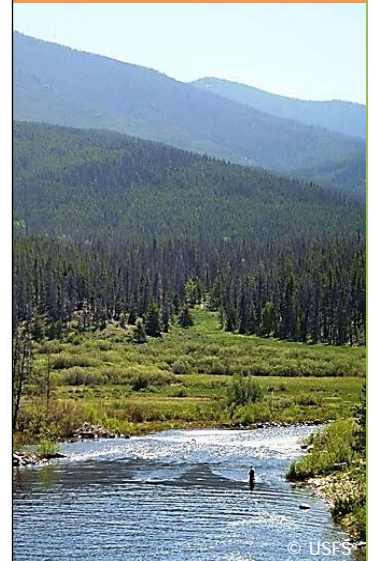
Land Manager: USDA Forest Service, Arapaho & Roosevelt National Forests & Pawnee National Grassland Facility, Sulphur Ranger District

Acreage: Over 700,000 acres for ANF; over 442,000 acres in Sulphur Ranger District in Grand County including ANRA

Designations: Six designated wilderness areas in ANF

Amenities: Hundreds of miles of hiking, biking, off-highway vehicle (OHV) and snowmobile trails, 15 campgrounds, boat ramps, ice fishing

Access: Arapaho National Forest and Arapaho National Recreation Area can be accessed along Highway 34 toward Granby at several area junctions, including Grand Lake town streets, to reach trailhead parking, boat launches, day-use areas, and campgrounds.



© USFS

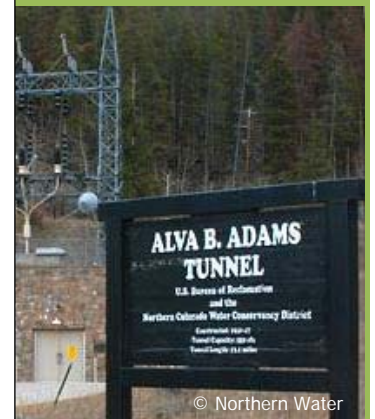
EAST INLET OPEN SPACE AREA

Land Manager: Owned by US Bureau of Reclamation (BOR); jointly managed by BOR, town of Grand Lake and National Park Service

Acreage: 86 acres

Amenities: Motorized boat ramp, day use picnic area, parking, fishing

Access: The East Inlet Open Space area can be accessed only by West Portal Road. Parking lots service visitors using lake and nearby NPS trailheads. West Portal Road serves as maintenance access for Bureau of Reclamation to the Colorado Big Thompson Project Alva B. Adams Tunnel.



© Northern Water

ACKNOWLEDGEMENTS

The Federal Lands Livability Assessment Team would like to thank the assessment planning team and all stakeholders who assisted with this planning, site visits, tours, lodging, meals, and valuable insights into their charming community, including:

Local Assessment Planning Team

Kacey Beres, Grand Lake Area Chamber of Commerce
Joe Biller, Town of Grand Lake
DiAnn Butler, Grand County Economic Development
Larry Gamble, National Park Service, Rocky Mountain National Park
Bill Haas, Federal Highway Administration, Colorado Division
David Hook, Town of Grand Lake
Lisa Jenkins, Gateway Inn
Elmer Lanzi, Town of Grand Lake
Dan Matthews, USDA US Forest Service, Arapaho National Recreation Area
Mark Rogers, Colorado Department of Transportation
Ginny Wilkinson

All Participants in Tours and Stakeholder Groups on:

County and Town Elected Officials
Local Government
Business Owners/Commerce
Recreation
Water Quality
Cultural/Heritage/Social Health
Residents
Land Conservation

Federal Land Livability Assessment Team

Katie Allen, The Conservation Fund
Kendra Briechle, The Conservation Fund
Aung Gye, Federal Highway Administration, Federal Lands Highway Office
Lewis Grimm, Federal Highway Administration, Federal Lands Highway Office (not in attendance)

Lodging Provided By:

Spirit Lake Lodge
Rapids Lodge

Meals Hosted By:

Sagebrush BBQ & Grill
Cy's Deli
El Pacifico
Grand Lake Lodge

Facilities Provided By:

Town of Grand Lake
Grand Lake Lodge
Trail River Ranch

Transportation Provided By:

Town of Granby

LIVABILITY PRINCIPLE 1:

PROVIDE MORE
TRANSPORTATION CHOICES
FOR RESIDENTS, WORKERS, &
VISITORS



© Dan Burden



© CycleWest



© Brattleboro Chamber of Commerce



© MicroSoft



© New York DOT



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PROVIDE MORE TRANSPORTATION CHOICES FOR RESIDENTS, WORKERS, & VISITORS

TRANSPORTATION ACCESS & CHOICE: KEY OBSERVATIONS

- Vehicle transportation routes to Grand Lake, RMNP, and surrounding areas are in good condition. The scenic landscapes along these routes define community character and welcome visitors and residents.
- There is no public transportation serving Grand Lake; a shuttle between Winter Park and Grand Lake is no longer in operation. Countywide low-density development may inhibit service.
- There is good walkability in the compact Grand Lake downtown area. Outside the downtown area, however, few streets have sidewalks or bicycle facilities.
- There is good parking at area trailheads, but there needs to be better multimodal connections and wayfinding from downtown.
- Town and public land managers are looking at improvement to trail connections from town to public lands and surrounding towns for multiple modes, including bicycles, snowmobiles and off-highway vehicles.
- The intersection of West Portal Road and US Highway 34 is a major decision point for travelers entering RMNP or downtown Grand Lake.

Transportation infrastructure is a fundamental part of any community because it provides people with access to jobs, education, goods and services, and recreational activities of all kinds. In gateway communities, transportation contributes to livability through investments that enhance access and connections to services for residents and visitors, while providing connections that highlight the character of the community as an entrance to our nation's natural treasures. Transportation investments can mean safer highways and intersections, context-sensitive roadway design, and multi-purpose trails, as well as downtown enhancements that encourage walking and biking that provide health benefits, social interaction, and access to local businesses, services, and recreational attractions.

FHWA's Livability Initiative promotes strategies to encourage transportation choices and connections into rural and gateway area transportation networks at the local and regional level. To read more about FHWA and Livability visit: <http://www.fhwa.dot.gov/livability/>. Effective strategies identified by this initiative for rural livability include:

- Add sidewalks, curb extensions, crosswalks, parking, and landscaping to make small towns more walkable and economically viable.
- Build and connect bicycling and trail networks.
- Link ridesharing, rural on-demand transit vans, and commuter buses to regional employment centers and services.
- Improve connections between neighborhoods and main streets, schools and parks, housing and services.
- Coordinate town and county plans and infrastructure investments with a regional vision for growth and resource protection.
- Incorporate community design and land use planning, mobility and accessibility, public health, environmental protection, and economic development.¹

As a gateway community surrounded almost completely by federal public lands, the town of Grand Lake must work with federal land managers to ensure safe connections and access through a mix of transportation modes connecting the town with the area's natural resources. The major highway infrastructure of US 40, US 34, and Trail Ridge Road in Rocky Mountain National Park is in good condition, which generally makes travelling to and around Grand Lake easy and safe. But there is room for improvement. The Assessment Team recommends several site-specific improvement projects to facilitate access between Grand Lake and surrounding federal lands and to strengthen wayfinding, support additional recreational users, and meet the needs of residents and visitors.

This section includes a set of priority recommendations to enhance transportation choices followed by a set of recommendations on transportation elements under the categories of access, connections, wayfinding, public transportation, multiple modes, and public safety.

PRIORITY RECOMMENDATIONS

COLLECT USER DATA

The town of Grand Lake should work in partnership with Rocky Mountain National Park, Arapaho National Recreation Area and National Forest, and CDOT to acquire detailed information about visitors and resource users. To develop proposals for transportation projects in the area, Grand Lake needs to compile current, qualitative data on users and traffic. CDOT does not keep continuous records of traffic counts for the town of Grand Lake and Arapaho National Recreation Area does not routinely keep records of visitors, but some data exists. For example, Rocky Mountain National Park hosted an estimated 3,229,618 visitors in 2012. About 13 percent of the park visitors enter via the Grand Lake entrance station. An electronic traffic counter recorded a total of 425,349 cars in the town of Grand Lake in 2012.

¹ U.S. Department of Transportation Federal Highway Administration, Livability Initiative, "Transportation and Rural Livability," http://www.fhwa.dot.gov/livability/fact_sheets/transandrurallivability.cfm.

The Livability Assessment Team recommends that the town and surrounding public land managers and CDOT work together to routinely gather information about visitors in the area and do traffic counts at key intersections, such as the intersection of US 34 and West Portal Road. Visitor profiles should also be undertaken. Having concrete information about the groups that are using various amenities will help leaders assess demand and plan accordingly. User groups of main significance, such as winter recreationists, drivers of off-road vehicles, water-based recreationist, road and mountain bikers, equestrians, and hikers (especially through and segment hikers on the Continental Divide Trail) have specific needs and may compliment or impede the experiences of other user groups . Economic statistics can demonstrate the overall economic impact that visitors and specific recreational users have on the local, county, and regional level. Collecting data about users may entail working with outfitters to track rentals, recreation clubs and other groups to obtain area use estimates, and volunteers to track and interview users at key intersections and trailheads. Counting users and tracking use patterns over time will demonstrate demand for specific recreational opportunities, the importance of ongoing maintenance and management of existing roads and trails, and the need for new access improvement projects. Photos can help identify and support transportation needs and priorities by illustrating the amount of use, range of uses, and problems or issues.

PRIORITIZE TRANSPORTATION PROJECTS

The Livability Assessment Team and stakeholders identified several potential local transportation projects. (See detailed recommendations for these in the following section.) As the town continues to discuss potential transportation improvements to enhance livability, the Assessment Team recommends that the town of Grand Lake engage county and state transportation planners and federal land transportation managers to discuss planning processes and roles and to identify short- and long-term priority projects. Criteria should be established to focus priorities on the projects that improve access for the greatest number of people, are environmentally sustainable, and positively impact economic growth. The Livability Assessment Team recommends that transportation priorities should include projects that improve connections between the town of Grand Lake, ANRA, and RMNP, multimodal access to surrounding public lands, and directional and wayfinding signage.

Once priorities are selected, the specific programs and the level(s) of government involved can direct investments. There is a number of state and federal programs that may help Grand Lake acquire funding for implementation of priority projects. Research demonstrating concrete needs and quantitative data on economic impacts will offer a compelling argument for potential partners in transportation and other programs.

PURSUE FOLLOW-UP COMMUNICATION WITH COLORADO DEPARTMENT OF TRANSPORTATION AND FEDERAL HIGHWAY ADMINISTRATION REGIONAL STAFF

During the Livability Assessment Team's visit to Grand Lake, town staff was introduced to Mike Rogers, a regional planner with the Colorado Department of Transportation (CDOT) who is the main point of contact for transportation planning (and potential state funding) for the town of Grand Lake and Grand County. Mr. Rogers and members of the town and ANRA toured many of the sites that were discussed during the 2013 Downtown Assessment, as well as specific transportation access routes to the surrounding public lands. The town of Grand Lake, Grand County, and CDOT all play a role in issues related to wayfinding signage, highway improvements, and access. Town and county staff should actively pursue a relationship with CDOT as a priority for transportation planning and projects.

Town and county staff also should build connections with the Federal Highway Administration (FHWA). Bill Haas, an urban planner with the Colorado Division of the FHWA, who was unable to attend the Livability Assessment meetings in Grand Lake because of damaging floods in the Colorado Front Range, is a key point of contact there. In addition, RMNP and ANRA managers, in coordination with the town of Grand Lake and Grand County, should discuss the area's priorities regarding multimodal access to federal lands with FHWA's Central Federal Lands Highway Division (CFLHD), which provides engineering and planning services and directs funding for a coordinated system of public roads on federal land. (Elijah Henley currently leads the transportation planning team for CFLHD, see the Resources & Case Studies Section for more information.)

WORKING WITH FHWA: Sustainable Highways Self-Evaluation Tool INVEST

Introduced by the Federal Highway Administration in 2012, the Infrastructure Voluntary Evaluation Sustainability Tool (INVEST) is a practical, web-based collection of voluntary best practices, or criteria, designed to help transportation agencies integrate sustainability into their programs (policies, processes, procedures, and practices) and projects. INVEST considers the full lifecycle of projects, including system planning, project development, and operations and management. For more information see <https://www.sustainablehighways.org>.

Case Study: Going-to-the-Sun Road Rehabilitation Project

Approximately 80 percent of the 2 million annual visitors to Glacier National Park travel the historic Going-to-the Sun Road, the first road designated as a National Historic Landmark and National Civil Engineering Landmark. In 2007, FHWA, NPS, and Glacier National Park commenced a multiyear rehabilitation project to address the impacts of 70 years of avalanches, rockslides, and extreme weather. One of the biggest problems the planners faced was that the best time for roadwork coincided with the peak time for visitor travel. To remedy this situation, the rehabilitation project was extended over a 20-year period.

To enhance integration with the natural landscape, the project has employed context-sensitive solutions, such as cultivating native plants for disturbed landscapes and reusing the natural stones. To this end, employees photograph and meticulously number the stones so they can be replaced as they once stood.

Project managers used the INVEST tool to assess the project sustainability and find areas for improvement. INVEST indicated that they were not documenting their decisions well. As a result, the project team has instituted better decision documentation that helps save both time and resources. The documentation will also help new personnel get up to speed quickly as they join the project over the next 20 years.



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Paving on Going-to-the-Sun Road

SPECIFIC TRANSPORTATION RECOMMENDATIONS

TRANSPORTATION ACCESS

Transportation is needed to get people to their destination, regardless of whether they are on foot, on a bicycle, in a personal vehicle, or using public transportation. In gateway communities, there are people interested in traveling within the community and to the nearby public lands in each of these ways, so having safe multimodal transportation is necessary. The management and maintenance of access points are vital to providing safe travel for all modes of transportation to and around these destinations. Of particular importance in Grand Lake is that access south of town remains safe and navigable, especially during the winter months, as US 34 is the only road connection available to RMNP. During the site visit, the Assessment Team identified several sites that may be priorities for improving access to popular destinations.

Recommendations:

- The town, in partnership with ANRA, should continue to seek funding, donations, and volunteers to implement improvement projects that are already planned at Point Park and to maintain the new facilities there.
- Decking on the bridge on West Portal Road is in poor condition. As part of the major access route to RMNP trailheads and access to other federal lands, the town of Grand Lake, in coordination with CDOT and Grand County, should discuss potential for re-decking of the bridge with FHWA's Central Federal Lands Highway Division and eligibility for the Federal Lands Access Program. The town should include RMNP and ANRA staff in discussions to assess improvements to public land access that may be possible and support a FLAP application. The town should collect traffic counts and user data for West Portal Road and the bridge crossing to qualitatively demonstrate use and justify the need for repair.

Federal Lands Access Program

The Federal Lands Access Program (FLAP) provides funds for work on public highways, roads, bridges, trails, and transit systems that are located on, are adjacent to, or provide access to Federal Lands. These facilities must be owned or maintained by a state, county, town, township, tribe, municipal, or local government. This program, newly created under Moving Ahead for Progress in the 21st Century (MAP-21), emphasizes projects that provide access to high-use recreation sites or Federal economic generators.

The Central Federal Lands Highway Division (CFLHD) works with the states under its jurisdiction to develop each state's Programming Decisions Committee (PDC). The PDC is responsible for prioritizing the slate of projects for each state's Access Program. The PDC establishes project selection criteria and administers calls for projects.



West Portal Road Bridge



West Portal Road

- The town, CDOT, and federal partners should investigate the feasibility of improving bicycling and pedestrian facilities on West Portal Road to facilitate safer, more accessible access to popular trailheads and recreation areas. Furthermore, the town and federal partners should reach out to the Bureau of Reclamation and the Northern Colorado Water Conservancy District to discuss the road project, their need for access to the Colorado Big Thompson tunnel, and other considerations that may affect transportation decisions, as well as the benefits that would accrue from improvements to Portal Road.
- Generally, walking and biking in and around Grand Lake is relatively safe. To improve conditions and encourage more use of downtown amenities, the town should explore the feasibility of a bikeway and ADA-compliant pedestrian pathway or sidewalks in the downtown area to connect local businesses, services, and recreational attractions. Linkages to Point Park and other trailheads, the elementary school, and the post office will provide dedicated space for walkers and bikers to access these popular destinations. Safe and convenient multimodal roadway designs encourage walking and biking—activities that positively impact physical health and facilitate social interactions. The town should explore adopting a Complete Streets plan to guide road improvements. (See more information about Complete Streets on page 16.)
- During the Livability Assessment visit, it was noted that the North Fork Bridge on US 34 is in need of infrastructure repair. Because US 34 provides the only access to Grand Lake from the south, the county, town, and CDOT should discuss not only the needed improvements, but also enhancements that would enable safe multimodal use. The North Fork Bridge (CDOT Bridge #D-13-A) is currently on the list to receive Colorado

Bridge Enterprise (CBE) funding from CDOT, but is not yet programmed for a project year. (See more on CBE in Resources & Case Studies Section.)

- Grand Lake serves as the meeting point for two scenic byways: the Colorado River Headwaters, an 80-mile stretch of road between Grand Lake and State Bridge that was designated a Colorado Scenic Byway in 2005, and Trail Ridge Road, which is nationally designated as an All-American Road and one of eleven America's Byways in Colorado. These roads provide the main access into Grand Lake and thus help to define the character of the community and the visitor experience. Travelers coming on Trail Ridge Road climb through the alpine reaches of RMNP; those coming along the Colorado River Headwaters are greeted by the rushing mountain headwaters of the Colorado River, one of America's iconic rivers, and the surrounding ranches, mountains, and lakes. Given the importance of these routes, Grand Lake should continue stewardship and support for these roads and surrounding landscapes. (See Principle 4.)

CONNECTION HIGHLIGHT: Complete Streets

Complete Streets are streets for everyone. They are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work. They allow buses to run on time and make it safe for people to walk to and from train stations.

Creating Complete Streets requires transportation agencies to change their approach to community roads. By adopting a Complete Streets policy, communities direct transportation planners and engineers to routinely design and operate the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation. Every transportation project is designed to make the street network better and safer for drivers, transit users, pedestrians, and bicyclists, making the town a better place to live. For more information, visit the National Complete Streets Coalition at <http://www.smartgrowthamerica.org/complete-streets>.

In 2010, Colorado Governor Bill Ritter signed a bill that added complete streets language to state statute (Colorado Revised Statutes 43-1-120). The Colorado Department of Transportation already had an internal policy of "accommodating bicycle and pedestrian use of the highways in a safe and reliable manner for all highway users," but the new measure put that policy into law.

Case Study: Complete Streets in Basalt, Colorado

Basalt, Colorado, a town of 2,500 located about 25 miles from Aspen, adopted a Complete Streets policy in 2005 and created a Complete Streets design manual outlining overall street design requirements. The design manual aims to provide a comprehensive toolkit for the creation of safe, pleasant, efficient, interesting, and active mobility corridors. The 34-page design manual classifies street types, functions and design criteria for historic, bicycle, pedestrian, lighting, and infrastructure facilities. <http://www.basalt.net/planningPdf/StreetsFinal.pdf>



Multi-Modal Intersection



Rural Route, Paved Shoulder



Small Town, Main Street

TRANSPORTATION CONNECTION

A healthy, viable, and livable downtown provides safe, accessible walkways and paths that provide access to amenities and local businesses. Road alignments, sidewalks, multi-use paths, and other transportation connections should be used to direct traffic flow and create safe environments for users of all transportation modes.



Intersection of US 34 & West Portal Road

Recommendations:

- Follow the recommendations detailed in the 2013 Downtown Assessment Report to address the confusing intersection alignment at US 34 and West Portal Road. The town has already engaged in discussions with CDOT planners and engineers and should continue those talks and include federal land transportation managers. Potential projects include:
 - Restriping and improving signage on the northbound lanes of US 34 at the intersection of Portal Road to better identify the left turn;
 - Relocating the “Grand Lake Village” sign to improve intersection visibility;
 - Realigning or improving signage at the the West Portal Road exit to create a clearer turn into Grand Lake by northbound traffic on US 34;
 - Redirecting the West Portal Road right turn exit to RMNP and parking access to the visitor center;
 - Exploring options for a roundabout to increase safety and improve traffic flow to the downtown and RMNP.

ROUNDBABOUTS: Golden, Colorado

The National Cooperative Highway Research Program identifies the top five reasons for building roundabouts as improved safety (reduces points of conflict, acute angles, and improved pedestrian safety); shorter delays; lower costs; aesthetic urban design; and lower speeds/traffic calming. As an added benefit, roundabouts can be good for business! In Golden, Colorado, a series of four roundabouts were installed in a retail corridor. Businesses along that corridor experienced a 60 percent increase in sales tax revenue; revenues in other businesses remained the same. The roundabouts provided a faster travel time at slower speeds, which provided clearer visibility to retail options and a more appealing aesthetic. Roundabouts have been adopted in several national parks, including Denali, and many of Colorado's gateway communities, including Vail, Aspen, and Telluride.



- The town should work with partners to perform traffic counts at all access points of the US 34 and West Portal Road intersection and in both directions. Traffic counts are valuable data used to inform funding priorities for transportation projects. This intersection should be evaluated year-round to understand how the intersection is being used and how improvements can be made. Traffic count tubes can be requested from CDOT.
- After quantitative data has been collected to demonstrate the benefits that would accrue from road alignment improvements, the town, county, RMNP, and CDOT should explore the eligibility of improvements to the US 34 and West Portal Road intersection for potential funding opportunities, including FLAP.
- **Site Specific:** During the Assessment Team visit, it was noted that multimodal access from downtown Grand Lake to surrounding recreational lands is neither safe nor convenient. The town, CDOT, and federal partners should investigate a shared-use path or corridor that could be used by mountain and/or road bikes, cross-country skiers, equestrians, and potentially motorized vehicles (snowmobiles) to connect to National

Forest trailheads along US 34 and County Road 4, as well as trails at the Grand Lake Metropolitan Recreation District's (GLMRD) Golf Course/Nordic Center. The town is working with technical assistance providers to look into this project as part of the grant award from NPS's Recreation, Trails, and Conservation Assistance Program.



Makeshift Snowmobile Bridge

- **Site Specific:** Due to potential safety issues for snowmobile users, repairs to the makeshift snowmobile bridge near the entrance of town should be discussed by the town and area snowmobile businesses and grooming groups. (See Resources & Case Studies Section for resources for trail improvements.)

WAYFINDING & SIGNAGE

Wayfinding, interpretive, and directional signs are important for any community, but are especially critical for gateway communities as signage provides quick, clear, and helpful information to travelers coming to enjoy a new experience. A consistent wayfinding plan provides an on-the-ground connection for visitors, as well as a critical support piece for marketing and branding efforts that may include driving and walking tours, daily visitor itineraries, and/or organized outings. The Assessment Team supports the observations and recommendations regarding wayfinding and signage made in the 2013 Downtown Assessment Report and recommends the following priorities.

Recommendations:



Historic Grand Lake Gateway Sign

- The town of Grand Lake should investigate installing at the pull-off site at the Historic Grand Lake gateway sign along US 34 an interpretive sign that provides more information about the geography and history of the Three Lakes Area and a map of downtown Grand Lake.
- The town should add to the Historic Grand Lake gateway sign clarifying language—such as “Shadow Mountain Lake Overlook” or “Town Entrance One-Mile Ahead”—to signify to travelers that they have

not yet reached the town of Grand Lake. **[Update: In early 2014, Grand Lake added sign additions with directional information.]**

- As recommended by the 2013 Downtown Assessment Report, a signage master plan should be implemented. A plan should include specific and consistent wayfinding signage connecting the downtown with area trailheads. These signs should be at multiple scales to provide directional information for drivers while providing additional information to pedestrians and bicyclists travelling between downtown Grand Lake and trailheads. Currently, wayfinding and gateway welcome signs are inconsistent in appearance and titling throughout town. A signage plan would help provide templates for scale, branding, and informational direction.



Existing Wayfinding Signage

- As noted in the Downtown Assessment, the Grand Lake Village sign at the major intersection of US 34 and West Portal Road blocks the driver's view of the Visitor's Center. Moreover, the placement of the sign in the median gives the sense that you have arrived at a separate "Grand Lake Village" because the look of the sign is different and has no directional information to instruct drivers to continue to downtown Grand Lake via the right turn. The town should consider moving the Grand Lake Village sign to an alternative location within this intersection or to another location altogether.
- During assessment interviews, the Headwaters Trail Alliance (HTA) noted that a recent survey identified three major improvements for area trails: better trail connectivity, improved facilities and signage at trailheads, and better signage along trails (mileage markers and difficulty ratings). Federal land managers should partner with HTA to identify and implement strategic priorities for improvements in these areas.
- The town, HTA, and federal partners should collectively work to add to area trail maps better descriptions of trails, difficulty ratings, and visual mileage landmarks. Trail maps should be incorporated into smart phone applications, quick response (QR) codes, and websites that provide more information about the trails, safety alerts and closures, and area amenities and events.

- The town, in partnership with federal partners and HTA, should look for opportunities to market Grand Lake’s amenities, events, and available services at trailheads and to direct visitors to the downtown area.

RURAL PUBLIC TRANSPORTATION

Local bus, paratransit, and medical and service-oriented transport play an increasingly vital role for the people of rural communities. In recent decades, rural demographics have transitioned towards an increase in older populations and lower-income citizens—the populations that benefit directly from viable public transportation options. Federal and state funding programs for rural transit currently favor projects that improve economic efficiency and reduce inequalities, and as a result make communities more livable. The Federal Transit Administration (FTA) supports the Partnership for Sustainable Communities and is committed to improving livability in rural communities through the support of transportation agencies and public transit investments. To learn more, visit <http://www.fta.dot.gov/about/13747.html>.

During assessment interviews, participants repeatedly mentioned public transportation as a community need. Specifically, participants indicated the need for transportation to and from seasonal employment centers, transportation to and from medical facilities, services for the elderly and residents who do not own vehicles, access to education opportunities, and shuttles for tourists to experience the region without a car. These sentiments echoed the findings of the Community Needs Assessment for Grand County, which was conducted by the Grand Foundation in 2008. The survey concluded that there was broad support for increased public transit options as a means to mitigate transportation problems as well as to help preserve Grand County’s natural environment.

Grand County and its towns, including Grand Lake, have extensively explored public transportation over the decades. Past transit programs have included shuttles between towns, but these no longer are in operation. The county currently is revisiting issues related to public transportation. More specifically, there are three implementation actions in Grand County’s 2011 Master Plan:

- Evaluate county’s role in the development of a countywide mass transit system and modify as necessary to reflect current county policy;
- Support transportation partnerships between towns, resort/destination areas, and others;
- Continue planning efforts towards the development of mass transit in the northern and eastern parts of the county.

Recommendations:

In addition to supporting the implementation actions put forth in the Grand County 2011 Master Plan, the Assessment Team recommends that the county and area towns investigate the following suggestions to find potential creative public transit solutions:

- The town should explore feasible public transit alternatives, such as using existing school buses, town vehicles, or other public vehicles; innovative ride-share programs; casual carpooling incentives; volunteer-driver voucher systems; and/or flexible transit services. (See Resources & Case Studies Section for further explanation and examples of these options.)
- The town and county should coordinate with the Northwest Colorado Council of Government's Regional Transportation Coordinating Council and federal land transportation managers to discuss demand and priorities in the Grand Lake area. (The current contact at the Northwest Colorado Council of Government's Regional Transportation Coordinating Council is Susan Juergensmeier, mobility manager, mobilitymanager@nwccog.org; 970-468-0295, ext. 110.)



RMNP Visitor Shuttle

- RMNP currently provides a free shuttle bus on three routes around the eastern entrance of the park with stops at designated park and ride lots, but the shuttle does not serve the western RMNP visitor centers (including the Alpine Visitor Center) or the town of Grand Lake. The RMNP shuttle was set up to alleviate traffic congestion in and around the Estes Park Area and address overcrowded parking conditions at trailheads. The town of Grand Lake should investigate extending shuttle bus service to Grand Lake. Records of traffic, major congestion issues, visitor needs, pollution impacts, and parking demand should be kept to demonstrate need. The town, in collaboration with the town

of Estes Park and RMNP, should also collect data regarding the potential economic benefits for both gateway communities as a result of improved service to Grand Lake. (See Resources & Case Studies for more about National Park Service Transportation Programs.)

NATIONAL PARK TRANSPORTATION: Acadia National Park

One of the most comprehensive national park and community public transit partnerships is found at Acadia National Park, where Island Explorer buses provide service among park destinations, local communities, and the Bar Harbor Hancock County Regional Airport. Regularly scheduled buses stop at campgrounds, carriage road entrances, trailheads, and other destinations in the national park. Visitors also can flag down buses along their route; drivers will pick up passengers anywhere that it is safe to stop.



- The town and key partners should investigate public transportation connections to the Amtrak station in Granby, the Grand County-Granby Airport, and Kremmling-McElroy Field to provide safe, convenient transportation for visitors to Grand Lake, Winter Park, RMNP, and other destinations.
- The town and key partners should investigate opportunities for pilot shuttle programs, car sharing, and/or organized excursion tour groups that could be implemented in partnership with Amtrak's California Zephyr train, which operates daily from San Francisco and Chicago. The train can make a major connection to the Denver-Metro market of visitors. It stops



Granby Train Station



Riders on the Zephyr

in Denver and offers local stops in Granby and Fraser (Winter Park). This scenic rail route is an untapped resource for travelers needing a safe, convenient way to see the landscape without a car. Overcoming the transportation gap between rail station and Grand County amenities could prove very beneficial to the tourism industry in the area. (See Resources & Case Studies for more information on connecting travelers through transit.)

BICYCLE TRANSPORTATION IMPROVEMENT

Bicycling not only is an environmentally friendly transportation alternative to driving, it is also a popular, healthy recreational activity that enhances quality of life and connections to the environment. Bicycling also accrues benefits to noncyclists by bringing in revenue to local communities. Evidence from the Alliance for Biking and Walking shows that bicycling and walking projects create 11 to 14 jobs per \$1 million spent, compared to just 7 jobs created per \$1 million spent on highway projects.² In 2012, the bicycle industry supported an estimated 1.4 million jobs; generated over \$25 billion in federal, state, and local taxes; and contributed \$81 billion to the U.S. economy.³ These economic benefits extend to other industries as well. Bicycling is characterized as a “gateway activity”: 80 percent of bicyclists participate in one or more other outdoor activities such as kayaking, rafting, hiking, rock climbing, or other outdoor activities⁴—the same activities that Grand Lake and RMNP offer.

Grand Lake is a prime location for bicycle facilities that can attract and enable cyclists of all types—from long-distance road tourists, to mountain bikers, to family excursionists—to enjoy the area’s many attractions. Establishing and maintaining the requisite facilities for bikers can generate local tax revenues, create local jobs, and increase revenues in recreational and service industries.

Recommendations:

- The town and key partners should improve bicycle facilities along US 34 as a potential scenic road biking experience and should support the improvement of mountain biking trails and bike connectivity. (See Resources & Case Studies Section for more information about bicycle facilities.)

² Alliance for Biking and Walking, *Bicycling and Walking the United States: 2012 Benchmarking Report*. http://www.peoplepoweredmovement.org/site/index.php/site/memberservices/2012_benchmarking_report/

³ Outdoor Industry Foundation, *The Outdoor Recreation Economy*, 2012. http://outdoorindustry.org/pdf/OIA_OutdoorRecEconomyReport2012.pdf.

⁴ The Outdoor Foundation, *Outdoor Recreation Participation Report*, 2012. http://outdoorindustry.org/images/researchfiles/OIA_OutdoorRecreationParticipationReport2012.pdf?170.

- The town should prioritize investments in connections to area trailheads. The town should consider developing a Bicycle and Pedestrian Mobility plan and integrating appropriate elements into its draft Open Space Plan and the Downtown Streetscape Plan that was recommended in the 2013 Downtown Assessment Report.
- CDOT is focused on its first statewide Bicycle and Pedestrian plan, which offers a prime opportunity for the town to engage CDOT for technical assistance and support of rural multimodal infrastructure implementation. (See Resources & Case Studies Section for more information.) Specific recommended areas that align with the state's investment decision criteria include:
 - Repair of existing sidewalks and/or development of new sidewalks on key connecting streets for ADA-compliant pedestrian access to town amenities;
 - Upgrades to shared-use (including equestrian) paths and/or creation of new paths or bikeways;
 - Improved signage for pedestrian and bicycling safety and wayfinding;
 - A regional bicycle and trail plan, in coordination with the county;
 - Identification of key locations in town and at area destinations for bike racks and other supporting infrastructure;
 - The creation of policies and programs that support walking and biking.
- **Site-Specific:** The Headwaters Trail Alliance (HTA) and International Mountain Bicycling Association (IMBA) have been working together for several years to navigate federal policy and funding restraints to plan and construct a bicycle path to connect the town of Grand Lake with an existing trail connection between the town of Granby and Winter Park. This trail would have to traverse RMNP and ANRA lands and is subject to federal regulations regarding environmental assessment under the National Environmental Policy Act (NEPA) The National Park Service has worked acquire the necessary environmental assessment within the designated wilderness area of RMNP to

Colorado Guide for the Development of Local and Regional Bicycle and Pedestrian Plans

The federal government is supporting states in which planning and health professionals, elected officials, and citizens partner to create active community environments by creating opportunities to safely walk and bicycle. The *Colorado Guide for the Development of Local and Regional Bicycle and Pedestrian Plans* is designed to help local governments develop comprehensive Bicycle and Pedestrian Mobility plans by covering the "4 E's": engineering, education, enforcement, and encouragement. For more information, see <http://www.coloradodot.info/programs/bikeped/documents/GUIDE%20TO%20DEVELOP%20BIKE%20PED%20PLANS.pdf>.

meet its policy regulations for allowing nonmotorized bicycle use on a critical connecting section along the East Shore Trail. (Forty National Park Service units currently allow mountain biking on trails and dirt roads and have successfully implemented special regulations to allow this use.) However, RMNP is not responsible for funding planning and construction, HTA and IMBA will need to raise funds if they are to pursue building the trail. If HTA and IMBA continue to move forward with this project it is recommended that these groups coordinate with the town of Grand Lake, RMNP, and ANRA to communicate progress, create an inclusive community planning process, and distribute resources about the proper use of trails, respecting natural and cultural resources, and NPS's role in the management and maintenance of natural resources.

BICYCLE USE CASE STUDY: The Virginia Creeper Trail—Abingdon to Damascus

The Virginia Creeper Trail stretches 34 miles from Abingdon to Damascus, Virginia. The trail, which follows the Whitetop Laurel River to its highest point near the North Carolina state line at Whitetop Station, Virginia, is open to hiking, mountain biking, and horseback riding. In response to demand for visitor services generated by the trail, nearby towns offer bike rentals, shuttle services, food, lodging, and specialty shops. The towns also market fly fishing, hiking, horseback riding, and other recreational activities on the trail. In 2004, USDA estimated that the Virginia Creeper Trail generated \$1.59 million in annual revenue and supported 27 new full-time jobs.

See Rails-to-Trails Conservancy, *From Trail Towns to TrOD: Trails and Economic Development*, August 2007.



PUBLIC SAFETY

Staff from the town of Grand Lake and Grand County say that there is a strong partnership among emergency response agencies and a good working relationship with RMNP and ANRA staff to deal with events on and beyond federal land. Nevertheless, there are public safety concerns when there is an emergency on US 34 because it is the only major route connection to medical and fire resources. The town is even more disconnected during the winter months when US 34/Trail Ridge Road is closed in Rocky Mountain National Park.

Recommendations:

The following recommendations regarding public safety in and beyond the town of Grand Lakes warrant consideration:

- The county, town, and CDOT should investigate accident incidents along the US 34 corridor and consider potential design changes to minimize accidents, especially between CO4650 and County Road 66, the site of several past crashes.
- The county should discuss with CDOT potential changes to US 34's designation to a state road and carefully consider the potential impacts to public safety.
- The county and interagency emergency response leaders should discuss and evaluate the need for a collateral roadway or other emergency access for alternative evacuation and emergency response in the event of closure of US 34 south of Rocky Mountain National Park.
- The county and key partners should look into the feasibility of installing an electronic message board on US 34 to alert travelers of Trail River Road closures, communicate travel times, and provide public safety advisories and event announcements.



Electronic Message Board

LIVABILITY PRINCIPLE 2:

PROMOTE EQUITABLE,
AFFORDABLE HOUSING &
LODGING CHOICES THAT
MEET THE NEEDS OF
RESIDENTS, WORKERS, &
VISITORS



PROMOTE EQUITABLE, AFFORDABLE HOUSING & LODGING CHOICES THAT MEET THE NEEDS OF RESIDENTS, WORKERS, & VISITORS

HOUSING & LODGING: KEY OBSERVATIONS

- The majority of housing choices are single-family homes, most of which are seasonally occupied by second homeowners.
- There are a wide range of lodging options in the Grand Lake downtown area, including a hostel, cabins, lodges, and inns. All are independent businesses.
- Home sales and new construction are down in recent years.
- The market for second homes has contributed to the scarcity of affordable housing.
- There is a high demand for seasonal and year-round affordable rentals for employees.
- The town currently enforces regulatory affordable housing requirements with affordable housing fees and inclusionary zoning.

Housing and lodging locations and choices weave into the livability of communities and directly influence how people spend their money and time on transportation and other services. Gateway communities often experience challenges related to housing. As popular destinations set in pristine natural resources, second homeowner markets thrive and often drive up home prices, which can make it difficult for residents to be able to afford housing that is close to the downtown, jobs, schools, shops, outdoor recreation, and other services and amenities. In Grand Lake, single-family detached homes comprise the majority of the housing stock, and most of these homes are second homes. As the second-home market drives up the price of housing, there is a shortage of affordable options for year-round residents.

Communities that offer a wide variety of housing types (single-family homes, townhouses, duplexes, apartments, and condos in various price ranges) are best positioned to attract and retain residents. By reducing transportation costs, situating housing near schools, jobs, shopping, and services improves affordability. Some communities are undertaking projects to integrate housing into existing commercial areas and/or creating new mixed-use developments, by putting apartments over first-floor retail stores and offices, for instance. This not only

makes it more affordable and convenient for residents, it also providing a local consumer base for businesses. As aging housing stock usually provides low energy efficiency and high utility costs, investments in energy-efficient retrofits and upgrades to improve older housing units can enhance affordability.

Any new development and renovation projects in gateway communities should reflect the unique character of the community. Housing design that complements the character reinforces a sense of place among residents while contributing to the overall positive experience of visitors. Hotels, inns, bed and breakfasts, and other lodging choices have a responsibility to complement the character of the destination that attracts these visitors. While rates cannot be dictated to a private entity such as a hotel, the community should look for ways to encourage a range of options to make visiting affordable for a wide range of travelers.

The U.S. Department of Housing and Urban Development (HUD) supports the Partnership for Sustainable Communities. The mission of HUD's Office Economic Resilience is to create diverse, prosperous, resilient economies by enhancing the quality of place; advancing effective job creation strategies; reducing housing, transportation, and energy consumption costs; promoting clean energy solutions; and creating economic opportunities for all. For more information, visit portal.hud.gov/hudportal/HUD?src=/program_offices/economic_resilience.

In 2007, the Colorado Division of Housing prepared a Housing Needs Assessment for Grand County Housing Authority. This assessment provided valuable information about housing opportunities and gaps to address to meet the needs of homeowners, renters, and employers. Although the housing market is still recovering from the recession, interviewees expressed similar concerns during the Livability Assessment. Findings include:

- Most employers in Grand County feel that recruiting and retaining employees has gotten harder.
- The vast majority of employers believe that the availability of affordable housing for the Grand County workforce is a problem.
- In 2007, just over 23 percent, or an estimated 1,425 households, spend more than 30 percent of their gross household income on rent or mortgage payments and are therefore considered to be cost burdened. These households may have difficulty affording groceries, health care, transportation, clothing, and other necessities.
- The lack of affordable housing near jobs is forcing employees to commute farther than they (or employers) would like. Approximately 1,360 households in the county do not live in their preferred community.
- Most residents want to stay in their home upon retirement, which suggests that there will be increased demand for housing in the future, as new employees replace them.

This Livability Assessment supports the 2013 Downtown Assessment recommendation to address the issue of lack of affordable housing choices in Grand Lake and support an economy that brings in more jobs and attracts more families as year-round residents. The Downtown

Assessment recommends “explor[ing] means, beyond existing growth-driven regulations, to dedicate lots now for affordable family housing in the future.” The following are general observations and recommendations recorded during the Livability Assessment for short-term steps toward expanding housing and lodging choices in Grand Lake.



Lakefront Second Homes in Grand Lake

UNDERSTANDING COMMUNITY NEEDS

Second homeowners and aging populations and/or movement of retirement populations into the community bring important new opportunities and resources to rural areas, but also pose challenges. Retired populations may have different values and needs than other segments of the community. Second homeowners in particular may have limited ability or willingness to engage in the community or participate in community decisions. They may also influence service demands, land values, and the tax base.

Recommendations:

- The town of Grand Lake, Grand County Housing Authority, and the Colorado Department of Local Affairs should seek to build off of the 2007 Housing Assessment with a targeted resident survey to understand perceptions and values of year-round and seasonal residents and renters, to identify similarities and differences among these segments of the population, and to provide insight into future policy and planning initiatives to address housing, public service, and land use needs.
- The town, Grand County Housing Authority, and the Colorado Department of Local Affairs also should engage these different resident groups in finding solutions for affordable housing and link housing to economic development. As an example, Lake Tahoe, where 56 percent of homes are owned by second homeowners, proposes actions to address the impact on housing affordability in its Lake Tahoe Basin Prosperity Plan. The Plan outlines a three-pronged economic cluster strategy that addresses the needs of different populations within the region, including second home owners and full-time residents. (For more information, see http://www.tahoexpo.com/wp-content/uploads/2013/07/LTBPP-Final-Report_11.24.101.pdf.)
- Following the survey of residents, the town should use results to prioritize policies and investments that address: (1) gaps in available housing, including options for seasonal employees, seniors, second homeowners, etc.; (2) gaps in the types of housing needed, such as affordable house ownership, affordable rentals, senior living facilities, etc.; and

(3) the role of the Colorado DOLA and Grand Lake Housing Authority in priority projects, the needed funding, and potential regulatory and non-regulatory incentives that could be implemented, including impact fee discounts for accessory dwelling units, devoted affordable housing taxes or building fees, inclusionary zoning, etc.

UNDERSTANDING COMMUNITY NEEDS: Vilas County, Wisconsin

In Vilas County, Wisconsin, a destination area with 1,300 lakes, second-home construction has dominated the market and led to rapid population growth. The county used a mail survey to 1,000 property owners to gather information about place meanings and attachments. The survey revealed significant differences between second homeowners and year-round residents of what the place meant to them. Second homeowners emphasized “escape” meanings and regional symbolic importance (e.g. “up north”). Year-round residents, on the other hand, were more likely to emphasize meanings centering on “home” and “community.” The year-round and second homeowners in Vilas County who had owned their property for an equal length of time, were equally likely to have social connections and relationships in the local area, but second homeowners were more strongly attached to the community and more likely to engage in place-protective behavior such as becoming involved in quasi-political bodies such as lake associations. The study also measured unique demographics, acquisition trends, homeownership and usage, attitudes related to economic development issues, and satisfaction/importance of publicly provided local goods and services. (McIntyre, Norman, Daniel Williams, Kevin McHugh. *Multiple Dwelling and Tourism: Negotiating Place, Home and Identity*. CAB International, 2006.)

INVENTORY AND TRACKING OF HOUSING AND LODGING CHOICES

During the Livability Assessment, business owners commented frequently on the need for consistently available seasonal rental housing. Since much of the seasonal employment attracts workers from overseas, employers provide or secure rental housing for seasonal employees. Additionally, some interviewees acknowledged that year-round employees would like to live in the Grand Lake area, but securing affordable year-round lodging in the town of Grand Lake is challenging.

Recommendations:

In the short term, the Assessment Team recommends that the town capitalize on current housing inventories to collect data, target needs, and share opportunities for people who are looking for housing in Grand Lake.

- The town of Grand Lake should inventory seasonal and year-round rentals and rental managers to help employers and employees find affordable housing.
- The housing inventory should be distributed to employers and linked to Grand County Housing Authority and other websites (e.g. www.coloradohousingsearch.com) to enable for searches by potential employees. Based on information from the inventory, the town can also explore working with the local chamber of commerce, individual businesses, and landlords to incentivize new rental units and rooms for rent to a seasonal and year-round workforce. An example of a housing incentive is the Stevens Pass Resort in Washington, which offers direct benefits to local landlords and homeowners to rent to Stevens Pass employees in the “Tenant 4 Turns” program and provides a list of rentals to potential employees.
- If not already made available, Grand County Economic Development should maintain an inventory of lodging options in hotels, motels, extended stay facilities, hostels, camping (RV and tent), and other facilities. The county should use this data to assess trends and identify opportunities for new or expanded lodging choices to meet needs. It is important for tourism businesses that lodging options meet the expectations of visitors and that a range of options are available for travelers on different budgets including luxury, family-oriented, extended-stay, senior citizen, business, special user groups, and budget travel facilities for CDT thru-hikers.
- A recent Grand County Economic Development survey found that area lodging is underselling the value of the stays at their establishments. It is important to make sure lodging is reflective of the services provided in terms of upgrades, amenities, and service levels. Services should also be tracked and monitored within a lodging inventory. The Grand Lake area had the benefit of being featured on the Travel Channel’s Hotel Impossible program; the town should build on this experience by looking at rates, services, and physical appearance as well as using social media to talk about the great beauty and recreational opportunities in Grand Lake. The Grand Lake Area Chamber of Commerce can also contribute to the quality and operations of lodging in Grand Lake by convening Lodging 101 courses, mentoring, and/or a support network for the lodging community.

ENCOURAGE YEAR-ROUND AND SEASONAL AFFORDABLE HOUSING OPTIONS

Meeting the demand for affordable housing in rural communities can be complicated and involves many stakeholders, including community members, developers, and all levels of government. Grand Lake should take the steps outlined above to understand community needs as they relate to sense of place and current and future needs. This requires the town to identify demographic trends (including seasonal housing needs); gaps in housing needs and

preferences; and obstacles to affordable housing. Moving forward, as the town works to develop strategies to encourage affordable housing options, recommended priority areas include:

- **ENCOURAGE AFFORDABLE INFILL HOUSING:** Preservation and rehabilitation of existing buildings for infill development reduces the consumption of raw land. Rehabilitation also conserves energy and resources that would otherwise be consumed in constructing new buildings and infrastructure. The Assessment Team recommends that the town explore infill development strategies and programs to create new and more affordable housing, especially in the downtown area.
- **DEVELOP AFFORDABLE HOUSING DESIGN STANDARDS:** An affordable housing development that complements the context and character of its community has a much better chance of winning acceptance by all community members. The more that the characteristics of the surrounding buildings, streets, parks, and other infrastructure are understood, the easier it will be to define design goals that help to ensure that new development fits into the context of the community and enhances the neighborhood. (See Resources & Case Studies for more information about design standards.)
- **CONTINUE TO PROMOTE MIXED-USE DEVELOPMENT IN THE ZONING CODE:** Town policies should facilitate infill and new development in a way that reflects and facilitates the compact, walkable, mixed-use character the town wants to preserve and/or achieve. The Smart Growth Network's Putting Smart Growth to Work in Rural Communities provides strategies and policy tools to building vibrant, enduring neighborhoods that are attractive living spaces. (For more information, see http://icma.org/en/icma/knowledge_network/documents/kn/Document/301483/Putting_Smart_Growth_to_Work_in_Rural_Communities.)
- **ENCOURAGE NONREGULATORY AND/OR INCENTIVIZED SOLUTIONS:** As recommended by the 2013 Downtown Assessment Report, the town of Grand Lake should identify creative, nonregulatory strategies to encourage affordable housing. As an example, nearby Winter Park offers discounts of up to \$10,000 on impact fees for the construction of accessory dwelling units that will be rented for at least six months each year. NeighborWorks America, a leader in creative affordable housing and community development through the leveraging of resources and potential partner organizations, may be a valuable resource to help with the development of housing strategies. (For more information, visit www.nw.org.)

Strategies for Preserving and Expanding Affordable Housing Stock

GOAL	STRATEGIES
Preserve existing subsidized or affordability controlled housing	<ul style="list-style-type: none"> ▪ Upgrade quality/appearance of existing subsidized housing stock. ▪ Ensure a high level of maintenance and repair in existing subsidized housing stock. ▪ Facilitate retention of projects subject to expiring use restrictions as permanent or long-term affordable housing.* ▪ Require 1 to 1 replacement of subsidized units removed through redevelopment or other public action.
Preserve affordability in the private market housing stock	<ul style="list-style-type: none"> ▪ Provide incentives such as rehab grants/loans or tax abatements to landlords in return for maintaining affordability.* ▪ Enact rent-control ordinance, or amend ordinance to remove vacancy decontrol.*
Convert private market housing into affordability-controlled housing	<ul style="list-style-type: none"> ▪ Enact ordinance giving tenants right of first refusal, and create financing program to enable tenants to purchase properties and maintain as affordable housing.* ▪ Undertake program of acquisition/rehabilitation of privately-owned properties to be maintained as affordable housing.
Create new affordability controlled housing	<ul style="list-style-type: none"> ▪ Create land bank of vacant publicly-owned land to be held in reserve for future construction of affordable housing. ▪ Create property acquisition fund to make possible acquisition of privately owned land for affordable housing development. ▪ Enact inclusionary zoning ordinance requiring that a percentage of units in future market-rate developments be affordable-housing units and ensuring that units created remain affordable on a long-term basis. ▪ Enact affordable housing replacement ordinance, requiring replacement of affordable units lost through demolition, condominium conversion or conversion to non-residential use or housing trust fund contributions in lieu of providing replacement units. ▪ Use vacant property receivership to restore properties held vacant for speculative purposes.

Activities marked (*) are cross-cutting activities that are also used to pursue the goal of preventing involuntary displacement of lower-income households.

Source: Center for Community Progress (<http://www.communityprogress.net/>)

AFFORDABLE HOUSING CASE STUDY: Wellington Neighborhood Breckenridge, Colorado

The Wellington Neighborhood in Breckenridge, Colorado provides affordable and market-rate housing on a site that was once dredge-mined. The project recycles land, creates housing for working families, provides a free transit shuttle to the nearby downtown, and helps the region avoid "mountain sprawl." Wellington's houses are clustered together in groups of ten and feature front porches and rear alleys. Clustering of homes allows the neighborhood to preserve public open space and trails.

Locals who work in the historic resort town of Breckenridge were being squeezed out of the area by median costs of \$725,000 for a single-family home. Meanwhile, an 85-acre site in French Gulch on the town's outskirts sat amid hundreds of acres spoiled by mining, and the zoning allowed only four homes. Breckenridge has reclaimed 22 acres of this brownfield site to develop the Wellington Neighborhood, a compact community built in the style of traditional neighborhoods with attractive and affordable homes. The development has 122 approved homes. Another 20 acres is preserved as open space or community parks. The Breckenridge Planning Department encouraged Wellington's traditional neighborhood design through flexible zoning for housing setbacks (closer to the street), road widths (narrower), and lot sizes (smaller). Housing affordability is ensured through covenants to keep homes affordable for future generations. Streamlined purchaser qualification standards facilitate transactions and reduce administrative requirements. The project was funded in part with public sector incentives worth more than \$1 million, as well as a U.S. EPA and Colorado Department of Public Health and Environment "Prospective Purchaser Agreement" that partially funded the clean-up and wetland reclamation. Read full case study here:

http://www.epa.gov/dced/awards_2002.htm#breckenridge



Wellington Neighborhood

AFFORDABLE HOUSING CASE STUDY: Encourage Affordable Housing By Leveraging USDA Rural Development Assistance

Umpqua, in southwestern Oregon, has partnered with USDA Rural Development on numerous affordable housing efforts that have led to a direct and profound impact on livability, sustainability, and economic vitality for the community. Umpqua's community development corporation, NeighborWorks Umpqua, found building sites, coordinated with contractors, outreached to potential homebuyers, and provided training and program assistance, and coordinated with USDA to help low-income residents construct their new homes. USDA Rural Development provided homeowners with low-interest direct home loans. To date, the collaborative partnership has assisted 26 families achieve homeownership. Additionally, Umpqua leveraged a \$65,000 USDA Housing Preservation Grant with other sources for housing repair and rehabilitation for 25 very-low-income families and continues to work to build community awareness of housing assistance available through USDA Rural Development funding programs.

For more information, see NeighborWorks Umpqua at <http://www.nwumpqua.org/>; USDA Rural Development at <http://www.rurdev.usda.gov/Home.html>; and USDA Rural Development Colorado at <http://www.rurdev.usda.gov/COHome.html>.



© NeighborWorks Umpqua

Sweat Equity Programs Help Build Affordable Housing

HOUSING & LODGING ENERGY EFFICIENCY

Older housing and business infrastructure was often designed before energy-efficient resources were available. As this infrastructure ages, the costs to heat, cool, light, and provide water and sewage can increase housing costs considerably. Energy efficiency and sustainable design challenge local officials, planners, developers, and architects to examine the connections between their buildings, the environment, and their communities. By promoting energy efficiency, the town of Grand Lake can make housing more affordable, reduce energy consumption, and minimize the impact on the environment, thereby improving quality of life for the owners of the buildings and the broader community.

Resources for Housing Energy Efficiency

The Partnership for Sustainable Communities

(<http://www.sustainablecommunities.gov/toolsKeyResources.html>)

The Partnership for Sustainable Communities has compiled resources, funding opportunities, and technical assistance programs for local governments and others to promote energy efficiency.

EnergyStar

(http://www.energystar.gov/buildings/facility-owners-and-managers/small-biz?c=small_business.sb_index)

Hotels and other lodging facilities benefit from energy efficiency. EnergyStar provides resources for small business as well as specifically for the hospitality industry.

Small Business Administration

(<http://www.sba.gov/content/energy-efficiency-lodging>)

The Small Business Administration also provides additional ideas and links to resources for lodging.

DSIRE: the Database of State Incentives for Renewables and Efficiency

(<http://www.dsireusa.org/incentives/index.cfm?re=0&ee=0&spv=0&st=0&srp=1&state=C>
[O](#))

The DSIRE database provides state-based listing of resources, policies, incentives, and programs for energy efficiency.

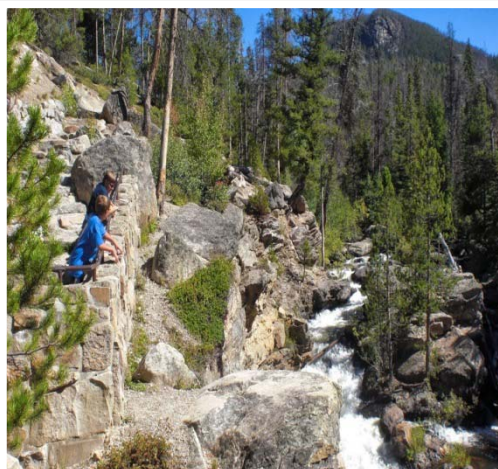
Green Hotels Association

(www.greenhotels.com)

Green Hotels Association (GHA) represents hotels that are interested in becoming environmentally friendly. The three main tenets of the association are saving water, saving energy, and reducing solid waste while saving money. Member hotels take a myriad of actions to meet the goals, including offering towel rack hangers and bedding changing cards asking to consider using bed linens more than one time, and motion-detecting light systems.

LIVABILITY PRINCIPLE 3:

ENHANCE ECONOMIC
COMPETITIVENESS BY
VALUING THE PUBLIC
LANDS & NATURAL,
CULTURAL, RECREATIONAL,
& ENVIRONMENTAL ASSETS
ASSOCIATED WITH THE
GATEWAY COMMUNITY



ENHANCE ECONOMIC COMPETITIVENESS BY VALUING THE PUBLIC LANDS & NATURAL, CULTURAL, RECREATIONAL, & ENVIRONMENTAL ASSETS ASSOCIATED WITH THE GATEWAY COMMUNITY

ECONOMIC COMPETITIVENESS: KEY OBSERVATIONS

- Year-round businesses in Grand Lake depend on jobs related to second-home development, tourism, and outdoor recreation.
- Grand Lake has become known as the “Snowmobile Capital of Colorado™,” and with abundant trails in ANF, snowmobiling is a major element of the winter economy.
- In an economic development assessment in 2011, the town identified major strengths (natural environment, lifestyle, and location) and weaknesses (short high season, infrastructure, and traffic movement).
- In 2010, RMNP over 3 million visitors, generating \$177.6 million in spending and support 2,153 local jobs.
- During the Livability Assessment visit, business owners agreed that expansion of reliable broadband service would benefit residents and visitors and help the local economy become more competitive.

Economic competitiveness is a main tenet of livability. Investments in livability often create strong local economies. This symbiotic relationship is even stronger in rural and gateway communities where the recruitment of traditional businesses is not always the best or most appropriate economic development strategy. In today’s business environment, locating near major transportation routes is less important than in the past, and new businesses are increasingly choosing to locate in communities that offer a high quality of life and may consider scenic areas and recreational opportunities as major draws for attracting and maintaining employees.

Communities that combine investments in accessible transportation, housing choices, good schools, and community gathering places will be more attractive to residents and thus to businesses. Potential new businesses that may be attracted to a rural or gateway community range from natural-resource-focused entrepreneurs who want to capitalize on the abundant

nearby natural resources as part of the sustainable tourism industry to technologically based or creative companies that can locate anywhere the Internet is available.

Grand Lake is in a position to prioritize investments in community livability to capitalize on its surrounding natural amenities, proximity to transportation connections, and resources for regional sustainable economic growth, and to communicate these investments to attract new businesses, residents, and community partners. The 2013 Downtown Assessment Report offers a myriad of economic development strategies suitable for Grand Lake. As a gateway community, Rocky Mountain National Park is a major amenity for spurring economic competitiveness and resiliency in the Grand Lake area. Partnership with RMNP on actions and decisions that can help the town best capitalize on its surrounding natural resources as a destination can help to define the year-round thriving economy that Grand Lake creates.

This section includes a set of priority recommendations to enhance economic competitiveness followed by a set of recommendations on economic development elements under the categories of promoting sustainable tourism, cultivating niche visitors, fostering new businesses, and addressing barriers to economic opportunities.

PRIORITY RECOMMENDATIONS

SUPPORT AND EXPAND EXISTING ECONOMIC DRIVERS

Grand Lake already relies on tourism as a major component of its economy. The area is poised to capitalize further on the interest in sustainable tourism by incorporating the great diversity of historical sites and stories, outdoor recreation opportunities, and cultural heritage experiences of the Mountain West to provide unique, authentic experiences for visitors. The following are current trends and best practices to support sustainable tourism in Grand Lake:

Sustainable Tourism

Tourism is an ever-changing industry and spans many experiences. Today's emphasis on sustainable tourism provides an opportunity for communities to expand their tourism base by focusing on experiences they can offer in unique and authentic places while protecting the qualities that have historically attracted visitors and that contribute to a good quality of life for residents.

Total Direct Travel Impacts in CO (2012): Over \$16.6 billion dollars, directly supporting 144,600 jobs with earnings over \$4.3 billion (http://www.deanrunyan.com/doc_library/COImp.pdf).

Total Outdoor Recreation Impacts in CO (2012): \$13.2 billion dollars in consumer spending, 125,000 direct jobs, and \$994 million in state and local tax revenue (http://www.outdoorindustry.org/images/ore_reports/CO-colorado-outdoorrecreationeconomy-oia.pdf).

RMNP Economic Impacts (2010): The over 3.1 million visitors generate \$177.6 million in sales, supporting 2,153 jobs within 20 miles of park (Impacts of Visitor Spending on the Local Economy, RMNP, 2010).

Sustainable tourism encompasses many categories, including cultural heritage, nature-based, community-based, outdoor recreation, agritourism, and “voluntourism” or vacation-based philanthropy. In contrast to mass-market tourism, such as cruise ships and theme parks, sustainable tourism stresses quality over quantity; favors unique experiences based on a location’s resources (such as distinctive destinations, unspoiled landscapes, and/or historic sites); and relies on locally owned businesses.

Preserving access to outdoor recreation protects and supports local businesses and the economy. In addition, outdoor recreation also provides health benefits. According to the Outdoor Foundation’s 2013 Outdoor Participation Report¹, the most popular outdoor activities in the United States today are running, fishing, biking, camping and hiking. The fastest growing outdoor activities by participation are



Hikers enjoying Adams Falls, RMNP

nontraditional (off-road) triathlons, adventure races, telemarking, freestyle skiing, and traditional triathlons. New markets are emerging for stand-up paddling, windsurfing, kayaking, and rafting. Communities that offer these opportunities will see their economies grow. Grand Lake and the surrounding public lands offer access to all of these activities, plus many others, positioning the town as a year-round playground for outdoor recreation.

Meanwhile, the popularity of traditional skiing and snowboarding appears to be on the wane. The Physical Activity Council estimates that participation in snow sports has decreased 16 percent since the 2009/2010 winter season². The International Snowmobile Manufacturers Association (ISMA) also recorded a decline in snowmobile purchases and registrations from 2009 to 2013³.

Grand Lake is in a great position to expand its outdoor recreation offerings and market them to attract new tourism dollars. As an example, the addition of the East Shore Trail could build a viable bike tourism opportunity as well as cultivate bicycling interest among local residents. Grand Lake also could expand its offerings to include premier racing events, such as Ride the Rockies, to bike trips with “SAG wagons” (vans that follow bikers with support and gear).

¹ Outdoor Foundation, *Outdoor Participation Report*, 2013.

<http://outdoorindustry.org/images/researchfiles/ParticipationStudy2013.pdf?193>

² Physical Activity Council, *Participation Report*, 2013.

http://www.physicalactivitycouncil.com/PDFs/2013_PAC_Overview_Report_Final.pdf

³ Jerry Bassett. “State of Snowmobiling in 2013”, snowmobile.com, 2013.

<http://www.snowmobile.com/events/state-of-snowmobiling-in-2013-1713.html>

Sustainable Ecotourism Principles

Ecotourism development expert Ed McMahon (founder of Scenic America, past Vice President of the Conservation Fund and currently Senior Resident Fellow for Sustainable Development at the Urban Land Institute) emphasizes the importance of authentic experiences. Sustainable tourism is a strong component of gateway communities. *Balancing Nature and Commerce in Gateway Communities* by Jim Howe, Ed McMahon, and Luther Propst provides a chapter for each of the criteria for successful gateway communities:

- Develop a widely shared vision
- Create an inventory of local resources
- Build on local assets
- Use education, voluntary initiatives and incentives as well as regulations
- Meet the needs of both landowners and communities
- Partner with public land managers
- Recognize the role of nongovernmental organizations
- Provide opportunities for leaders to step forward
- Pay attention to aesthetics.⁴

The Rural Ecotourism Assessment Project by Gail Y.B. Lash and Alison Austin lists three components of community-based tourism:

- Understand and meet the needs of the community
- Realistically deliver a long-term quality tourism product
- Make specific efforts to connect these products to international and local markets.⁵

Sustainable tourism is particularly attractive for communities interested in maintaining or enhancing their community's character and sense of place. In addition to economic development and job creation, sustainable tourism increases the area's attractiveness to outside industries and people seeking to relocate to locales rich in natural amenities, which in turn increases civic pride. In the end, residents have more shops, activities, and entertainment offerings than the local market alone might support, enhancing quality of life.

⁴ Jim Howe, Edward T. McMahon, and Luther Propst. *Balancing Nature and Commerce in Gateway Communities*. Island Press, 1997.

⁵ Gail Y. B. Lash and Alison D. Austin. *Rural Ecotourism Assessment Program (REAP): A Guide to Community Assessment of Ecotourism as a Tool for Sustainable Development*. EplerWood International, 2003, p. 8. http://www.masteringthealchemyofpeace.com/downloads/files/REAP_Report.pdf.

Sustainable Tourism New Initiative: National Travel and Tourism Strategy (NTTS)

In 2012, President Obama unveiled the National Travel and Tourism Strategy (NTTS) which seeks to attract 100 million new tourists to the United States by 2021. The tourism boost is expected to generate \$250 billion and 3 million jobs for Americans.

The NTTS calls for more public/private partnerships within the tourism community. As part of this effort, the federal tourism team showcased public lands at the U.S. Travel Association's IPW, America's premier international travel trade show where a majority of international bookings to the United States are decided. The goal was to raise awareness of the depth and breadth of authentic experiences available in U.S. public lands and work more collaboratively across federal agencies. One key outcome of this collaboration was the joint promotion, with 30 gateway communities, of U.S. World Heritage sites to tour organizers.

The National Park Service (NPS) Office of Sustainable Tourism's strategic plan incorporates the NTTS goals as well as emphasizing increased engagement with gateway communities. By facilitating information exchange between the NPS and tourism communities and leveraging resources, the OST seeks to expand the communications capacity of parks and partners. For more information, see

<http://www.nps.gov/tourism/nationalstrategictourismplan.html>.



Mountain West character of Grand Lake makes it a unique destination.

Cultural Heritage Tourism

The recent economic recession has had a significant negative impact on the travel industry. However, studies suggest that cultural heritage travel has continued to be strong even at the height of the recession. The Cultural and Heritage Traveler (2013 Edition)⁶ found that 76 percent of U.S. leisure travelers participate in cultural and/or heritage activities while traveling. This translates to 129.6 million adults each year. According to the study, 87 percent of cultural heritage travelers say they want travel experiences that have a combination of a wide variety of activities such as culture, shopping, nature, exercise, and dining. Additionally, 72 percent seek travel experiences where the destination, its buildings, and its surroundings have retained their character. And

66 percent want travel to be educational; these tourists make an effort to explore and learn about local arts, culture, environment, and history. Cultural heritage travelers not only spend more per trip than other leisure travelers (an average of \$1,319 per trip compared to \$1,198), making this a highly desirable segment of the tourism industry.

⁶ Mandala Research. *The Cultural and Heritage Traveler*, 2013. <http://mandalaresearch.com/>

Five Principles of Successful and Sustainable Cultural Heritage Tourism

Through its work with communities across the country, the National Trust for Historic Preservation Heritage Tourism Program has developed five principles to help guide successful and sustainable cultural heritage tourism development:

PRINCIPLE ONE: COLLABORATE. By its very nature, cultural heritage tourism requires effective partnerships. Much more can be accomplished by working together than by working alone.

PRINCIPLE TWO: FIND THE FIT BETWEEN THE COMMUNITY AND TOURISM. Cultural heritage tourism should make the community a better place to live as well as a better place to visit. Respect carrying capacity so everyone benefits.

PRINCIPLE THREE: MAKE SITES AND PROGRAMS COME ALIVE. Look for ways to make visitor experiences exciting, engaging and interactive.

PRINCIPLE FOUR: FOCUS ON QUALITY AND AUTHENTICITY. Today's cultural heritage traveler is sophisticated and expects a high level of quality and an authentic experience.

PRINCIPLE FIVE: PRESERVE AND PROTECT RESOURCES. Many of your community's cultural, historic and natural resources are irreplaceable. Take good care of them; if they are lost you can never get them back.⁷

"To convince a visitor to make an extended trip to an area, there have to be enough activities or places to visit. In rural communities there may not be enough to do in a single community to keep a visitor in the area for more than a few hours. If a group of communities work together and promote their whole region, they may be much more successful in both attracting visitors and convincing them to stay more than just for a day." –Julie Leones, Tourism Trends and Rural Economic Impact, 1995

SPECIFIC ECONOMIC COMPETITIVENESS RECOMMENDATIONS

FOSTER REGIONAL CONNECTIONS AND MARKETING

Regional connections forged through vision, marketing, and branding can be the backbone of sustainable tourism development. Stronger regional connections attract new businesses and encourage people to relocate.

⁷ (<http://www.preservationnation.org/information-center/economics-of-revitalization/heritage-tourism/#.Us7IF8RDseg>)

Recommendations:

- During the Livability Assessment, stakeholders expressed a need to connect with surrounding towns and counties to leverage resources and improve communication. It is recommended that the town of Grand Lake evaluate possibilities for the town and Rocky Mountain National Park to work more cohesively with communities in the region, including Estes Park to the east, to develop a shared vision and measurable objectives.
- Extend visitor experiences with packages and itineraries of local and regional assets. Include experiences in ecotourism and outdoor recreation, agritourism, cultural heritage, and history—experiences that Grand Lake already offers and can cultivate further.
- Expand opportunities related to key travel trends that benefit from a regional approach to build popularity, such as:
 - Staycations: Grand County is large, and many residents may not have spent much time in Grand Lake. The trend of “staycations” or a “one-tank destination” may provide an opportunity to capitalize on a regional market available to Grand Lake. Matt Wixon, author of *The Great American Staycation*, defines a staycation as “a vacation in which the vacationer stays at home or near home while creating the environment of a traditional vacation.” Campaigns often use themes such as “Be a Tourist in Your Own Town” and offer special events, tours, or activities for residents in the community, region, or state.

STAYCATION CAMPAIGN CASE STUDY: Lansing, Michigan’s Be a Tourist in Your Own Town

One of the longest-running “staycation” programs in the United States, Lansing’s “Be a Tourist in Your Own Town” takes place on a single summer day, attracting 12,000-15,000 people annually. A one-dollar passport grants free admission to more than 60 local attractions and businesses throughout the day. People can also take advantage of discounted bus routes to most of the attractions. To learn more, see <http://www.lansing.org/events/batyot/>), or www.livability.com/best-places-blog/tourist-in-your-own-town-programs-create-city-ambassadors-build-community-pride/.

- Volunteer Vacations: More travelers also are giving back to destinations they visit by donating time, money, talent, and their repeat business to protect and positively impact the cultures and environments they visit. Websites such as www.voluntourism.org help travelers find vacation and volunteer opportunities. With the diverse ecology and abundant natural resources there are opportunities to build volunteer vacation programs with public land managers, conservation organizations, and outdoor recreation groups to address some of their resource management needs, such as stream and lake cleanups, trail maintenance and construction, or invasive species removal. Organizations such as the Continental Divide Trail Coalition (<http://www.continentaldividetrail.org/about-cdtc/>) and Colorado Fourteeners Initiative (<http://www.14ers.org/>) have voluntourism activities available for visitors.

VOLUNTEER VACATION CASE STUDY: Northern Forest Canoe Trail Combines Work with Vacation



When the nonprofit Northern Forest Canoe River Trail (NFCT) was created in 2000, organizers set as the mission connecting people to the natural environment, human heritage, and contemporary communities along the 740-mile inland paddling trail tracing historic travel routes across New York, Vermont, Québec, New Hampshire, and Maine. To meet the mission of stewardship and offer an opportunity to visitors who want to combine a little work with their vacation, NFCT created Waterway Work Trips. NFCT selects sites along the route that are in need of work and designs three-day trips that include trail maintenance along with paddling gear. Interns prep the site and are on hand to supervise participants' work. For more information, see www.northernforestcanoetrail.org/.

- Green Tourism: In addition to giving back, travelers are increasingly interested in green tourism, lessening their environmental impact through lodging choices, the use of transit or bicycles, and/or offsets of their carbon emissions. Colorado is an environmentally minded state with millions of acres of untouched wilderness and cities with well-earned reputations for being "green"; Grand Lake has an

opportunity to cultivate green tourism and build its own reputation as a destination for environmentally conscious tourists and travelers.

- Baby Boomer Travel: Grand Lake has done well with attracting retirees to spend their summers. With 78 million baby boomers (defined as people born between 1946 and 1964) entering retirement in the coming years, this population segment is increasingly important to the travel industry. Studies show that today's retirees desire to travel and explore new destinations, actively taking at least two trips each year. This is a demographic that Grand Lake should continue to cultivate by ensuring that downtown shops, restaurants, and amenities are accessible and attractive to the baby boom generation.
- Getting the word out about current events in Grand Lake is a great way to engage nearby communities and the larger region. Local and regional events, activities, and itineraries should be promoted via the Internet, social media, and smart phone applications for marketing. As recommended in the 2013 Downtown Assessment Report, a single community calendar should be developed to list all events and activities to assist online travel planners and residents find out what is happening around them. Additionally, the town should seek cross-promotional opportunities with surrounding communities and engage and showcase local businesses during town events.
- The town of Grand Lake should develop and implement a local brand identity within a regional context by building off the existing Grand Lake "brand". People speak of the mountain beauty, the scenic setting of the lake and town, and the amazing resources of the Rocky Mountain National Park; the town should build on this existing image to develop a brand identity that outwardly expresses the vision, character, and values of the community to people within and beyond the community. A logo, advertising, websites, color palettes, and signage are just a few components of a brand. These elements should be consistent, memorable, and representative of the community and the region in which it sits. **[Update: In 2014, the Grand Lake Branding Committee has developed a brand promise, brand slogan, and brand logo. Brand use guidelines are currently in progress.]**

REGIONAL CONNECTIONS: Pennsylvania Wilds

The Pennsylvania Wilds Initiative is a rural region weaving together 12 counties to use sustainable tourism as a way to create jobs, diversify local economies, improve quality of life, and inspire stewardship of the region's natural and cultural assets. The PA Wilds Initiative includes components of branding and marketing, community revitalization, planning, business development, and infrastructure upgrades. See www.pawildsresources.org.

Colorado Tourism Office Grants

The Colorado Tourism Office Marketing Matching Grant Program provides funding to not-for-profit organizations in the State of Colorado for the purpose of promoting the state or a region as a tourism destination. For more information, visit <http://www.colorado.com/marketing-matching-grant-program>.

- Grand Lake’s leaders and residents should recognize that visitors are prospective business owners or residents and view each interaction as a marketing opportunity.

REGIONAL CONNECTIONS: Traverse City, Michigan

Traverse City, Michigan, discovered the power of tourists. Not only did the visitors spend money and boost the local economy, but a study revealed that most leads for new businesses and relocation of talent were the result of people who visited the region deciding that they wanted to live there. The city launched an outreach and marketing campaign to capitalize on that trend and make it easier for visitors to fulfill the dream of living in Traverse City. For more information, see <http://tcchamber.org/economic-development/relocating-your-business/>.



Kawuneeche Visitor Center

HOSPITALITY TRAINING FOR LOCAL SERVICE INDUSTRIES

One of the best ways to communicate what a community has to offer is through word of mouth. Front-of-the-line interceptors such as gas station attendants, visitor-center volunteers, restaurant servers, and hotel reservation desk employees are often asked questions about events, activities, and recommendations for things to do. There are over 250 summer season employees for RMNP and ANRA—the majority of RMNP employees are located on the east side of the park. It is important that RMNP and ANRA employees, especially those residing in Estes Park, become familiar with Grand Lake, its shops

and dining options, local businesses, and rich natural and historical resources. Additionally, the town of Grand Lake should consider outreach to service personnel, especially those working at key travel intersections such as in Granby and Estes Park, and build their awareness of the

year-round amenities of Grand Lake, how to access the surrounding public lands and popular destinations, and upcoming events in the area.

Recommendations:

- The town and chamber of commerce should work in partnership with RMNP and ANRA to discuss a formal Grand Lake orientation program for seasonal and volunteer staff. A program may include “Welcome to Our Grand Lake Gateway” informational packets, with maps, lists of services, lists of activities, resources for the seasonal employee, and communication points for hospitality. The orientation can also include tours (cultural, recreational, etc.) provided by area businesses and partner organizations to ensure that seasonal staff and volunteers experience Grand Lake and incentives such as discounts and coupons to bring their returning business.
- The Grand Lake Area Chamber of Commerce or Grand County Economic Development should incentivize hospitality training among service and retail staff with rewards for completion. The chamber may also consider sponsoring a workshop for Grand County. The Colorado Scenic and Historic Byways program has sponsored training sessions for Cultural Heritage Tourism and Grassroots Hospitality. An inquiry for training materials may be made at CDOT or purchased at <http://www.coloradograssrootstraining.org>.

HOSPITALITY CASE STUDY: "We Speak Oregon" Program

During the pilot Rural Tourism Studio, a small group of Oakridge community leaders created the "We Speak Oregon" program as a way to share local knowledge with front-line staff to better improve service to visitors. In the "We Speak Oregon" training programs, local residents with expertise in particular areas make presentations to staff from local businesses about activities in the region. Spring training programs have covered birding, wildflowers, mountain biking, road biking, hiking, and camping. Winter topics have included skiing, snowshoeing, and craft beer.

Businesses that complete the program get a local FAQ sheet for reference and a decal to post in their business windows indicating their proficiency: "We Speak Bike" or "We Speak Fishing," for example. Travel Oregon has developed a "We Speak Oregon" style guide for communities who would like to print decals, buttons or stickers. In addition, "We Speak Oregon" encourages the use of names of the local communities or regions, such as Mt. Hood Territory, instead of the county names, which are unfamiliar to visitors. For more information, see <http://industry.traveloregon.com/industry-resources/destination-development/we-speak-program/>; the "We Speak Oregon" Style Guide at <http://industry.traveloregon.com/wp-content/uploads/2013/08/WeSpeakOregonStyleGuide-8.14.13.pdf>; or the Oakridge FAQ Example at http://industry.traveloregon.com/wp-content/uploads/2013/01/1.4.3_WeSpeak_OakridgeFAQSheet.pdf.



EXPAND SHOULDER AND WINTER SEASON

In a gateway community, many local businesses rely on visitors and seasonal residents to generate profits and cater to tourism through lodging, restaurants, retail, and outfitters to meet seasonal demand. During the Livability Assessment, many local business owners said that it is becoming increasingly hard for businesses to survive year-round on short tourism seasons. RMNP and ANRA are major partners in influencing tourism during the shoulder seasons by ensuring safe access to a range of year-round outdoor recreation activities. The town, in

partnership with the surrounding public land managers, communities, and Grand County Economic Development, should explore opportunities to expand awareness and marketing of outdoor recreation and other sustainable tourism activities available in the shoulder seasons and year-round.

Recommendations:

- Target marketing materials to niche outdoor user groups that enjoy travelling year-round, such as cultural heritage tourists and wildlife viewers. Wildlife viewing is the third most popular activity (behind trail activities and bicycling) in Colorado⁸ and offers a valuable opportunity to attract visitors during the spring and fall. RMNP is one of the country's top wildlife destinations with over 900 species of plants, 280 species of birds, over 3,000 elk, and many others that are constantly changing conditions throughout the year. Grand Lake is a stop on the Colorado Birding Trail, which offers a great resource to understand the unique resident and migratory birds in the area and how to capitalize on birders looking for a new viewing destination (<http://coloradobirdingtrail.com/>).
- Grand Lake already capitalizes on the winter season with ice fishing contests, ice skating, bed sled competitions, snowmobile racing, and extreme snow racing. To bridge seasonal gaps and highlight unique experiences in Grand Lake, town staff and chamber of commerce should develop and market regionally unique seasonal experiences and products such as winter marathons, adventure triathlons, or seasonal or themed festivals targeted to the community and region. It is important to also coordinate with the chamber of commerce and local businesses so that shopping and entertainment are open for visitors coming to town during all seasons and that businesses are prepared for and connect to programmed events.

EXPANDING SEASONS: Frozen Sasquatch Trail Run

Kanawha State Forest near Charleston, West Virginia, is capitalizing on the growing popularity of trail running and adds another challenge to distance running by setting it in the chilly winter month of January. For more information see

<http://www.wvmtr.org/events/frozen-sasquatch-trail-50k25k/>.



⁸ Outdoor Foundation, *The Active Outdoor Recreation Economy: Colorado*, <http://www.outdoorfoundation.org/pdf/ResearchRecreationEconomyStateColorado.pdf>.

EXPANDING SEASONS: Canadian Fall Foliage Festival, Texas

For 50 years the city of Canadian, Texas, has been extending its summer tourist seasons into fall by capitalizing on an unlikely asset—the vibrant changing colors of poison ivy. For an area with very few trees, the fall foliage colors rival those of Vermont. Canadian capitalizes on the beauty with a Fall Foliage Festival with craft shows, home tours, and other events.



- The town and chamber of commerce should work with local businesses and visitor information services to stay open and keep consistent daily operating hours in shoulder and winter seasons by developing an action plan for shoulder-season operations that include community programming, itineraries, packages, and discounts for a wide range of local experiences during the off-peak seasons.
- Expanding peak seasons is a process that takes time. The town should pilot seasonal events and programs across multiple years to grow public awareness. Each year, events and programs should be evaluated and best practices developed. Grand Lake and chamber of commerce should use the off-season for boosting online presence, expanding communications, and enhancing the brand. Winter can also provide an opportunity for further identifying products that are seasonally appropriate, help sustain people through a long winter, and/or reflect a sense of fun. Winter events may include a celebration of ice arts; competitions for the longest icicles; a beach or t-shirt party; or special limited edition foods such as ice ale, hot sauces, or home canning.

- The unique heritage, arts, culture, or just the sense of fun that exists in the Grand Lake area may provide additional ways for tourists and residents to experience the town. As just one example, Sweet Home, Oregon, creates giant wooden Christmas cards throughout the town, with spotlights illuminating the artwork after dark.
- The Grand Lake Area Chamber of Commerce should work with local businesses to develop local business events that showcase the downtown year-

Cities Back from the Edge By: Roberta Brandes Gratz

*"Arts projects with the best chances for success in revitalizing underutilized downtowns are ones that target the local community as well as visitors. Projects that target only the needs of tourists or suburbanites will find it difficult to spread their impact to the local economy or even to businesses down the block and around the corner." —Roberta Brandes Gratz, author of *Cities Back from the Edge**

round, such as “First Fridays” or “Shop Local for the Holidays.” The chamber can encourage extended, consistent business hours; organize a downtown trade show to showcase locally made products and incorporate arts, music, and family fun into downtown business events.

- The town and chamber of commerce should consider creating trails or scenic drives—or adding to existing ones—that highlight the heritage of the area, provide great public art, or lead people to unique or special local experiences or products. Numerous communities have created artisan trails. Silverton, Oregon, for instance, has a mural trail throughout its downtown; Nelson County, Virginia’s Brew Ridge Trail features a self-guided tour to local breweries that benefit from the area’s clean mountain headwaters; the Elk Scenic Drive leads visitors along 127 miles of Pennsylvania forest through six counties; and the Crooked Road highlights the amazing Appalachian musical tradition of southwest Virginia.

FOSTER NEW & DIVERSE BUSINESS OPPORTUNITIES

National Endowment for the Arts: Creative Economy Study

A study commissioned by the National Endowment for the Arts found that Colorado ranks fifth among all states in the percentage of artists. The study categorizes creative industries into six sub-groups: design, film and media, heritage, literary and publishing, performing arts, and visual arts and crafts. Colorado’s strengths are design, literary and publishing, and film and media, which represent 73 percent of all creative industry jobs. See <http://www.coloradocreativeindustries.org/about/creative-economy-study>.

As the sustainable tourism market for Grand Lake broadens, so too does the market for location-neutral professions, such as software and IT, graphic art, marketing, and accounting, as well as service industries, recreational outfitters, and industrial and commercial development that is more location dependent. High-tech entrepreneurs and those in the “creative economy” may be attracted to Grand Lake for its high quality of life, rich natural assets, and supportive business environment. As new industries seek locations that are tolerant, diverse, and open to creativity, quality of life and livability have become the cornerstones of local economic development.⁹ Industry partners benefit from tourism development, as the same amenities that attract tourists help businesses attract talent and retain employees. Quality-of-life issues matter to industry partners, and tourism resources make a stronger, more vibrant community. For instance,

Samuel E. Beall, III, the chairman and CEO of Ruby Tuesday, considered many locations for its Restaurant Support Center, but ultimately chose Maryville, Tennessee, in part because of the town’s eight-mile long Greenway Trail. Beall noted that the company was impressed with the beauty of the park and the resulting sense of community that would benefit the more than 300 employees who would call the city home.

⁹ Richard Florida, *Rise of the Creative Class: Revisited: Revised and Expanded*, Basic Books, 2014.

Recommendations:

The Livability Assessment Team has several recommendations, many of which are already in place in Grand County and supported by resources of the Northwest Colorado Council of Governments (NWCCOG), that can be focused towards cultivating the creative economy in Grand Lake and fostering entrepreneurs and new business.

- The town of Grand Lake should work with the county to stimulate business development, considering opportunities to create a business incubator or accelerator, commercial kitchen, or small business development resource center or similar appropriately scaled resources. In addition, the town should facilitate access to entrepreneur education and workforce development programs or offer training to enhance Internet presence, ensure customer service and hospitality, provide consistent hours, and improve merchandizing.
- The town should further the cross-county partnerships that can nurture businesses.
- The town should team with the county on pursuit of Creative District designation by Colorado Creative Industries. DiAnn Butler, Grand County Economic Development Director, is already pursuing this for the county. The Colorado Creative District Certification Program enables the district to apply for grants as well as provides marketing opportunities, technical assistance, training, and mentoring and coaching. More information is available at <http://www.coloradocreativeindustries.org/communities/creative-district-certification>.
- The community should look for opportunities to attract small-business lending institutions and use the existing NWCCOG's Northwest Loan Fund as a business attraction tool. See <http://www.nwccog.org/index.php/programs/northwest-loan-fund/>.
- The town should develop marketing packages for entrepreneurs, talent, business owners, and industries, with a focus on creative organizations that are location-neutral. The chamber of commerce may develop messaging and materials that reach out to tourists and encourage their relocation within Grand Lake.

- The town should partner with area schools, colleges, and continuing education opportunities to develop business and entrepreneurship education opportunities, service-learning and place-based education, and internships within the creative economy.
- During the Livability Assessment local leaders and business owners expressed the need for reliable Internet service. The town should explore needs for reliable communication and technology infrastructure, including broadband Internet and cellular mobile device coverage. Broadband commonly refers to high-speed Internet access that is always on and is faster than the traditional dial-up access. Advantages of broadband include access to education, culture, entertainment; facilitation of public safety communication and services for people with disabilities; and potential for promotion of economic development and revitalization through electronic commerce. Having expanded and reliable broadband in Grand Lake can create new jobs and attract new industries, as well as provide access to regional, national, and worldwide markets. Recently, the Northwest Colorado Council of Governments (NWCCOG) finalized its Regional Broadband Strategic Plan (<http://www.co.grand.co.us/DocumentCenter/View/2100>). Grand Lake should pursue communication with the NWCCOG about priorities and potential assistance.

Broadband Resource: USDA Rural Development Rural Utilities Service

The USDA Rural Development Rural Utilities Service is a major resource in providing support of the expansion of broadband service in rural areas through financing and grants to projects that provide access to high-speed service and facilitate economic development. For information about resources, loans, and grants, see <http://www.rurdev.usda.gov/arra/ecoverly-program.htm>.

YOUNG ENTREPRENEURS: Pennsylvania Wilds

In a recent study by the Center for Rural Pennsylvania, young people in rural areas said they would stay in the state if starting a business was an opportunity open to them. In the 12-county Pennsylvania Wilds area, Ta Brant Enos, the small business ombudsman, responded by developing a video to take the message to high school students that they can create a business in the area. The video highlights a variety of small-business owners sharing their success stories and lessons learned and providing inspiration for the younger generation. Participating entrepreneurs include three young snowboarding aficionados who started a snowboarding company, a former Naval air traffic controller who returned home to start a recreational outfitting business, two young artists who create beautiful letterpress prints for clients worldwide, and friends who capitalized on their love of bicycling and the outdoors to open their own cycling shop. Enos offers a one-hour entrepreneurial outreach program to area high school students. See <http://www.pawildsresources.org/youngentrepreneurs>

CAPITALIZE ON THE CONTINENTAL DIVIDE NATIONAL SCENIC TRAIL



The Continental Divide National Scenic Trail (CDT) runs at its longest to 3,100 miles between Mexico and Canada. The trail follows the Continental Divide along the Rocky Mountains through Montana, Idaho, Wyoming, Colorado, and New Mexico. The trail is a combination of dedicated trails and small roads. The trail is 72 percent complete; 65 percent of the 800 miles in Colorado are finished. The CDT does not have a permanent trail in some places, so alternative treks are available.

Congress is dedicated to encouraging and assisting volunteer citizen involvement in the planning, development, and management of this and other National Scenic Trails. The lead federal agency responsible for completing the CDT is the U.S. Forest Service, but the USFS works with the National Park Service, Bureau of Land Management, and the nonprofit partners along the trail to complete, maintain, and manage the CDT.

For hiking enthusiasts, the CDT is part of a coveted “Triple Crown” of long-distance hikes in the United States; the other two trails are the Appalachian Trail and the Pacific Crest Trail. About 30 hikers annually attempt to thru-hike the entire trail each year, usually in four to six months, but only a dozen or so complete it.

Grand Lake joins a small group of about 25 towns that are but a short distance from the CDT and provide the necessary services for CDT hikers. In fact, Grand Lake has the added benefit of being the *only* town through which the Trail passes directly. Grand Lake already possesses many of the desired hiker services, including a post office, grocery, restaurants, laundry, ATM, Internet, and park visitor center. In addition, the Shadow Cliff Hostel has been cited as a good overnight stop for thru-hikers among hiking forums. Grand Lake has a unique opportunity to become a “trail town” where CDT hikers can stop for a few days.

Recommendations:

- Improve wayfinding signage of the CDT through town. Many casual visitors may not be aware of the unique nature of the CDT as they walk through the downtown. This is an opportunity to provide improved wayfinding for hikers, connect visitors to the trail, and provide more information on the trail and long-distance hiking.
- Initiate outreach to CDT thru-hikers and CDT organizations, such as the Continental Divide Trail

Becoming a Trail Town: Appalachian Trail

The Appalachian Trail Conservancy designates official “Appalachian Trail Towns” through their community engagement program. These trail towns often celebrate with “Trail Days” in which they invite thru-hiker alumni, families, and the residents to celebrate the Appalachian Trail, share their experiences hiking, and participate in parades, trail cleanup, and other activities on the trail and in the community. For more information, see Appalachian Trail Conservancy at www.appalachiantrail.org.

Coalition (www.continentaldividetrail.org) and Continental Divide Trail Society (www.cdt-society.org), to discuss ways to improve hiker experiences in Grand Lake and build awareness of the trail among the general population.

National Trails Fund

American Hiking Society's National Trails Fund offers "hiking trail improvement" grants to active member organizations of its Hiking Alliance. Once a year, Alliance Members have the opportunity to apply for a grant (ranging between \$500 and \$5,000) to improve hiking access or safety on a particular trail. For more information, see <http://www.americanhiking.org/National-Trails-Fund/>.

ADDRESSING BARRIERS:

Seasonal Trail Ridge Road Closures



Trail Ridge Road at high elevation.

Trail Ridge Road is the highest paved road in any National Park in the United States. Travelers climb thousands of feet in a matter of minutes and reach 12,183 feet at the road's highest point in the alpine tundra. Trail Ridge Road was designed as a scenic route, not as an all-season road. Eleven miles of road are above 11,500 feet; there are no shoulders and very few guardrails. Due to these high elevations and exposure to rapidly changing weather and winds, road conditions can change very quickly. RMNP closes a portion of Trail Ridge Road during the winter months when the weather is unpredictable and travel through the park is unsafe for passenger vehicles and for management and maintenance staff. Reopening the road in the spring is an arduous task. Plowing usually begins in mid-April and can take an average of 42 days to complete, costing over \$36,000 in equipment, fuel, and manpower. Past efforts to keep Trail Ridge

Road open year round resulted in enormous expenditures of money for little return.

During the Livability Assessment, business owners and residents voiced concerns that the winter closure of Trail Ridge Road has a profound effect on the Grand Lake's economy.

Recommendations:

Although travel is restricted for the safety of travelers through the park, Grand Lake and RMNP should partner on opportunities to develop a winter identity and increase economic opportunities for RMNP's western gateway. Possibilities include:

- Create and market unique experiences on the ten miles of park road that are open year round. Many great opportunities for snowshoeing, wildlife viewing, cross-country skiing,



and other activities await park visitors; RMNP rangers often lead these tours in the winter months at no charge. Access to ANRA trails and other amenities are open year round, providing an opportunity to package many experiences on public land.

- Partner with RMNP interpretive rangers and Rocky Mountain Conservancy to provide expanded winter programming in and around the western gateway of Grand Lake.
- Discuss with Estes Park winter season trends, obstacles, and steps toward success. Estes Park is faced with some of the same winter season issues and limited access to RMNP from the east. Grand Lake and Estes Park could both benefit from working together and with RMNP on developing a winter identity as gateway communities.
- Initiate outreach to other gateway communities and National Parks that have limited access to park roads in winter months such as Glacier National Park, Kings Canyon, and Yellowstone to learn more about innovative programs to boost winter visitation and economic benefits to gateway communities.
- Improve communication with year-round and seasonal residents, as well as visitors, about the history of the road, information on winter in the alpine tundra, and the NPS Trail Ridge Road closure policy and safety. Emphasize that RMNP is open 24 hours a day 365 days a year, and that Grand Lake is a unique winter destination that works in direct partnership with RMNP.
- Find ways to communicate the advantages of a quieter RMNP, with messaging such as “Have the Park to Yourself” or “You’ve reached the end of the road—and it’s worth it.”



RMNP Snowmobile Trail

Snowmobile and OHV Access on NPS Land

The National Park Service seeks to balance a dual statutory mission of preserving natural resources while providing access for the enjoyment of the public. Recreational snowmobile use on NPS park land has been controversial and creates an inherent conflict between NPS’s missions.

Arapaho National Forest (ANF) offers 100 miles of OHV and snowmobile trails just two miles away from the town of Grand Lake. This network of trails attracts OHV users and helps to support many area outfitters and service providers. The ANF Supply Creek Trailhead, the key access point to the trail system, is separated from Grand Lake by Highway 34 and several parcels of private and public land. Currently, the only access for motorized recreational vehicles crosses RMNP land. During the winter, only snowmobiles are allowed to access the Supply Creek Trail

head. OHV use is not authorized on NPS land, thus limiting OHV connection to ANF during warmer months.

Snowmobile Access



User groups contend that snowmobile use is necessary to access park sites in winter and helps support local communities and industry. Opponents are concerned about emissions, noise pollution, and wildlife damage. In 2000, NPS announced the enforcement of the long-standing regulations to ban snowmobile use on almost all of the National Park System land. This regulation was later modified to allow snowmobile use to continue in the 43 park units—including RMNP—that had permitted it prior to the announcement; to date, NPS has taken no further action on a general policy for snowmobiles. Today, RMNP allows snowmobile access only on a two-mile section of the North Supply Access Trail when snow conditions are sufficient to protect the underlying ground; this section of trail connects the Arapaho Roosevelt National Forest with the community of Grand Lake.

During the Livability Assessment, several business owners and residents voiced concerns that due to melting on a sun-exposed hill, the North Supply Access Trail is occasionally closed, thus shortening the snowmobile season, which they feel is an important winter tourism activity. The closures negatively impact Grand Lake businesses. In terms of snowmobile access (not covering use of OHVs), NPS provides the guidance on snowmobile policy for NPS lands. The town of Grand Lake, RNMP, and ARNA should discuss this guidance as potential strategies in the near term as more permanent solutions are explored. Full discussion on snowmobile use can be found at <http://www.nps.gov/legal/testimony/109th/snowmobile.pdf>.

- Decisions regarding snowmobile use are recommended to be made on a park-by-park basis, relying on the professional judgment of park staff and allowing park staff to incorporate those management strategies best suited to the individual park unit. Given the many differences among parks and trends in snowmobile technology and use, parks should investigate requirements for monitoring and increased use of newer technology so that recreation uses of snowmobiles can continue to be part of the NPS winter experience. Additionally, expanding snowmobile opportunities within RMNP would only be considered in the context of the NEPA public process, and preparation of an Environmental Impact Statement. Rulemaking would also be required if the decision was made to expand snowmobile routes within the park. (For more information, see https://www.federalregister.gov/uploads/2011/01/the_rulemaking_process.pdf.)
- National Parks should consider utilizing new technologies, education, and management strategies to mitigate any unacceptable adverse effects of snowmobiles. Since 1999, the NPS has continued to study how best available technology (BAT) requirements and adaptive management can mitigate the effects of snowmobiles in the parks.

- Lessons learned through adaptive management at Yellowstone and Grand Teton should continue to be reviewed for applicability elsewhere.
- The NPS can lead by example when purchasing and operating snowmobiles for administrative purposes. Only snowmobiles that meet BAT standards should be used by the NPS for administrative purposes unless the respective regional director approves a justification for an exception.

To date, RMNP has encouraged the town of Grand Lake to experiment with topical treatments (such as matting) that can be installed in the fall and removed in the spring as a way to protect underlying vegetation in areas where the access trail is prone to melting early. Using protective materials can help extend the snowmobile season. The town of Grand Lake and RMNP should share the process and the resulting possible alternatives with the public, demonstrating a collaborative approach, RMNP's concern for the economic vitality of Grand Lake, and the NPS mission and policies. Regardless of the end result, a transparent process will help people understand the rationale for the decisions that are made.

Off-Highway Vehicle Access



Like snowmobile access, OHV access on national parkland has been the subject of debate among user and environmental groups, but it has had more serious consequences. In 2005, environmental organizations brought a lawsuit alleging that ATVs and other off-highway vehicles constituted a “serious threat” to NPS resources. As a result of this case, NPS was required to develop environmental impact statements and special rules governing OHV use at Glen Canyon NRA and Cape Lookout National Seashore.

In Grand Lake, the major need is a connector route from the town of Grand Lake to the extensive network of Arapaho National Forest trails that allow OHV use. The snowmobile connector on the North Supply Access Trail has been identified as a possible OHV connector if OHV use could be negotiated on RMNP land; however, the long-standing federal law prohibits OHV traffic inside the park, which eliminates the snowmobile connector trail as a candidate for OHV use.

In 2003, Land Architects, a land planning consulting firm, prepared a study for the town of Grand Lake on three alternatives to address the trail linkage from Grand Lake, RMNP, and Arapaho National Forest. The first would expand existing parking facilities at USFS trailheads to allow more OHV trailers. The second alternative would focus on modifying existing trail links by obtaining through-easements, purchase, and/or eminent domain to create a new trail location east of US 34 within the right-of-way owned by Grand Lake and connecting with the North Supply Access Trail via an underpass. The third alternative proffered by the Land Architects was to do nothing.

More recently, the town of Grand Lake has been a grant from the National Park Service Rivers, Trails and Conservation Assistance (RTCA) program, which provides technical assistance to communities to help achieve conservation and outdoor recreation goals. A 2013 OHV workshop sponsored by the Colorado Off-Road Vehicle Coalition identified several potential actions. The town hopes to gain assistance from the RTCA in navigating the complicated situation of allowed OHV use and find feasible alternatives for a connection from Grand Lake to ANF including the following discussed at the 2013 workshop:

- A land swap between the ANF and RMNP to annex the current trail route land to the ANF in exchange for wilderness land farther north on the border between ANF and RMNP;
- Rerouting the current snowmobile connector trail outside the borders of RMNP, along Grand County and private roads and possibly along an existing Grand County sewer line easement on the ANF/RMNP border;
- Purchase of private land that abuts the ANF and accessed by rural roads outside RMNP, thereby building access from this parcel to the OHV trail system via the ANF. This option would require significant funding for land purchase and road construction in the ANF.

This connector route has garnered support by user groups, residents, and business owners in favor of allowing multiple uses—including snowmobiles and OHVs—to connect from Grand Lake to ANF. The connector trail has the potential to be a year-round amenity for visitors to the area.

Recommendations:

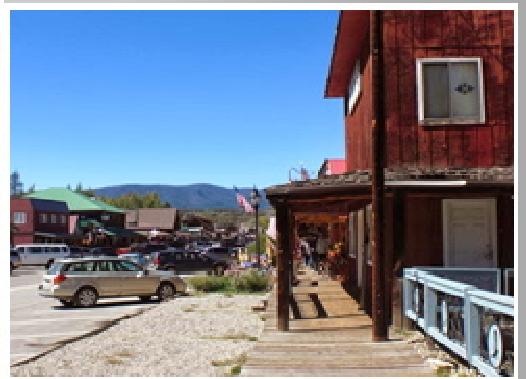
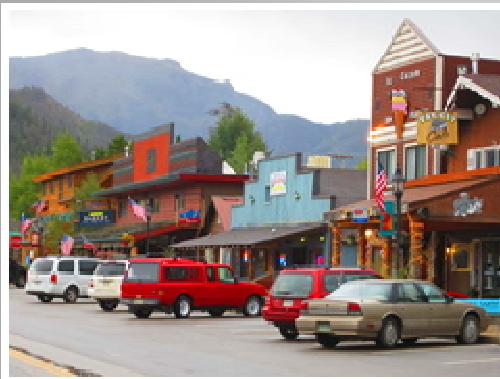
Exploring opportunities to implement a connector trail requires a multiyear planning process, but there are several short-term recommendations that the town, ANF, and RMNP can implement to further inform decisions:

- The town should work with partners to gather data on snowmobile users and OHV users in the Grand Lake area. This information should include demographic information, geographic information, and economic impact information, as well as the identification of the most popular destinations, and service needs to demonstrate the need for a connector trail.
- The town should gather national, state, and local regional data on user trends for snowmobile and OHVs. Information on changing demographics, popular destinations, and impacts will inform future investments.
- The town should communicate with major stakeholders about the town, ANF, and RMNP continued partnership, NPS mission and policy, and any potential planning milestones, such as the RTCA grant award that relates to the connector trail.

- The town should develop a case study for the Transportation Research Board (TRB). Engaging TRB, specifically the Committee on Transportation Needs in National Parks and Public Lands, may provide additional resources to address feasible alternatives for the connector trail.
- The town should discuss connector trail with FHWA's Central Federal Lands Highway Division and contact representatives on the National Recreational Trails Advisory Committee appointed by Congress for resources and review of possible trail connector solutions. (The current contact at FHWA is Ryan Tyler at ryan.tyler@dot.gov; at All-Terrain Vehicle Riding is George M. Lear at 703-818-7169; at Snowmobiling is Douglas M. Carlson at 612-429-1041.) The town and its partners need to carefully consider the interactions and compatibility between snowmobile and OHV use and other recreational users, visitors, and residents to create the greatest balance and compatible uses.



LIVABILITY PRINCIPLE 4:
SUPPORT EXISTING
GATEWAY COMMUNITIES
AND SUSTAIN THEIR UNIQUE
CHARACTER



SUPPORT EXISTING GATEWAY COMMUNITIES AND SUSTAIN THEIR UNIQUE CHARACTER

EXISTING COMMUNITY & CHARACTER: KEY OBSERVATIONS

- The town of Grand Lake has a charming, rustic character that complements the natural vistas of the Rocky Mountains and harkens to its Old West history as an outfitting town in the 1800s.
- The town of Grand Lake is in the process of adopting a Historical Preservation Municipal Code and an Open Space Plan.
- Grand County currently enforces design and building standards under the Three Lakes Design Review Area Overlay District to protect and enhance community character. A proposed update is pending.
- The town has initiated a “greenways program” with local business owners to beautify downtown and support revitalization of downtown assets.
- Grand Lake’s compact downtown provides efficient infrastructure investments.
- The surrounding natural resources and beautiful landscapes are valued by both visitors and residents. Stewardship of these treasures is essential.

A component of livability for gateway communities is reinvestment to encourage more efficient use of existing infrastructure, protection of farm land and open space, and neighborhood revitalization to improve quality of life, spur transportation choices, and preserve what makes the community unique. As the western gateway to Rocky Mountain National Park, Grand Lake features natural beauty and stunning vistas, complemented by the Old West charm of the downtown area. Grand County has taken the steps to coordinate design standards by implementing the Three Lakes Design Review Area, which helps to develop a sense of place and to preserve and protect the town’s unique visual character. Continued investment in the existing community is important; investments in creative revitalization of existing infrastructure can help provide a variety of housing, transportation, employment, and recreation choices to meet livability goals. In addition, the natural resources are a critical contributor to the community’s character and stewardship of the natural assets carries strong support among residents. Priority recommendations for the protection and revitalization of the community and natural resource assets follow.

OPPORTUNITIES FOR COMMUNITY REINVESTMENT & REVITALIZATION

During the Livability Assessment, the team and stakeholders identified and discussed several opportunities for community reinvestment and revitalization. The following are priority

recommendations to direct revitalization investment into the existing infrastructure of the downtown.

Recommendations:

- Grand Lake has a charming, compact, and walkable downtown that is attractive to residents and visitors alike. As development fluctuates, it is important that the town create priorities for investment in the downtown area. As recommended in the housing section, the town of Grand Lake, in partnership with the county and landowners, should investigate opportunities to encourage infill development in the downtown for multiple uses—residential, commercial, and institutional—that meet the needs of the community. (See Resources & Case Studies for more information about infill development.)
- Investigate opportunities to repurpose the following underused facilities and sites:
 - **GRAND LAKE ELEMENTARY SCHOOL:** The closure of the elementary school has had a major impact on the community. The absence of the vibrancy of youth in the downtown has heightened the community’s awareness that the demographics of the year-round population are changing away from the family-oriented town that residents want Grand Lake to be. As recommended in the 2013 Downtown Assessment, the community should initiate a process to identify re-use or repurpose opportunities for the school building. Many communities have successfully renovated shuttered schools to use as housing, commercial ventures, community facilities, and so forth. The options are limitless: the Pew Charitable Trust writes that a school building in Detroit is now used as a recording studio and a school in St. Louis as daycare facilities. Dawson, Minnesota, converted a school into a performing arts center and Pittsburgh has plans for a green technology center. Penobscot, Maine renovated the former Helen Hunt School into a full-service medical clinic. Schools have also become green space in a number of cities, as well as apartments and business incubators. If the building is 50 years or older, it might qualify for the State Historical Fund (SHF).
 - **ART CENTER BUILDING:** The Art Center building is a downtown amenity that could be used to cultivate and market culture and arts in Grand Lakes and foster creative economic development. The town should discuss opportunities and barriers to developing programming with the Arts Council and implement solutions to increase the building’s use.
 - **WATERFRONT INVESTMENT:** As the 2013 Downtown Assessment states, the waterfront is a downtown amenity and a priority for investment. Specifically the lakeside volleyball court is a prime area for multi-use



Grand Lake lakeside volleyball court

community gathering. The Assessment Team recommends that the town and community commence further design charrettes to develop a lakeside use plan aligned with the 2006 Comprehensive Plan.

- Support and leadership for existing businesses in the downtown is important to building stewards of the downtown's charm and character. The town of Grand Lake provides a great resource in the annual Grand Lake Commercial Enhancement Grant Program, an opportunity for organizations and businesses to receive a matching grant for aesthetic property improvements. Grants can be used for the revitalization of building facades, landscaping, or other exterior enhancements, including art. The town should take measure to educate storefront owners of the importance of their relationship with town revitalization and character preservation goals and deliver these grants effectively to meet their investment priorities.

SUPPORTING EXISTING CHARACTER:

Lake Village, Arkansas—Reusing a Historic Building to Support Downtown

In 2010, the community of Lake Village, Arkansas (pop. 2,823) received \$840,000 from a USDA Community Facilities Program and \$750,000 from the Arkansas Energy Efficiency Conservation Block Grant Program to rehabilitate a historic structure in its town center to consolidate public service providers in one location and channel future development into the main street area of this economically distressed community.

Like many small communities whose main streets have declined, Lake Village had seen public and private investments migrate to the outskirts of town over the years, leaving Main Street a shadow of its once-vibrant self. Lake Village leaders explored ways to revitalize their community and reverse this trend. They decided that reusing an existing building that is listed on the National Register of Historic Places offered a unique opportunity to provide a boost to the downtown. The mayor, police, and court clerk had offices in separate buildings, and their space was often inadequate. The town hoped that combining those departments into one centrally located building would help provide services to the community more efficiently while also bringing people and economic activity back to Main Street.

The historic John Tushek Building, which will be among the first LEED-certified buildings in Arkansas, will serve as the space for all the town's public service providers, as well as a gathering place that can help attract other offices and businesses to locate on Main Street

(http://www.fhwa.dot.gov/planning/publications/sustainable_rural_communities/page08.cfm).



Scenic view along US 34 towards Grand Lake

CONSERVATION & PROTECTION OF NATURAL & HISTORICAL RESOURCES

The town of Grand Lake and Grand County are in the position to continue to act as stewards of the great public land resources that surround them, including the preservation of the Colorado River headwaters and the natural beauty of the gateway corridor to Grand Lake. In 2008, the Grand Foundation conducted a “Community Needs Assessment of Grand County” that identified the protection, conservation, and stewardship of the county’s natural resources as the greatest priority for county residents. A large percentage of land in the county and town is held in public ownership, which will provide abundant open space for future generations. However, the remaining privately held open lands will have a significant impact on the future character of the county. Encouraging new and restored development that meshes with the natural vistas and historic appeal is a critical element to preserving the community’s character.

Recommendations:

- As the town develops its Open Space Plan, it should engage in discussions with surrounding public and private land managers (at the local, state, and federal levels) and conservation stakeholders to align land conservation priorities. Conservation organizations can help support identified land conservation priorities, whether remaining in private ownership, converting to public lands, or securing park or forest land inholdings.
- The town of Grand Lake, its surrounding public lands, lakes, the Colorado River and rural charm of the county are important characteristics that collectively define the sense of place. As stated in the Grand County Assessment, residents and visitors are drawn to the area’s natural beauty and place high priority on preservation of the surrounding natural environment, as well as sustaining a sense of community and small-town atmosphere. The town, county, public land managers, development community, and

conservation organizations should use conservation priorities and a communitywide vision to facilitate the siting and design of compatible development in the area as well as connecting conservation to town and county goals.

- The town, county, public land managers, and conservation organizations should work together to build public awareness and support for these priorities and engage private citizens as stewards for land conservation according to the high interest in keeping Grand Lake's natural beauty "grand".
- The town should continue to update and support enforcement of the Three Lakes Area Design Review guidelines. Properties located in the Three Lakes Area, which extends from the south end of Lake Granby to RMNP and three miles east and west of US Highway 34, are subject to special requirements to protect significant views and preserve native vegetation, building character, and landscaping. Currently being updated, the Three Lakes Area Design Review guidelines should again be shared with residents and visitors to build awareness of their importance as a major instrument to preserving and protecting the existing community character of the area.

TRANSFORMATIONAL LAND USE: Chattahoochee Hill Country, Georgia

Called the Chattahoochee Hill Country, just southwest of Atlanta, this area of gently rolling hills, pastoral vistas, and historic properties is the largest tract of undeveloped land in a highly-prized real estate environment that is faced with immediate threats to its long-term preservation.. Funded by grants from the Nature Conservancy of Georgia, Atlanta Regional Commission, and matching funds from Fulton County, the Chattahoochee Hill Country Land Use Plan was developed and incorporated into the county's amended Comprehensive Land Use Plan and its overlay district ordinance. The plan encourages development that preserves open space, mixes land uses, offers adequate housing through mixed housing types, and captures the rural and historic character of the community.

The land-use plan includes sustainability indicators for many sustainable growth elements, including maintaining green space and preserving agriculture. The plan was recently used to successfully implement a "solution to sprawl." The 1,000-acre Serenbe, a nationally-recognized award-winning greenfield development, consists of four mixed-use hamlets (lower-density village-like zones) that include a variety of housing options, with greater density at the center, surrounded by 70 percent preserved green space that includes a 25-acre organic farm, ponds, woodlands, trails, and bridle paths. Connectivity among the hamlets fosters an environment with a strong sense of place and community as well as a diverse, easily-accessible set of services. To learn more about the plan and process, visit

http://c133251.r51.cf0.rackcdn.com/CaseStudy_ChattahoocheeHillsCountry_New_NL_C.pdf.

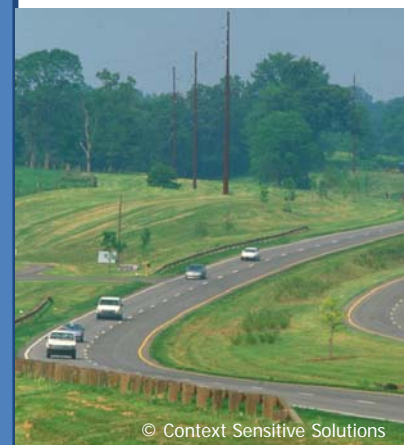
"U.S. Highway 40 & State Highways 9 and 34 form a spine of development and a 'lens' through which residents and tourists view the entire county. Balancing roadside development with the scenic landscape of the county will remain a key challenge."—2011 Grand County Master Plan

- The town and county, in partnership with CDOT, should develop a vision and plan for the preservation and protection of scenic vistas along travel routes to Grand Lake and other communities. Through the 2011 Master Plan, Grand County is committed to “work with towns and other entities to identify and prioritize important lands that provide visual open spaces buffers around communities or are visually prominent that emphasize the uniqueness of a community.” FHWA’s Context-Sensitive Solutions approach can assist in the development of transportation systems that exercise flexibility and creativity to shape effective transportation solutions while preserving and enhancing community and natural environments, (more information is provided below). The Assessment Team recommends that Grand Lake support the County in the following Implementation Actions as expressed in the Grand County Master Plan:
 - Maintain visual resources in Grand County and promote their overall importance to rural character, quality of life, and the tourist and recreation-based economy;
 - Consider adopting setback requirements for new development along important view corridors, such as along the Colorado River Headwaters National Scenic Byway;
 - Balance the visual appearance and location of development within important view corridors with preservation of environmentally sensitive lands (wildlife habitat, wetlands, steep slopes) and scenic vistas (mountains, ranchlands, lakes and rivers, wildlife feeding areas).

CONTEXT-SENSITIVE SOLUTIONS: Paris Pike, Kentucky

The Context-Sensitive Solutions website provides numerous case studies and tools. An example is the improvements along Paris Pike (US Route 27/68) between Lexington and Paris, Kentucky. Paris Pike became known for its safety and capacity problems. Although the overall accident rate was not higher than average for two-lane roads, fatalities were significantly higher due to the road’s relatively narrow lane widths, lack of adequate shoulders, inadequate clear zones, steep ditches and side slopes, insufficient passing sight distances, fixed objects along the roadside, and various scenic distractions. While Paris Pike was widened from two lanes to four (which is not suggested for US 34), specific care was taken to engage stakeholders and address their desire to maintain rural character and aesthetics, protect historic and environmental features, and improve safety

(http://contextsensitivesolutions.org/content/case_studies/paris_lexington_road_us_68/).



© Context Sensitive Solutions

- This history of Grand Lake is beautifully tied into the surrounding natural landscapes that hint of stories of past travelers discovering the Western frontier. Groups such as the Grand Lake Area Historical Society and the Grand County Historical Association work to preserve, protect, and promote this history of Grand Lake. At the local government level, focusing attention on the connection between historic preservation and livability generates awareness of treasured assets and the historical character that makes Grand Lake unique.

Preservation and rehabilitation of existing buildings lessen the demand for and consumption of land for new construction and conserve energy and resources needed to construct new buildings and infrastructure. Preservation and rehabilitation also can help to maintain the area's traditional character and unique sense of place. A historic preservation ordinance is one method by which a community can protect its historic resources, and ultimately its community character. The town should continue to pursue a historic preservation ordinance (a draft has been completed) and work with the county to pursue historic preservation technical assistance and funding programs. (See Resources & Case Studies for preservation resources.)

CONTINUE TO ENGAGE FULL-TIME & SEASONAL RESIDENTS IN REVITALIZATION AND PLANNING PROCESS

Grand Lake's leaders have done an outstanding job of capitalizing on available resources, engaging partnerships with the surrounding public lands, and involving residents in planning efforts for the town. Following are recommendations to continue to build on these efforts and engage seasonal and year-round residents in revitalizing the existing town and contributing to its unique character:

Recommendations:

- Be sure that decisions benefit residents as well as tourists. Residents want opportunities for everyday shopping (groceries and basic needs), family restaurants, and family activities. There are overlaps where investments can be made to the benefit of visitors as well as the health of the community. Grand Lake should develop priorities for such opportunities.
- Raise public awareness and pride for the preservation of the town's character. Events such as street cleanups, building painting, art walks, street festivals, farmers' markets, and community gatherings and workshops involve local residents and businesses in the downtown to create a lively atmosphere and to make positive changes that often enhance pride in the community.
- Strengthen resident awareness of attractions in the area, including cultural, heritage, and historical amenities. Some communities have special days —“tourist in your

downtown” or hometown day—in which they invite residents to visit local attractions. Not only do these events support local businesses, but they also may expose residents to the wealth of attractions in the area, strengthen pride among community residents, and makes residents better spokespeople for the area. As the area’s lakes, mountains, park, and forest are prime attractions, public land managers should be part of efforts to build residents’ awareness of these assets and their best stewardship practices.

- Consider developing “blitz” events that engage residents and spur fast change to the downtown streetscape. An art blitz, for instance, could solicit local professional, amateur, and/or school-age artists to create public art on downtown walls and/or buildings in a one-day or weekend festival setting. Participation could be guided through applications. Musicians could provide entertainment along the lakefront. The youngest residents participate by creating chalk drawings on sidewalks or by painting on a roll of paper rolled down the closed-off street (the city of Curitiba, Brazil, holds a weekly children’s art program by unfurling a large paper roll down the pedestrian zone and providing paint and brushes for whomever would like to create). Similarly, a garden blitz could gather local gardeners and landscapers to build and plant downtown container gardens. These are low-cost events that rely on sponsorships, sweat equity, and contributions by residents who take pride in their community.



© Des Moines Arts Festival

Community Arts Blitz Build for Habitat for Humanity

Arts and revitalization efforts do best when “they reflect the personality and character of their local place and reject a formulaic approach. Underused buildings and historic theaters that are renovated for an arts-related purpose become creatively woven into a revitalized area and have an excellent opportunity to spawn adjoining entrepreneurial investment in the form of restaurants, art galleries and art schools. When a community targets a certain neighborhood as an arts district what usually results is a revaluation of already existing infrastructure, but even a new project that connects reasonably well with the downtown streetscape can have a good chance for (neighborhood-wide) success provided it relates to its surroundings.”

—**Roberta Brandes Gratz, *Cities Back from the Edge***



LIVABILITY PRINCIPLE 5:
COORDINATE POLICIES &
LEVERAGE INVESTMENTS
WITHIN THE COMMUNITY &
BETWEEN THE GATEWAY
COMMUNITY & PUBLIC
LANDS



COORDINATE POLICIES & LEVERAGE INVESTMENTS WITHIN THE COMMUNITY & BETWEEN THE GATEWAY COMMUNITY & PUBLIC LANDS

POLICIES & INVESTMENTS: KEY OBSERVATIONS

- Grand Lake and surrounding public land managers share management responsibilities through formal partnerships in areas where the town and federal land intersect.
- In October 2013, Grand Lake received a Downtown Community Assessment report through Downtown Colorado, Inc.; many of the observations and recommendations complement investments in livability.
- The 2011 Grand County Master Plan & 2006 Grand Lake Comprehensive Plan support action for improved livability through transportation, conservation, economic development, and social and public health investments.

Communities that demonstrate vision, a sense of purpose, and strong and diverse partnerships are more likely to receive funding from many sources. In a competitive market, corporations, foundations, and even government agencies want to invest in ideas and initiatives that have the best potential for strong returns. Through demonstrated partnerships with its nearby federal land managers, participation in the Downtown Colorado, Inc. Community Assessment, the FHWA Federal Lands Livability Initiative, and the county's significant action to-date towards building economic development and improving quality of life, Grand Lake has demonstrated its commitment to livability and economic success and will have a track record to share with potential funders and to leverage new partnerships and resources.

The Partnership for Sustainable Communities provides key information on funding and technical assistance opportunities available from the three partner federal agencies. The Federal Resources for Sustainable Rural Communities guide demonstrates how rural communities across the country have put these programs into action. Each agency offers different ways of approaching infrastructure planning and construction, economic development, pollution cleanup, and other issues that are part of achieving sustainable communities. Coordinating and leveraging multiple funding and assistance sources can help communities advance their overall visions and goals. While this guide is not exhaustive and the programs listed may change, it provides a menu of options that rural communities and small towns can consider when planning

and implementing projects. For the guide, visit http://www.epa.gov/dced/pdf/federal_resources_rural.pdf.

The town should build vision and priorities in ways that leverage existing investments and partnerships to reach community goals, such as:

- Existing partnerships with shared responsibilities with RMNP, ANF, ANRA, including Point Park and support for trail and trailhead improvements;
- Grand County's designation as an Economic Development District;
- Downtown Colorado, Inc. Community Assessment;
- FHWA Federal Lands Livability Initiative;
- Grand Lake and Estes Park Chamber's "Bridge the Divide" Initiative;
- Support for Trail River Ranch Education Center.

This section provides priority recommendations for coordination and leveraging of investments at the local, state, regional, and national levels.

INVESTMENT COORDINATION WITH STATE & FEDERAL PARTNERS

In addition to the federal agencies in the formal Partnership for Sustainable Communities (HUD, DOT, and EPA), many other state and federal agencies have initiatives that align with goals for improved community livability. In Grand Lake, coordination with the surrounding federal public land managers and state partners on livability-related initiatives is a priority. Coordination can focus on funding the implementation of community or public land projects that contribute to livability, case studies or reports that demonstrate innovative partnerships to improve quality of life for residents and visitors, and/or demonstration or pilot projects in the Grand Lake area that align with state or national initiatives related to livability. Opportunities to coordinate with federal and state partners may include:

- **COORDINATE WITH NPS'S "A CALL TO ACTION"**: In conjunction with its 100th anniversary, NPS presented a five-year plan to increase stewardship and engagement. The Call to Action plan provides the agency's goals and objectives to promote community assistance for creating jobs, strengthening local economies, engaging youth in nature, and instilling stewardship for natural resources (<http://www.nps.gov/calltoaction>).
- **PROVIDE SUPPORT FOR SERVICES AT ANRA**: During the Livability Assessment, stakeholders noted that budgetary concerns are a major issue at ANRA because lower-than-expected visitor fee income has caused funding gaps. These impacts stretch staff resources, limit interaction with visitors, and threaten closures to recreational amenities. Access to ANRA is a major component of connecting visitors to the natural resources in the Grand Lake area and contributes to the economic development health of the community. Grand Lake can help ANRA with volunteer recruitment, the development of

a “friends of ANRA” group, and/or monitoring or safety patrols that would help to bridge funding gaps and ensure consistent visitor access to campgrounds, trails, and the lake.

- **COORDINATE WITH COLORADO STATE BICYCLE AND PEDESTRIAN PLAN:** CDOT is developing its first statewide bicycle and pedestrian plan. Transportation access and modal choices are a major component of community livability. Coordination with CDOT’s efforts in expanding bicycle and pedestrian planning could be a possible avenue for demonstration and pilot projects in Grand Lake to address rural gateway community transportation issues and livability.
- **MEET WITH FEDERAL DELEGATION:** Engage federal delegation (U.S. Congressional Representatives and Senators serving Grand Lake at the federal level) on the challenges facing the area, especially focusing on the community partnership with the public land partners, making the case for the synergy between them and how it contributes to both economic and natural resource health.
- **TAKE ADVANTAGE OF REGIONAL SUSTAINABILITY PARTNERSHIP:** Colorado is part of a multistate federal Regional Sustainability Partnership with HUD, EPA, and FHWA, as well as the Small Business Administration, USDA-Rural Development, and the Colorado Economic Development Commission. The Partnership is currently seeking rural projects where it may be able to provide implementation strategies or technical assistance. Grand Lake is in a prime position to take advantage of this new coordinated effort among agencies to receive assistance toward enhanced on-the-ground livability improvements. Coordinate with the FHWA Colorado Division Planner (currently Bill Haas at 720-963-3016 or William.haas@dot.gov).

LEVERAGING FEDERAL RESOURCES:

Enhancing Visitor Experiences through Multimodal Transportation Improvements in Grand Canyon National Park

To ensure positive experiences for the Grand Canyon National Park's 5 million annual visitors, the Federal Lands Highway Program has supported enhanced shuttle services within and outside the park, bike rental facilities, pedestrian facility upgrades, and other transportation improvements. In 2007, the National Park Service and the Forest Service conducted the South Rim Visitor Transportation Plan Environmental Assessment to address the park's pressing traffic, parking, and access issues, specifically those in Grand Canyon Village, where many visitors stay. Most of the components of the plan have been or are being implemented (http://www.fhwa.dot.gov/planning/publications/sustainable_rural_communities/page08.cfm).

Projects results:

- A new shuttle route to transport visitors to the South Rim from the gateway community of Tusayan, seven miles outside the park;
- Expanded shuttle service from the visitor center to multiple South Rim destinations;
- Bike rental facilities at the Canyon View Information Plaza;
- Entrance station improvements to reduce long wait times entering the park;
- Improved shuttle stops, pedestrian improvements, roadway realignments, and new parking at the Canyon View Information Plaza;
- Intelligent Transportation Systems, which integrate communications and electronics technologies into transportation infrastructure to improve traveler information and enhance safety and mobility.

COORDINATION WITH LOCAL & REGIONAL PARTNERS

Coordination with initiatives and programs related to livability at the local and regional level can galvanize community and regional support for projects that reach shared goals. Potential coordination efforts could:

- **WORK WITH ESTES PARK TO CAPITALIZE ON THE RMNP CENTENNIAL:** As gateway communities, Estes Park and Grand Lake have distinct differences but one common factor: Rocky Mountain National Park. In 2015, RMNP will celebrate its centennial. This is an outstanding opportunity to coordinate on joint projects in Estes Park and Grand Lake. Projects that are focused on community economic development, community engagement, and stewardship of RMNP are potential avenues to improve coordination between the two towns, incorporate RMNP, and capitalize on an exciting event.

- **DISCUSS PROJECT PRIORITIES WITH GRAND LAKE METROPOLITAN RECREATION DISTRICT:** The town of Grand Lake and surrounding public land managers could discuss opportunities to jointly make better connections among GLMRD recreation amenities, downtown Grand Lake, and other outdoor recreation areas.
- **COORDINATE WITH GRAND COUNTY ECONOMIC DEVELOPMENT PROGRAMS:** GCED has made great strides with recent collaboration with communities to implement economic development programs and strategies. Grand Lake should continue work with GCED and look for opportunities to access resources or programs for Grand Lake.
- **LEVERAGE WATER QUALITY PARTNERSHIPS FOR STEWARDSHIP OF WATER RESOURCES:** The water quality of the lake is a significant community asset and the community should ensure that it is maintained and protected. Although there are legal and federal regulatory mandates for water quality protection of Grand Lake and ongoing monitoring of the lake's ecosystem, there is an opportunity to coordinate with existing water quality organizations and partnerships to engage the community in public awareness for water quality, ecosystem services, and the community's integral role in watershed management. For community health and water quality resources, see <http://www.epa.gov/communityhealth/waterpollution.html>.
- **CULTIVATE LOCAL CHAMPIONS FOR LIVABILITY:** Grand Lake and RMNP's participation in the Livability Initiative is a great way to expand and develop the conversation on livability with community stakeholders, residents, and surrounding communities. The town and RMNP should actively seek opportunities to educate community members on the principles of livability, demonstrate projects related to livability, and develop opportunities to directly engage the community. The town also should make a concerted effort to engage untapped resources such as corporations or utilities, second homeowners, private clubs or member associations, and school and youth organizations. The town should seek to offer a wide range of engagement opportunities including events, fundraisers, volunteer opportunities, and community gatherings.
- **PARTNER WITH PUBLIC LANDS:** The town should reach out to its public land partners (including eastern RMNP staff and all districts of the Arapaho National Forest) and regularly invite them to Grand Lake for festivals. The town also should provide places in Grand Lake to convene meetings, identify opportunities for "good neighbor" events (such as fundraisers for area nonprofits), and provide Grand Lake familiarity tours for public land partner staff to see and experience all the town has to offer.

CREATIVE FUNDRAISING IN RURAL COMMUNITIES

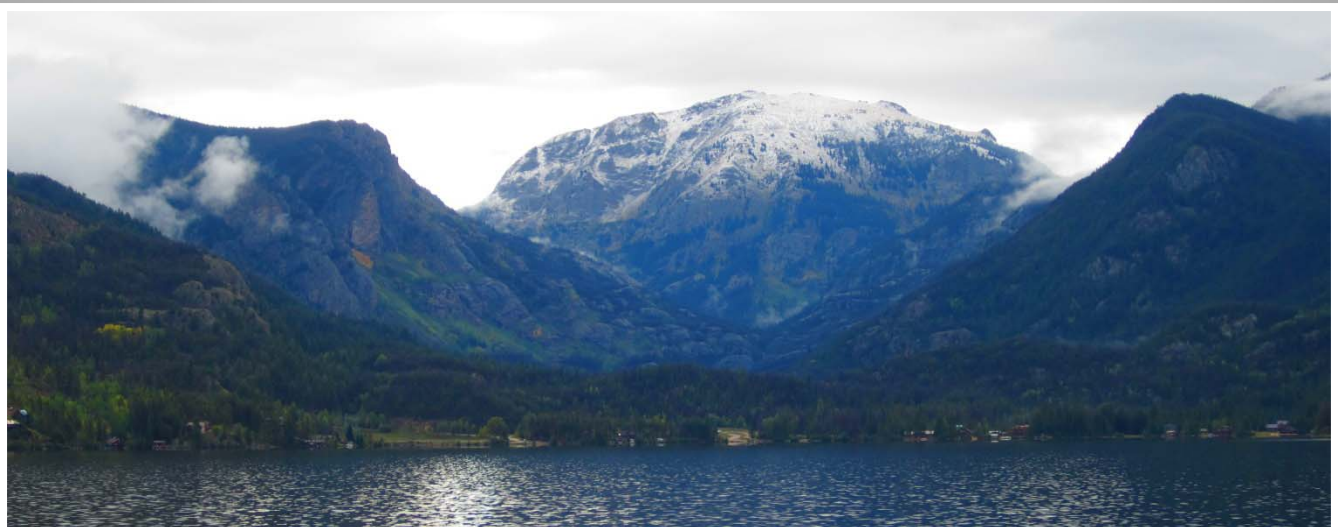
In addition to traditional funding sources at the state and federal level, many small communities have taken it upon themselves to engage their communities in creative funding ventures:

- A community in Pennsylvania held a log-cabin raising event and then auctioned the cabin online. Proceeds went to local redevelopment efforts.
- Gateway communities surrounding the Waterloo State Recreation Area in Michigan held a "Gateway Groove" concert and silent auction at a local vineyard and winery. The \$50 ticket price benefitted their Gateway Communities Initiative, a group dedicated to marketing the gateway communities and recreation destinations.
- The Franklin Land Trust in Massachusetts partnered with local Berkshire Brewing Company to launch "Preservation Ale" to raise awareness about the connection between conservation and strength of local agriculture, as well as to raise money. A portion of profits went directly to land conservation.



LIVABILITY PRINCIPLE 6:

VALUE COMMUNITIES,
NEIGHBORHOODS &
LANDSCAPES & THE AREA'S
NATURAL, CULTURAL
HERITAGE, & RECREATIONAL
ASSETS THAT FOSTER SOCIAL,
ECONOMIC, & PUBLIC HEALTH



VALUE COMMUNITIES, NEIGHBORHOODS, & LANDSCAPES & THE AREA'S NATURAL, CULTURAL HERITAGE, & RECREATIONAL ASSETS THAT FOSTER SOCIAL, ECONOMIC, & PUBLIC HEALTH

VALUING COMMUNITY ASSETS: KEY OBSERVATIONS

- The Grand Lake community actively provides year-round social opportunities for visitors and residents such as festivals, music events, lectures, and celebrations.
- RMNP provides year-round ranger-led programs in the park and supports community-building efforts.
- The arts, culture, and history are observed as important characteristics of Grand Lakes that several community organizations work to support and expand.
- The Trail River Ranch is a new community, as well as national, asset that is expanding nature-based programming for kids and adults, located in RMNP.
- Due to lack of enrollment, the Grand Lake Elementary School was forced to close.
- Trends in Grand Lake demonstrate an aging year-round population that may need specialized public services.

Investments in multimodal transportation improvements, downtown economic development, and enhanced partnerships with surrounding public land managers will create physical connections between downtown areas and recreational activities for all ages and ability, making it easier for people to get where they need to go and get exercise while doing it!

Getting people outside and connected to nature not only has public health benefits, but can also instill mental and emotional connections to the land that can strengthen community spirit by valuing the community and surrounding landscapes. In recent decades, special attention has been paid to how children are experiencing nature—or the lack thereof. “Nature deficit disorder,” a term coined by Richard Louv in *Last Child in the Woods*, an unfortunate consequence of the sharp decrease in time children spend outdoors, is leading to health and behavioral problems. In March 2014, Secretary of the Interior Sally Jewell issued a Secretarial Order to significantly expand recreational, educational, volunteer and career opportunities for

millions of youth on the nation's public lands; among the objectives is to "develop or enhance outdoor recreation partnerships in a total of 50 cities over the next four years to create new, systemic opportunities for outdoor play for more than 10 million young people."

(<http://www.doi.gov/news/upload/Youth-S-O.pdf>)

The unique aspects of Grand Lake—the natural vistas, charming downtown, history, and culture—need to be recognized and valued not just by the adults living and working in Grand Lake but by visitors and youth as well. By fostering connections to the land, history, and culture and building a strong sense of community, these unique aspects will become mainstays of civic pride and stewardship for generations to come.

This section provides priority recommendations for fostering community connections to nature and history, engaging youth, and supporting an aging population.

FOSTERING COMMUNITY CONNECTIONS TO PUBLIC LANDS, HISTORY, & HERITAGE

During the Livability Assessment visit, stakeholders demonstrated a sense of pride and spirit in their connection with the surrounding natural landscape but expressed concerns that some people—especially children—are not making the same connections with the community, natural landscapes, and cultural heritage. Mayor Judy Burke cited a recent survey that indicated less than 50 percent of the county's youth had ever done anything more than drive through the RMNP. She further noted the need for young people to understand and value the park in order to be good stewards in the future. Recommendations to facilitate community connections to the surrounding natural environment and rich cultural history follow.

Recommendations:

- The town, RMNP, the Rocky Mountain Conservancy (RMC), and other community groups (such as the Arts Council, Historical Society, Rocky Mountain Repertory Theater, and Chamber of Commerce) should assess the current programming offered in the western gateway and discuss opportunities to improve awareness or expand programs into Grand Lake and western areas of the park.
- RMNP should explore opportunities to expand use of Kawuneeche Visitor Center Auditorium to include arts and history events. The

FOSTERING CONNECTIONS: Silverado Film Festival

Silverado, California, is an official community partner of the Newport Beach Film Festival, a weekend series of outdoor and indoor screenings of independent films in the historic mining town. Despite being just 15 minutes from suburbia, millions of Orange County residents have never stepped foot in Silverado or its neighboring canyons. This festival is meant to attract visitors under positive circumstances in an effort to inspire stewardship, appreciation, and preservation (<http://www.santaanamountains.org/silveradofilmfest.html>).

Kawuneeche Visitor Center is equipped with an auditorium with audiovisual capabilities and serves as a resource to hold events related to wildlife and conservation for the enjoyment of community and visitors. Examples of possible events include film festivals and competitions, film screenings, prominent lecturers or speakers, photography and art displays, and book readings.

- Arts-related festivals and competitions are a great way to engage the community and visitors with a unique experience in Grand Lake. Avenues worth exploring include informal competitions (such as a wildlife drawing competition for children or an amateur photography competition on display in local restaurants) or formal, larger national networks of festivals and competitions (such as competitive film or theater festivals) that highlight specific genres or themes, such as nature, wildlife, or rural communities.



© Rocky Mountain Outfitters

Foster locally-made, value-added products such as these handmade nets from Grand Lake's Rocky Mountain Outfitters.

- The town of Grand Lake should consider fostering and branding artisan and value-added products. The town and RMNP can build on the experiential aspect of visiting the area by offering locally grown and crafted products in shops and restaurants, especially the RMNP gift shops, Grand Lake Lodge gift shop, and shops on the Main street where visitors often look for souvenirs that reflect the authentic natural, cultural, and historic heritage of the area.
- The town should partner with businesses, corporations, clubs and other nontraditional arts participants to sponsor events or lend space (such as restaurant walls or vacant storefronts) for exhibits. Engaging new or nontraditional partners, such as the Grand Lake Yacht Club, in community art events may lead to future opportunities to leverage resources and educate residents and visitors about livability.

- Think about sporting events that connect the community and the park. Shepherdstown, West Virginia, for example launched its Freedom's Run to both improve the public health (encourage physical activity in the community) and connect the community to the public lands that define the region. Races that include a marathon, half marathon, 10K, 5K, and kids' fun run allow a variety of people to participate while experiencing the wonder of Harpers' Ferry, the Antietam Battlefield, the C&O Canal, and the Appalachian Trail (<http://www.freedomsrun.org/>).

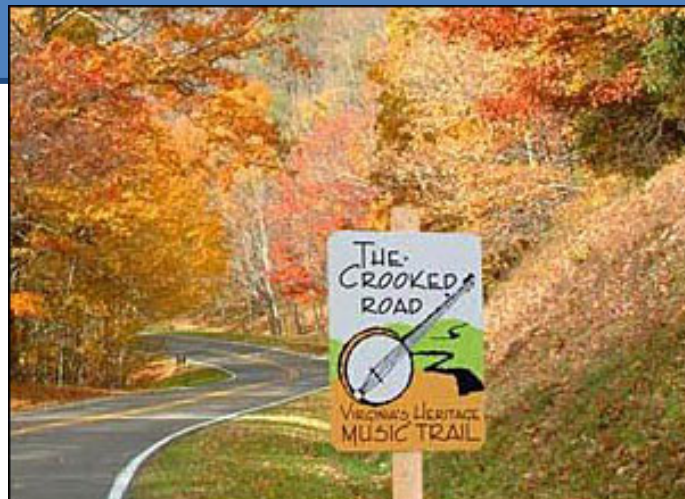
- Grand Lake has many cultural and historical stories to tell, from Native American tribes, mining prospectors, and the recreational use of the lake. The town should consider arts and/or heritage trails. (A heritage trail is generally defined as a network of cultural, heritage, and natural resources that collectively create an identity and share a region's stories with visitors.) The town can choose the type of heritage trail that will best accommodate its budget and priorities, whether a basic trail with map and website or a full-service trail that includes wayfinding signage, visitor centers, and special events or guided tours. At each level of complexity, organizers may develop criteria for selecting sites to include on a trail.

COMMUNITY CONNECTIONS CASE STUDY: The Crooked Road: Virginia's Music Heritage Trail

The Crooked Road: Virginia's Music Heritage Trail began as an idea in January 2003. The idea was to generate tourism and economic development in the Appalachian region of Southwestern Virginia by focusing on the region's unique musical heritage. Response to the concept from communities, musicians, music venues, and tourism organizations was positive and immediate. As a result of this enthusiasm, "The Crooked Road" now includes ten counties, three cities, ten towns, five regional planning districts, four state agencies, two tourism organizations, and a large number of music venues. A steering committee representing these entities meets on a monthly basis to make decisions and implement policy.

The Commonwealth of Virginia has given official recognition to "The Crooked Road" Highway signage identifying the more than 300-mile route as it winds through the scenic terrain of the region. Although the trail is focused on the uniqueness and vitality of this region's heritage music, it also includes outdoor recreational activities, museums, crafts, and historic and cultural programs. Efforts to develop and promote "The Crooked Road" include production of a travel guide, website, and CD for trail visitors; production of audio CDs featuring musicians from the area; and highway pull-offs with radio transmitters and additional written information along the trail route.

(www.thecrookedroad.org)



- As mentioned in the 2013 Downtown Assessment and the Transportation Section of this report, the town, forest, and park should improve wayfinding and access from Grand Lake to nearby trailheads. In particular, the paths to Tonahutu, North Inlet, and other trailheads should be clearly marked within town. Doing so will build awareness and physical connections to natural resource outlets for the benefit of visitors and residents alike.
- As the town moves forward with priority livability projects, the residents will be a key resource for support and implementation. The town should engage primary and second homeowners in livability initiatives and related efforts by keeping residents informed of progress, inviting them to celebrate successes, and including them as volunteers. These awareness-building engagement opportunities help residents to contribute to the legacy of Grand Lake, build upon the vision, and shape its future. The town should also consider a series of legacy projects (such as trails, building restoration, waterfront revitalization, etc.) that invite the community to donate money and/or sweat equity into trails, wayfinding, and other projects that leave a long-term physical mark in the community. As just one of countless examples where this has been done, Hudson, Ohio, raised money for a centennial walkway and garden on its village green through sales of bricks that were engraved with a brief message in honor or memory of a loved one or with an image of the town's iconic clock tower.



SUPPORT FOR TRAIL RIVER RANCH

Place-based service learning is an effective way to involve schools, students, and community members as active citizens of the community and stewards of public land resources. Place-based learning integrates civic engagement and service learning to create an experience for students of all ages to explore and experience the unique context of the community in a broader framework. Place-based learning projects develop a sense of community pride, teach skills that help students become active leaders in their communities, and provide an understanding of stewardship for natural and cultural resources.

Trail River Ranch, set in the park on the banks of the confluence of three tributaries merging as the headwaters of the Colorado River, provides the perfect setting for a unique outdoor education center for the western gateway. Rocky Mountain National Park is internationally

“As a gateway community, we need this facility (Trail River Ranch) to have people—especially youth—understand and value the park.”

—Mayor Judy Burke

recognized as a unique ecosystem that for the most part has not been impacted by human development. The park's condition draws researchers from around the world to investigate and monitor resources over time. In recent years, research in the Rocky Mountain Biosphere Reserve and National Park (associated with the Man and Biosphere program) has made important contributions to regional studies on atmospheric pollution, acidic deposition, and climate change. (See <http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/man-and-biosphere-programme/>.) The NPS's Continental Divide Research Learning Center facilitates research and management studies conducted at Rocky Mountain National Park that become essential tools for park managers. And the Rocky Mountain Conservancy supports field seminars, graduate fellowships, and the American Conservation Corps for college students to explore conservation careers by experiencing a summer working in RMNP. The Rocky Mountain Conservancy is now leading the future programming of Trail River Ranch and should look to draw on these and other resources and opportunities to best use this asset to provide education and experiences for the benefit of the local community and nation.

Recommendations:

It is recommended that the Rocky Mountain Conservancy, Friends of Trail River Ranch, the town of Grand Lake, RMNP, and other stakeholders work closely to expand the capacity of the Trail River Ranch. Potential steps to be taken include:

- RMNP and Trail River Ranch should explore a formal partnership agreement and discuss the roles, responsibilities, and level of involvement of each partner in the operation of Trail River Ranch. NPS's handbook *Making Friends* could be used as a resource to help NPS staff and community members create and expand partnerships to help support interpretive, educational, and scientific activities. See the handbook at http://www.nps.gov/partnerships/making_friends_handbook.pdf.

NPS's Interpretive Development Program provides guidance on choosing the right partnership format here. See <http://www.nps.gov/idp/interp/320/choosing.htm>.

- Trail River Ranch hopes to use grant funding to develop a website for marketing its programs and providing educational materials about Trail River Ranch to a wider audience. RMNP, Trail River Ranch, and their partners should pursue a marketing campaign that takes advantage of the new website and social media outlets and incorporates awareness building with state, county, and community leaders, second homeowners, full-time residents, and visitors.
- Trail River Ranch can be a winter destination in the park for residents and visitors to explore, attracting people into the park even when Trail River Road is closed beyond the Trail River Ranch. Trail River Ranch should look for opportunities to work with the Grand Lake Chamber, Grand County Economic Development, and RMNP to integrate shoulder and winter season programming marketed to both residents and visitors.

- The YMCA of the Rockies operates outdoor education and team-building experiences at Snow Mountain Ranch in Winter Park, the only outdoor education facility in the county. The YMCA could be a potential partner for Trail River Ranch to expand the curriculum and activities into RMNP. Trail River Ranch and its partners should discuss potential place-based and environmental education needs and opportunities with the YMCA, as well as with local, county, and state school systems and boards of education. Trail River Ranch should also explore potential opportunities with underserved populations in the region and Denver-Metro area.
- Trail River Ranch and its partners should expand opportunities to engage Grand Lake's seasonal resident families as volunteers and initiate fundraising.
- Trail River Ranch and its partners should engage volunteer youth organizations, including Scout troops; VISTA, National Civilian Community Corps, and other AmeriCorps positions and projects; and Rocky Mountain Conservation Corps through the RMC to support restoration projects, interpretive and educational programs, and/or leadership and fundraising.
- Trail River Ranch and its partners should engage RMC and coordinate and publicize programming or conduct joint programming in the west side of RMNP.

CULTIVATE PRIDE AND STEWARDSHIP IN YOUNGER GENERATIONS

Young people are valuable participants in the planning and implementation of programs that affect them. Giving youths the opportunity to shape their community can instill a sense of pride in and stewardship for community and natural resources and can provide valuable life skills. As Grand Lake hopes to return to a “family-oriented” community, it should incorporate younger generations in the initiatives that will shape the community. From community-planning initiatives to local events, organizers should look for opportunities to engage younger generations.

Recommendations:

Secretary Sally Jewell announced that the Department of the Interior will undertake an initiative to inspire millions of young people to play, learn, serve, and work outdoors. To align with those priorities, the Livability Assessment Team recommends that a youth engagement program in Grand Lake should have similar elements:

- Develop year-round experiential cultural and natural programs for children and teens, with specific outreach to seasonal families looking for summer experiences.
- Initiate outreach to school systems and environmental education organizations to develop place-based education opportunities in Grand Lake and the surrounding public lands.

- Develop a list of potential environmental service-learning projects that can be used to engage youth and provide valuable life skills.
- During the assessment visit, it was noted that there was a need to retain youth in the area to sustain a vibrant community, but that there was a lack of opportunities, such as educational events, camps, workshops, internships, etc. With the abundance of natural resources in the area, Grand Lake can capitalize on resource-based job training activities to empower youth and instill stewardship for natural lands. Potential avenues to explore:
 - RMNP should initiate coordination with natural resource managers, environmental organizations, colleges, and universities to develop internship and externship opportunities in Grand Lake and surrounding public lands.
 - Engage young people in community planning processes to garner creative input on how to shape the future of Grand Lake. From bikeways and trails to business recruitment, youths provide new perspectives and their participation should be actively pursued.
 - Develop a coordinated effort with volunteer coordinators at RMNP, RMNA, Trail River Ranch, and other entities to identify areas of overlap and leverage to engage young people.

“For the health of our economy and our public lands, it’s critical that we work now to establish meaningful and deep connections between young people—from every background and every community—and the great outdoors.”

—Sally Jewell, Secretary of the Department of the Interior

SUPPORTING SERVICES FOR PUBLIC HEALTH & AGING POPULATIONS

During the Livability Assessment, stakeholders identified several needs regarding the health and well-being of the community. As people are a valuable asset for every community, the Assessment Team recommends that Grand Lake take heed to evolving trends in demographics—especially an aging population—and provide services to meet the needs and demand of the community.

Many of the needs of an aging population can be addressed by the core livability actions expressed earlier in this assessment. For example, according to the AARP,

- Mixed land use is a key feature of a livable rural community. Studies show that older adults living in compact, walkable communities feel less isolated, so placing residential areas near shopping and other community features is beneficial.

- Walking is the second most popular means of travel among people age 65 and above. As such, facilitating pedestrian-friendly communities can further enhance the effectiveness of transit systems.
- Livable communities include a mixture of housing types, with varying degrees of affordability and accessibility. Successful communities have options for apartments, townhomes, and accessory housing (apartments in or on the property of single-family homes). For more information, see <http://www.aarp.org/livable-communities/learn/transportation-mobility/info-12-2012/transit-role-livable-rural-communities.html>.

Grand Lake can help older residents and visitors enjoy and actively participate in the community by carefully and deliberately considering their needs throughout planning processes. AARP has a dedicated program on Livable Communities for all ages, with special focus on older Americans and helping them sustain a healthy lifestyle in their own community.

Recommendations:

- The town, county, federal land managers, and Northwest Colorado Council of Government should coordinate a working group to explore opportunities to meet demand for expanded transportation services for aging and disabled populations in the Grand Lake area. (See Resources & Case Studies.)
- The town and county should explore feasibility and potential avenues to attract to Grand Lake a pharmacy, grocery store, health clinic, and other community services. (See Resources & Case Studies.) The town should pursue a Complete Streets policy. More on Complete Streets for an aging population is available at <http://www.aarp.org/home-garden/livable-communities/info-08-2009/Planning Complete Streets for an Aging America.html>.

VOLUNTEER DRIVER PROGRAM: Riverside, California's TRIP Program

Riverside County, California's TRIP Program, a volunteer driver program, has become a national model for helping frail individuals living alone or in rural areas get around. As part of Riverside's Independent Living Partnership, TRIP's unique feature is that the person needing the trip finds the ride, but TRIP provides mileage reimbursement to make it easier for the needy person to ask a friend or neighbor for transportation assistance. The driver often provides door-to-door support to the rider. These are low-cost trips, averaging \$6.34 per one-way trip and providing mileage reimbursement of \$0.28 per mile to enrolled participants. TRIP is funded largely by local county sales tax funds, but also Older Americans Act and New Freedom dollars. Last year almost 85,000 trips were provided to almost 500 enrollees.





ADDITIONAL RESOURCES & CASE STUDIES:

- LIVABILITY
- TRANSPORTATION
- HOUSING & LODGING
- ECONOMIC
COMPETITIVENESS
- EXISTING COMMUNITY
& CHARACTER
- LEVERAGING
RESOURCES
- VALUING COMMUNITY
ASSETS

GENERAL LIVABILITY RESOURCES

FUNDING RESOURCES

Federal Resources for Sustainable Rural Communities

(http://www.epa.gov/dced/pdf/federal_resources_rural.pdf)

This is a guide to HUD, DOT, EPA and USDA programs that highlights federal resources for rural communities that can be used to promote economic competitiveness, protect healthy environments, and enhance quality of life.

National Funding Opportunities

(www.epa.gov/smartgrowth/national_funding.htm)

The EPA has developed a guide of national funding and state-specific resources to assist local and state governments, communities, and non-governmental organization who are addressing the varied aspects of smart growth and livability.

LiveWell Colorado

(www.livewellcolorado.org)

LiveWell Colorado is a nonprofit organization committed to reducing obesity in Colorado by promoting healthy and active lifestyles. They provide a list of available grants from wide range of funding sources to achieve healthy living, healthy schools, healthy workplaces, and healthy communities.

REPORTS & PUBLICATIONS

Vibrant Rural Communities Case Studies Series

(www.nado.org/vibrant-rural-communities-case-study-series)

The National Association of Development Organizations Research Foundation developed a series of case studies that highlight how rural regions and small towns across the country are growing local and regional economies and creating stronger communities. The series demonstrates how small towns can leverage a wide range of tools and approaches to build on their assets, protect resources, and make investments that benefit residents and local businesses.

Livability Literature Review: A Synthesis of Current Practice

www.narc.org/wp-content/uploads/Livability-Report-FINAL.pdf

This report prepared by the National Association of Regional Councils examines livability consensus concepts throughout communities and expands on reoccurring themes. The review is designed to help practitioners and policymakers understand how states and localities define, plan, and implement livability.

Building Livable Communities: Sustaining Prosperity, Improving Quality of Life, Building a Sense of Community

<http://www.smartgrowth.org/pdf/report2knew.pdf>

This 2000 report describes the challenges of dealing with sprawl and celebrates a “wave of local innovation” as Americans work together to improve quality of life in their communities.

ORGANIZATIONS & TECHNICAL ASSISTANCE

Partners for Livable Communities

www.livable.org

Partners for Livable Communities is a national nonprofit organization working to restore and renew the communities in which we live and work. The organization provides information, leadership, and guidance that help communities help themselves and solve community problems.

TRANSPORTATION RESOURCES & CASE STUDIES

The following funding and technical assistance resources can help communities and public entities meet transportation implementation project needs. Road improvements and alignments, multi-modal improvements, sidewalks and trails, and signage improvement could all be eligible for funding under many of these programs. It is important to engage the local county, state, and federal contacts to successfully navigate transportation funding. Case studies are provided to highlight communities that have implemented (or have begun to implement) rural transit, trail connections, and other types of projects.

ACCESS

Federal Lands Access Program

(<http://flh.fhwa.dot.gov/programs/flap/>)

The Federal Lands Access Program (FLAP) provides funds for work on public highways, roads, bridges, trails, and transit systems that are located on, are adjacent to, or provide access to federal lands. These facilities must be owned or maintained by a state, county, town, township, tribe, municipal, or local government. This program, newly created under Moving Ahead for Progress in the 21st Century (MAP-21), emphasizes projects that provide access to high-use recreation sites or federal economic generators.

The Central Federal Lands Highway Division (CFLHD) works with the states under its jurisdiction to develop each state's Programming Decisions Committee (PDC). The PDC is responsible for prioritizing the slate of projects for each state's Access Program. The PDC establishes project selection criteria and administers calls for projects.

Federal Transportation Alternatives Program

(http://www.fhwa.dot.gov/environment/transportation_alternatives/)

The Transportation Alternatives Program (TAP) combines three previously separate sources of transportation funding through the federal transportation legislation: Transportation Enhancements, the Recreational Trails Program, and Safe Routes to School. TAP is administered by the FHWA but is implemented by states. TAP staff selects programs annually; calls for proposals vary by region. The majority of TAP funding has been focused on areas of high population; a competitive selection process is used for the remaining rural areas. TAP typically requires a 20 percent local match. Contact CDOT and FHWA program staff for more information about project criteria and focused priorities.

CDOT's Responsible Acceleration of Maintenance and Partnerships

(<http://www.coloradodot.info/programs/RAMP>)

The Responsible Acceleration of Maintenance and Partnerships (RAMP) program is CDOT's new program to direct transportation budgets and funding expenditures. Through RAMP, CDOT will fund multiyear projects based on annual expenditures, rather than the full cost of project. Projects can meet a variety of goals; to date, projects have included shoulder improvement, bridge rehabilitation, new wildlife passes, reconstructed interchanges, and multimodal facilities. RAMP has a set of eligibility criteria and an application process and requires a 20 percent local match.

Transportation Investment Generating Economic Recovery (TIGER) Grants

(<http://www.dot.gov/tiger>)

The Transportation Investment Generating Economic Recovery (TIGER) grant program provides U.S. Department of Transportation investments in road, rail, transit, and port projects that promise to achieve critical national objectives. TIGER is a highly competitive process, with tremendous applicant interest, that provides funding for innovative capital projects and planning projects. Each project is multimodal, multijurisdictional, or otherwise challenging to fund through existing programs. The TIGER program employs a rigorous selection process to choose projects with exceptional benefits to make communities more livable and sustainable.

CASE STUDY: Using TIGER Funding to Revitalize Small Town Main Streets in Colorado

The Colorado Department of Local Affairs received a TIGER II Planning Grant and a HUD Community Challenge Grant to help three small communities—Fowler, Monte Vista, and Rifle—pursue a unique joint planning initiative to revitalize their downtowns. The work will include creating construction-ready design drawings for the renovation of historic buildings and planning for development that will increase walkability, transportation choice, and energy efficiency.

CDOT's Colorado Bridge Enterprise (CBE)

(<http://www.coloradodot.info/programs/BridgeEnterprise>)

The Colorado Bridge Enterprise was formed in 2009 as part of the FASTER (Funding Advancement for Surface Transportation and Economic Recovery) legislation. It operates as a government-owned business within CDOT. The Colorado Transportation Commission serves as the CBE Board. The purpose of the CBE is to finance, repair, reconstruct, and replace bridges designated as structurally deficient or functionally obsolete, and rated "poor." In order to accomplish this goal, a bridge safety surcharge ranging from \$13 to \$32 (based on vehicle weight) has been imposed on vehicle registrations. Revenues from the bridge safety surcharge fee are phased in over a three-year period and are estimated to generate approximately \$100 million in annual funding. US 34 Bridge D-13-A over the North Fork of the Colorado River is on

the list for CBE funding, but it is not yet programmed. For more information, contact the access/utility engineer/permits coordinator at CDOT's Region 3 Traffic Office (currently Dan Roussin, 970-683-6284).

People For Bikes

(<http://www.peopleforbikes.org/>)

Formerly Bikes Belong Coalition, People for Bikes provides funding for important and influential projects that leverage federal funding and build momentum for bicycling in communities across the United States. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives.

CONNECTIONS

FHWA Recreational Trails Program

(http://www.fhwa.dot.gov/environment/recreational_trails/overview/)

The Recreational Trails Program (RTP) is an assistance program of the FHWA. The RTP provides funds to the States to develop and maintain recreational trails and trail-related facilities for motorized and non-motorized recreational trail uses.

The state trails program manager can help navigate the FHWA RTP (currently Tom Morrissey at 303-866-3203 x4335 or thomas.morrissey@state.co.us).

Colorado Parks & Wildlife OHV Grant Program

(<http://www.parks.state.co.us/OHVsandSnowmobiles/OHVProgram/Grants/Pages/Grants.aspx>)

OHV Grants are available for projects related to recreational use of off-highway vehicles (OHVs) on lands open to the public. OHVs include trail motorcycles, all-terrain vehicles, and four-wheel drive vehicles.

Colorado Parks & Wildlife Snowmobile Grant Program

(<http://parks.state.co.us/OHVsandSnowmobiles/SnowmobileProgram/Grants/Pages/SnowmobileGrants.aspx>)

Colorado Snowmobile Capital Grants Program allocates funding to purchase new groomers, repair existing groomers, make trailhead improvements, build permanent groomer and maintenance facilities, and purchase signs and trail marking materials.

WAYFINDING

Wayshowing for Byways

(www.bywaysresourcecenter.org/topics/visitor-experience/wayshowing)

This reference manual from the America's Byways Resource Center reveals new insights to the process of showing travelers how to experience a route and provides methods for improving the navigational element of the visitor experience. A culmination of more than two years of research, development, and testing, the manual addresses the concerns of a different audience in each chapter.

Colorado Scenic Byways

(<http://www.coloradodot.info/travel/scenic-byways>)

Colorado has 25 scenic and historic byways, 11 of which are nationally designated and two of which connect at Grand Lake. For more information, contact the Colorado Scenic Byways Coordinator (currently Lenore C. Bates at Lenore.bates@state.co.us or 303-757-9786).

Colorado Scenic and Historic Byways 25th Anniversary

(<http://www.coloradodot.info/travel/scenic-byways/25thanniversary.html>)

In March 2014, the Colorado Scenic and Historic Byways Commission celebrated its 25th anniversary. The Commission provides public relations assistance to rededicate these important roads and increase awareness and visitation. Grand Lake has two scenic byways to celebrate. The Colorado River Headwaters, an 80-mile stretch between Grand Lake and State Bridge, was designated a Colorado Scenic Byway in 2005, and Trail Ridge Road in Rocky Mountain National Park is nationally designated as an All-American Road and one of eleven America's Byways in Colorado.

TRANSIT

Federal Transit Administration (FTA)

(http://www.fta.dot.gov/13747_11003.html)

The FTA provides financial assistance to states, municipalities, transit agencies, and other public entities for provision and delivery of public transportation services, capital investments in transit systems and facilities, and maintenance and repair of public transit systems. FTA supports the Livable Communities Initiative and is committed to improving livability in rural communities through the support of transportation agencies to make public transit investments. Its programs offer unique opportunities for rural communities. For more information contact Colorado Region 3 Grants Coordinator for CDOT Transit and Rail Program (currently Stacy Romero at stacy.romero@state.co.us or 303-757-9237).

Bus Livability Discretionary Grants

(http://www.fta.dot.gov/grants/13094_3557.html)

The Bus Livability Discretionary Grants program provides unallocated Section 5309 Bus and Bus Facilities money to projects that fulfill the six livability principles of the Partnership for Sustainable Communities. The goal of the program is to invest in projects that increase transportation options, provide access to jobs and affordable housing, encourage economic development, and improve accessibility to transportation for the public. The program funds capital expenses for projects ranging from intermodal facilities to sustainably oriented buses, to bicycle infrastructure and more.

Enhanced Mobility of Seniors and Individuals with Disabilities

(http://www.fta.dot.gov/grants/13093_3556.html)

This program provides formula funding to states for the purpose of assisting private nonprofit groups in meeting the transportation needs of the elderly and persons with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs. Funds are apportioned based on each State's share of population for these groups of people.

Rural Areas Formula Program

(http://www.fta.dot.gov/grants/13093_3555.html)

This program provides funding to states for the purpose of supporting public transportation in rural areas with population of less than 50,000.

Job Access and Reverse Commute Program

(http://www.fta.dot.gov/grants/13093_3550.html)

This program addresses transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment.

New Freedom Program

(http://www.fta.dot.gov/grants/13093_3549.html)

This program provides additional tools to overcome existing barriers facing Americans with disabilities seeking integration into the work force and society.

Rural Transit Assistance Program

(<http://www.coloradotransit.com/Home.aspx>)

This program provides training, technical assistance, research, and related support services in rural areas. Colorado RTAP program is administered by the Colorado Association of Transit Agencies and funded by the FTA and CDOT.

Intercity Bus Program

(http://www.fta.dot.gov/legislation_law/12349_6519.html)

The Intercity Bus Program under FTA's nonurbanized area formula grant program supports the connection between nonurbanized areas and larger regional or national system of intercity bus service. The program provides critical transit access to residents in nonurbanized areas to employment, health, educational, and other important services and opportunities.

Major Capital Investments (New Starts/Small Starts)

(http://www.fta.dot.gov/12304_3559.html)

These discretionary programs are the federal government's primary financial resource for supporting the planning, development and construction of major transit capital projects.

CASE STUDIES: Examples of Innovative Transit Programs

Across the country, many communities are developing innovative programs to meet transit needs of their residents, workers, and visitors. The following are examples of programs that operate to meet demand and overcome financing barriers where traditional transit programs were unable to be implemented.

Utilize Existing Community Assets: School Buses and Other Fleet Vehicles

Market Ride, Brooklyn, New York:

Market Ride uses school buses during off hours to take seniors from senior centers to supermarkets and farmers' markets that have a greater array of fruits and vegetables than smaller neighborhood stores. School buses are also used to take senior-center members to recreational facilities, museums, Broadway shows, and a host of other venues. Market Ride began as a pilot program in Brooklyn in the 2008–2009 school year and is now available to senior centers in all five boroughs. Since October 2012, 13 senior centers and 3 "naturally occurring retirement communities" have requested buses to transport seniors to markets; 52 trips have allowed 1,333 seniors to participate in this service. For more information about Age-Friendly NYC Initiatives, see <http://www.nyam.org/agefriendlynyc/index.html>.

Innovative Ride Share Programs

Dynamic Ridesharing, Contra Costa Transportation Authority, Sonoma County Transportation Authority, Transportation Authority of Marin

(<http://www.ccta.net/EN/main/transit/314/rtr.html>)

Contra Costa, Marin, and Sonoma counties in California are initiating a pilot program to offer a new form of carpooling they call "dynamic ridesharing." Carpooling has declined rapidly since

1980 due to workers' increasingly variable work schedules, which are incompatible with the fixed plans required for traditional carpooling. Dynamic ridesharing (also called real-time ridesharing) addresses this problem by using technology to match drivers and riders right before their trips. Today's population has widely adopted smartphones and the accompanying Web applications. This pilot program is aimed to combine financial incentives, automobile drivers, and technology to develop a "real-time" carpooling experience that conveniently matches riders and drivers. Each county also has identified specific affinity groups for targeted marketing and recruitment. They include current carpoolers, homeowner's associations, isolated business districts, colleges, senior citizens, low-income communities, and medical institutions.

"Slug-Line" or Casual Carpooling Incentive Programs

"Slugging" is a term used to describe a unique form of commuting in the Washington D.C. and northern Virginia areas. Slugging began when single-occupant drivers who wanted to take advantage of lanes or roads that require a minimum of two- or three-persons per vehicle (HOV lanes) during rush hour would drive to a bus stop and offer a seat to a transit user. "Slugging" has popped up throughout the country, mostly in urban areas but also in areas of high traffic and common destinations, such as airports. There may be transferrable options for Grand Lake and surrounding towns with the right incentive.

Subsidized "On-Call" Taxi and Volunteer Driver Voucher Systems

[\(http://www.acb.org/nebraska/transportation/\)](http://www.acb.org/nebraska/transportation/)

Many rural communities have initiated on-call and voucher systems to support public transit, especially for off-peak hour access to services. These programs act as membership programs in which community members demonstrate need through a membership application to receive discounted vouchers and coupons for ride services. Areas work with taxicab services (if present) or develop volunteer driver networks to provide door-to-door services. Volunteers can be tapped through advertisements with an understanding that there is reimbursement for every vehicle mile driven. Additionally, partnerships can be formed with churches and other charitable organizations that are already providing rider service.

ITNAmerica

[\(http://itnamerica.org/\)](http://itnamerica.org/)

ITNAmerica works with "organizations and individuals to help develop dignified and sustainable transportation in communities across the country." It provides assistance in developing local ITN (Independent Transportation Network) affiliates and building a volunteer network of drivers and membership of riders.

Flexible (route deviation) Transit Service

Arrowhead Transit, Virginia, Minnesota

(<http://arrowheadtransit.com/>)

Based in Virginia, Minnesota, and serving a seven-county area in northeastern Minnesota, Arrowhead Transit is a rural, 5311-funded (Federal Transit Administration's Rural Areas Formula Program), public transportation service that is provided by the Arrowhead Economic Opportunity Agency. Most of the counties are rural, with populations ranging from 5,198 to 43,992 and with densities of fewer than 10 people per square mile in four of the counties. One of the innovative policies is their flexible transit service that is available to the general public and provides both local and intercity service. Reservations are taken one or more days in advance, although the service can accommodate same-day reservations if possible. For ambulatory customers, the service will deviate from its scheduled route anywhere along the route up to one half-mile. In contrast, the service will deviate from the scheduled route up to 10 miles if the customer uses a wheelchair. The fare system is roughly based on length of trip, with fares ranging from \$1.10 for local service to \$2.00 for a 20-mile trip. There is no additional charge for a deviation. About 40 to 50 percent of the deviations are standing orders.

FEDERAL LANDS TRANSPORTATION ASSISTANCE

Federal Highway Administration's Federal Lands Transportation Program and the Federal Lands Access Program

The former Paul S. Sarbanes Transit in Parks Program, which was established in 2006, addressed the challenge of increasing vehicle congestion in and around our national parks and other federal lands. The Transit in the Parks program was repealed by Congress under MAP-21; however, alternative transportation projects formerly eligible under Transit in the Parks are now eligible under the FHWA's Federal Lands Transportation Program and FLAP. Alternative transportation includes transportation by bus, rail, or any other publicly available means of transportation and includes sightseeing service. It also includes nonmotorized transportation systems such as pedestrian and bicycle trails. Operating costs, such as fuel and drivers' salaries, are not eligible expenses.

National Park Service Alternative Transportation in Parks and Public Lands Program (ATPPL)

(<http://www.nps.gov/transportation/index.html>)

The Alternative Transportation in Parks and Public Lands Program, established in 2005, funds capital and planning expenses for alternative transportation systems in national parks and other public lands in order to address problems such as traffic congestion and limited parking in environmentally sensitive areas. Providing alternative transportation options (including shuttle buses, traveler information systems, and bicycle and pedestrian facilities) allows visitors to

national parks to focus on enjoying the park experience without worrying about traffic jams or insufficient parking.

Transportation Research Board's Committee on Transportation Needs in National Parks and Public Lands

(<http://www.trb.org/ADA40/ADA40.aspx>)

This committee provides research, publications, research and other resources pertaining to the role of transportation in providing access to and mobility within national parks and other public lands.

NPS Transportation Innovative Finance Options

(http://www.nps.gov/transportation/pdfs/NPS_Innovative_Finance.pdf)

This paper provides a summary of innovative transportation finance techniques, such as grant management tools, infrastructure bank, tolling/value pricing, public-private partnerships, and value capture/tax increment financing and discusses their applicability to the National Park Service.

CASE STUDIES: National Park Service Transit Programs

Yosemite National Parks: One of the first park shuttles employed, Yosemite National Park's free system includes service in Yosemite Valley as well as to outlying areas such as Wawona and the Mariposa Grove of Giant Sequoias and Tuolumne Meadows. For a fee, separate bus service and tours are available to Glacier Point, various trailheads on the Tioga Road, and neighboring communities.

Grand Canyon National Park: Grand Canyon National Park operates a free shuttle system with five separate routes on the South Rim. The routes interconnect, but do not overlap, and all buses are equipped with bicycle racks, making it possible for visitors to bike one way and ride the shuttle the other—a potential draw for visitors looking to experience Trail Ridge Road in RMNP on their own bikes. The Tusayan Route provides "park & ride" shuttle bus service between the gateway community of Tusayan, seven miles south of the South Rim Village, and the park.

Zion National Park: The Zion National Park free shuttle services the gateway community of Springdale with a loop of six stop locations and connects to the Zion Canyon Shuttle loop that services eight locations in the park at the Zion Visitor Center.

Denali National Park: Denali National Park provides a creative combination of free and for-fee bus services. A free shuttle services the entrance areas of the park and a fee service allows passengers to reserve a seat on the concessioner-operated shuttles that serve destinations along the entire 91-mile length of park road, the only way to reach the interior of the park

during most of the year. For an additional fee, an interpretive tour bus will provide a more formal narrated experience during the trip.

Glacier National Park: Glacier National Park's free shuttle connects the east and west sides of the park along the Going-to-the-Sun Road. This free service began in 2007 as a way to reduce traffic on this iconic scenic highway during a multi-year rehabilitation project.

Presidential Initiative on Travel and Tourism

In 2012, President Obama called for a national strategy to make the United States the world's top travel and tourism destination, as part of a comprehensive effort to spur job creation. Between 2010 and 2016, the number of travelers from emerging economies with growing middle classes—such as China, Brazil, and India—is projected to grow by 135 percent, 274 percent, and 50 percent respectively. The Secretary of Commerce is coleading an interagency task force to develop recommendations for a National Travel & Tourism Strategy to promote domestic and international travel opportunities throughout the United States, thereby creating tourism-related jobs. This Task Force coordinates with the Corporation for Travel Promotion (currently doing business as BrandUSA, a non-profit corporation established by Congress through the Travel Promotion Act of 2009) to promote travel to the United States, and the Tourism Policy Council to ensure private sector participation and cross-agency coordination. See <http://www.whitehouse.gov/the-press-office/2012/01/19/we-can-t-wait-president-obama-takes-actions-increase-travel-and-tourism>.

MULTIPLE MODES

FHWA Bicycle & Pedestrian Program

The Bicycle & Pedestrian Program of the Federal Highway Administration's Office of Human Environment promotes bicycle and pedestrian transportation use, safety, and accessibility. For more information, visit http://www.fhwa.dot.gov/environment/bicycle_pedestrian.

Definitions for related programs/amenities include:

- Bicycle facilities: shared roadways, signed shared roadways, bike lanes, and shared-use paths. Providing adequate bike facilities that are clearly marked can mean easier, safer and more frequent trips made by bicyclists.
- Bike shops and rental outfitters: These are important amenities for the traveling cyclist and resident users. Bicycle retailers provide goods and services associated with bicycling, serve as information resources about bicycling for visitors and new riders, and often attract bikers to and cultivate biking enthusiasm in communities.
- Bike parking and bicycle racks: Having bike racks or other ways to park bicycles is a simple and inexpensive way to make an area more accessible for bikers. Knowing that there is a secure place to leave their bicycle allows bikers to shop, eat, and enjoy the downtown area.

- **Bike hostels:** These can take many shapes and forms, from the formal to the informal, all providing the necessary amenities for long-distance travelers and bicyclists on a budget.

National Bicycle and Pedestrian Documentation Project

(<http://bikepeddocumentation.org/>)

The National Bicycle and Pedestrian Documentation Project (NBPD) is collaboration between Alta Planning + Design and the Institute of Transportation Engineers Pedestrian and Bicycle Council to provide information on forecasting and counting, how counts influence bike/pedestrian programs, and adjustment factors to help extrapolate counts to annual figures.

CDOT's Bicycle and Pedestrian Program

(<http://www.coloradodot.info/programs/bikeped>)

CDOT is developing its first statewide bicycle and pedestrian plan. The intent of this plan is to provide planning level direction and guidance for a unified approach to improving bicycling and walking in Colorado. The plan has developed criteria and a process for determining how the state will best spend its limited resources for bicycle and pedestrian projects that meet the plan's statewide goals. Candidate projects should identify program costs and any identified benefits as they meet the criteria for advancement of bicycling and pedestrian facilities in Colorado.

Colorado Trail Grant:

(<http://www.parks.state.co.us/Trails/Grants/Pages/Grants.aspx>)

The Colorado State Recreational Trails Grant Program funds projects for large recreational trail grants, small recreational trail grants, trail planning, and trail support grants.

The Land and Water Conservation Fund (LWCF)

(<http://www.nps.gov/ncrc/programs/lwcf/index.html>)

The LWCF program provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities (as well as funding for shared federal land acquisition and conservation strategies).

The Gates Family Foundation

(<http://www.gatesfamilyfoundation.org/>)

The Gates Family Foundation's Recreation Parks and Conservation Grants seek to promote self-sufficiency, excellence, and innovation in education, healthy lifestyles, community enrichment, connection to natural and stewardship of the state's natural inheritance.

Great Outdoors Colorado (GOCO)

(<http://www.goco.org>)

GOCO's Local Parks and Outdoor Recreation Grants assist local governments in acquiring, expanding, enhancing and improving parks, outdoor recreation and environmental education facilities.

PUBLIC SAFETY

CDOT's Transportation Safety Grants

(<http://www.coloradodot.info/business/grants/safetygrants>)

The CDOT Office of Transportation Safety offers grants to agencies, organization, and tribal governments within the State to support programs, projects, services, and strategies that are intended to reduce the number of deaths and serious injuries resulting from traffic crashes on Colorado roads.

CASE STUDY: Improving Safety in Isanti County, Minnesota

The Isanti County Safe Cab program is a collaborative effort between the East Central Regional Development Commission, local bars, and community groups to provide safe and affordable alternatives to drinking and driving. The service works by providing cab services to bar patrons who have had too much to drink. The costs are split between the partners. The program has been successful and is in great demand, from 2007-2008 requests from bars and restaurants rose 33 percent, and Isanti was the only county in Minnesota to report a decline in DUI arrests. The program has become a national model on how to lower DUI arrests and prevent deaths and injuries in a cost-effective way. See <http://www.minnesotatzd.org/topics/impaired/saferide/examples/isanti/>.

USDA Rural Development Community Facilities Direct Loans

(http://www.rurdev.usda.gov/HAD-CF_Direct_Loans.html)

Rural communities can receive loan funds to construct, enlarge, or improve community facilities for health care, public safety, and public services. This can include costs to acquire land needed for a facility, pay necessary professional fees, and purchase equipment required for its operation.

OTHERS

Metropolitan and Rural Transportation Planning: Case Studies and Checklists for Regional Collaboration

(<http://www.nado.org/wp-content/uploads/2011/08/rpompo.pdf>)

The National Association of Development Organizations (NADO) Research Foundation and Association of Metropolitan Planning Organizations (AMPO), with funding support from the Federal Highway Administration (FHWA), developed the following guide to facilitate improved collaboration, communication, and partnerships among the nation's metropolitan planning organizations, rural transportation planning organizations, state departments of transportation and other entities.

HOUSING AND LODGING RESOURCES & CASE STUDIES

US DEPARTMENT OF HOUSING & URBAN DEVELOPMENT RESOURCES

Sustainable Communities Regional Planning Grants

(http://portal.hud.gov/hudportal/HUD?src=/program_offices/sustainable_housing_communities/sustainable_communities_regional_planning_grants)

This program provides grants to help improve regional planning efforts that integrate housing and transportation decisions, and increase state, regional, and local capacity to incorporate livability, sustainability, and social equity values into land use plans and zoning.

Community Challenge Grants

(http://portal.hud.gov/hudportal/HUD?src=/program_offices/sustainable_housing_communities/HUD-DOT_Community_Challenge_Grants)

This program provides grants to enable communities in fostering reform and reducing barriers to achieving affordable, economically vital, and sustainable communities. Such efforts may include amending or replacing local master plans, zoning codes, and building codes. This program also supports the development of affordable housing through the development and adoption of inclusionary zoning ordinances and other activities such as acquisition of land for affordable housing projects.

Capacity Building for Sustainable Communities

(http://portal.hud.gov/hudportal/HUD?src=/program_offices/sustainable_housing_communities/capacity-building)

This program, jointly funded by HUD and EPA, will identify intermediaries to provide additional assistance to the recipients of the two grant programs above.

Housing Choice and Project-Based Vouchers

(<http://www.hud.gov/offices/pih/programs/hcv/about/index.cfm>)

Housing Choice and Project-Based Voucher Programs provide rental subsidy funding to local public housing agencies for units that are chosen by the tenant in the private market (Housing Choice Vouchers) or for use in specific developments or units (Project-Based Vouchers). Housing Choice Vouchers allow tenants more flexibility in deciding the location of their residence, giving them more of an opportunity to live closer to work, family, amenities, or services.

HOME Investment Partnership

(<http://www.hud.gov/offices/cpd/affordablehousing/programs/home>)

The HOME Program provides formula funding directly to larger cities and counties, to consortia of local governments, and to state governments. The HOME program is designed to create affordable housing for low-income households and can take the form of direct assistance or loan guarantees. Funds can be used for most kinds of housing development, including acquisition and rehabilitation in the creation of low-income housing. Additionally, HOME program funds can be used for homebuyer assistance and for tenant-based rental assistance.

Green Refinance Program Plus

(http://portal.hud.gov/hudportal/HUD?src=/press/press_releases_media_advisories/2011/HUDNO.11-106)

Green Refinance Plus is an enhancement of the Fannie Mae/FHA Risk-Share program, which provides funding for the refinance, preservation, and energy-efficient retrofits of older affordable multifamily housing properties, including those that are currently in Fannie Mae's or FHA's portfolio. This program allows for lower debt service coverage and higher loan-to-value ratios, to generate extra loan proceeds for property rehab and energy-efficient retrofits.

Mortgage Insurance for Rental Housing

(<http://www.hud.gov/offices/hsg/mfh/progdesc/renturbanhsg220.cfm>)

Several FHA mortgage insurance programs can be used to facilitate the new construction and substantial rehabilitation of multifamily rental projects. Some FHA programs can be used to refinance and acquire existing multifamily projects not requiring substantial rehabilitation.

US DEPARTMENT OF AGRICULTURE RESOURCES

USDA Housing and Community Assistance Program

(http://www.rurdev.usda.gov/LP_Subject_HousingAndCommunityAssistance.html)

USDA's Housing and Community Assistance Programs provide loans and grants to rural communities and individuals for housing and community facilities including buying, repairing, energy efficiency, and rural rental housing.

COLORADO DEPARTMENT OF LOCAL AFFAIRS

Division of Housing

(<http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251590375290>)

The Housing Development team works with communities and housing organizations to evaluate affordable housing development options. Development Specialists review funding applications for feasibility, compliance with appropriate regulations, and adherence to DOH goals and program guidelines. For more information contact the housing development specialist for Grand County (currently Denise Selders, 970-679-4502, denise.selders@state.co.us).

Contact Colorado's Department of Local Affairs Division of Housing for information on grants, technical assistance, and financing strategies related to housing and energy efficiency.

AFFORDABLE HOUSING & SUSTAINABLE DEVELOPMENT

Affordable Housing: A Guide for Local Officials

(<http://www.colorado.gov/cs/>)

In 2007, Colorado Department of Local Affairs Division of Housing developed a guide designed to provide information to engage in planning and deliberating various potential actions.

Colorado Housing and Finance Authority, *Quick Guide to Affordable Housing Development*

(www.chfainfo.com/documents/rf_developer_guide.doc)

This guide is designed for individuals or groups who have little or no experience with affordable housing. This information is intended to give one a general overview of the process and programs.

Urban Land Institute, *Ten Principles for Developing Affordable Housing*

(http://www.uli.org/wp-content/uploads/2012/07/TP_AffordableHousing.ashx_.pdf)

This publication summarizes the knowledge and experience of experts in the affordable housing industry and ways to encourage the development of more affordable housing choices as part of localities' efforts to achieve balanced, healthy, and sustainable communities.

Affordable Housing Design Advisor

(www.designadvisor.org)

The Affordable Housing Design Advisor brings together experience and ideas from successful affordable housing projects all over the country, and the people who developed, designed and built them. To accompany the Affordable Housing Design Advisor, a design-focused workbook was developed as a tool to help communities meet affordable housing design goals. See <http://huduser.org/Publications/PDF/finalall.pdf>.

National Association of Realtors (NAR) Smart Growth Grants

(<http://www.realtoractioncenter.com/for-associations/smartgrowth/smart-growth-action-grants.html>)

NAR's Smart Growth Action Grants support a wide range of land-use related activities with the primary goal of supporting more sustainable development through involvement of realtors.

Enterprise Affordable Housing Design Grant

(<http://www.enterprisecommunity.com/solutions-and-innovation/design-leadership/design-grant#sthash.cHT9nR2j.dpuf>)

Enterprise's Pre-Development Design Grant provides funding for design exploration during the early stages of affordable housing development. Carrying the project from inception to the beginning of schematic design, these grants enable development teams to define project goals, identify challenges and explore multiple design solutions.

CASE STUDY: Benedict Commons, Aspen, Colorado

Benedict Commons creates an affordable housing option in high-cost Aspen, Colorado. The community is designed for residents earning approximately \$17,000 to \$38,000 per year. In Aspen, a resort community, the average home price is over \$1.75 million. Most workers cannot afford to live in the city, so many commute long distances to work.

Through a partnership between the city of Aspen and developer Curtis/Affordable Housing Development Corporation, Benedict Commons provides housing within Aspen for local workers. Studio and one-bedroom units originally sold for \$57,000 to \$130,000. The units are deed restricted and must be sold to people making less than a specified income. In addition, the resale price of the units can only rise at the rate of the consumer price index. This keeps the housing affordable over time while allowing owners a return on their investment.

To make Benedict Commons fit within the context of the existing neighborhood, the multifamily building was designed to look like a collection of individual dwellings that reflect Aspen's history and style. Each unit has a private, outside entrance and a roof deck, garden space, or small entry deck. The apartments are built above an underground parking garage and around a central, sunlit courtyard with mountain views. The project's downtown location and proximity to places of work encourage walking; on-site bicycle racks encourage residents to bike rather than drive. The well-executed, compact design allowed a density of 78.4 units per acre on a small infill site.

For more information, see <http://www.epa.gov/dced/case/benedict.htm>.

ECONOMIC COMPETITIVENESS RESOURCES & CASE STUDIES

SUSTAINABLE TOURISM

USDA, *Promoting Tourism in Rural America*

(<http://www.nal.usda.gov/ric/ricpubs/tourism.html>)

Newly revised, *Promoting Tourism in Rural America* covers the major issues in rural tourism including agritourism, cultural/heritage tourism, ecotourism, planning, marketing, economic impact and more.

REGIONAL CONNECTION

CASE STUDY: Marketing & Branding the Yadkin Valley

Located in North Carolina, the Yadkin Valley has implemented a new logo, visitor brochure, website, visitor kiosks, and vehicular signage as part of a comprehensive program to position the valley as a regional tourism destination. This makes it easy to navigate the historical and cultural assets, outdoor and recreation amenities, scenic byways, agritourism, and wineries (www.goyadkinvalley.com).

CASE STUDY: Bear Lake Valley Blueprint—Regional Visioning & Implementation

The Bear Lake Valley Blueprint in rural Utah and Idaho used scenario planning and cost/benefit analyses to clarify priorities and guide local decision making. The regional economy is based mainly on agriculture and tourism. The region focused on a vision for future growth in towns and villages to preserve working lands and open space. The regional plan calls for more compact and infill development, more walkable mixed-use neighborhoods, reduced water demand, and lower road-construction costs. Overall, the scenario estimates \$83 million in lower local infrastructure costs. Regional leaders recognized that integrating regional infrastructure can better align resources and promote the region's competitive advantages. (See NADO Research Foundation, *Regional Approaches to Sustainable Development* (Sept. 2011), www.nado.org/wp-content/uploads/2011/09/NADO-Sustainable-Devt-2011.pdf.)

CASE STUDY: Shenandoah Valley's Mountains 2 Main Streets Passport Program

The Mountains 2 Main Streets Passport Program rewards travelers for shopping, dining, exploring and staying in the Shenandoah Valley. The detailed guide moves travelers through the Shenandoah and the downtowns of neighboring communities. The goal of the program is to connect visitors to surrounding communities and natural resources; to encourage visitors to stay longer; to provide incentives to return; and to encourage Main Street and visitor center exploration. (www.luraypage.com/mountains-2-mainstreets-passport-program.)

USDA Rural Business Opportunity Grants (RBOG)

(http://www.rurdev.usda.gov/BCP_RBOG.html)

The primary objective of the RBOG program is to promote sustainable economic development in rural communities with exceptional needs. Grants are awarded on a competitive basis. Other USDA grants are also available. For more information, visit the USDA Web site at http://www.rurdev.usda.gov/RD_Grants.html.

Northwest Colorado Council of Governments

The Northwest Colorado Council of Governments is a voluntary association of county and municipal governments that work together to leverage resources on various priorities in the 5-county region it represents. For a list of funding and technical assistance opportunities that may meet specific economic development needs of Grand Lake, visit <http://www.nwccog.org/index.php/resources/grant-opportunities/>.

American Independent Business Alliance (AMIBA)

(<http://www.amiba.net/>)

AMIBA is a charitable organization that helps communities start and sustain and Independent Business Alliance.

Economic Development Administration (EDA)

(www.eda.gov)

U.S. Department of Commerce's Economic Development Administration (EDA) plays a critical role in fostering regional economic development efforts in communities across the nation. Programs of particular interest include:

- **Economic Development Assistance Program**
<http://www.grants.gov/web/grants/view-opportunity.html?oppld=248297>
- **Planning and Local Technical Assistance Program**
<http://www.grants.gov/view-opportunity.html?oppld=189193>

Small Business Administration and SBA's Small Business Development Centers

(<http://www.sba.gov/co>)

The U.S. Small Business Administration (SBA) can help potential and existing small business owner start and grow their business. The SBA's Small Business Development Centers further build, sustain, and grow small businesses as well as promote small business development and enhance local economies by creating businesses and fulfilling the SBA mission of creating jobs. See page 10 of Colorado SBA's *Small Business Resource*, at http://www.sba.gov/sites/default/files/files/resourceguide_3104.pdf.

CASE STUDY: Chelsea, Michigan

Chelsea, Michigan, is a small town about fifteen minutes west of Ann Arbor. In the mid-1980s Chelsea's small businesses were moving out, leaving storefronts vacant as the community slowly lost its downtown. To make matters worse, the businesses that closed were retailers that offered useful staples, including a drugstore, a grocer, and a department store. Today, downtown Chelsea thrives as a destination city with a blooming restaurant scene, independent retailers, and events that draw visitors to the city's core. Chelsea has taken advantage of its unique assets to promote growth while retaining historic charm. Read more at http://www.nlc.org/Documents/Find%20City%20Solutions/Research%20Innovation/Economic%20Development/ChelseaReport_Final%204-12-13.pdf.

CASE STUDY: PA Wilds

The Pennsylvania Wilds is a 12½-county region that offers tremendous outdoor experiences on over two million acres of public lands. As traditional industries in rural Pennsylvania have declined, sustainable tourism development has emerged as a way to create jobs, diversify local economies, improve quality of life and inspire stewardship of the region's incredible natural and cultural assets. To learn more about this initiative and its results, watch the video at <http://www.youtube.com/watch?v=OxX3ppxMt6k>.

CASE STUDY: Clarion-Little Toby Creek Trail

This picturesque 18-mile trail meanders through Elk and Jefferson counties, Pennsylvania, along the wild and scenic Clarion River and Little Toby Creek to connect the charming small towns of Ridgway and Brockway. The trail was begun in 1992 and took nine years, \$1.8 million, and thousands of volunteer hours to complete. It is open year round for nonmotorized use (bicycling and walking) and in the winter is an excellent cross-country skiing trail.

Local historian and former regional planner Bob Imhof says the community pushed for the trail's development to provide a place for residents to bike, taking advantage of the existing moderate grade rail beds from the area's historic lumber heritage. Shortly after the trail opened, residents in Ridgway were surprised by the arrival of bike tourists, who were seeking a new riding experience. An existing outfitter quickly added bicycles to its canoe livery, and the trail has become an important draw for people nearby and outside the area. According to the 2007 Clarion River Greenway Plan, visitors to the Clarion River corridor generate \$144 million in revenue annually, with hubs such as Ridgway critical to the local region. Much of the revenue is generated from outside of the corridor, and results in a net gain for the area.

More recently, Brockway was selected by the Centers for Disease Control and Prevention as one of two communities in Pennsylvania to participate in a pilot healthy community program aimed at combating obesity. Rails-to-Trails Conservancy has assisted by working to better integrate the trail into the community and helping to develop a walk-to-school program.

PUBLIC LAND RECREATIONAL USE

Snowmobile Use: For background information on snowmobile use in NPS units and its effects on the environment, see James E. McCarthy. *Snowmobiles: Environmental Standards and Access to National Parks*, CRS Report RL31149.

OHV Use: For background on motorized vehicle use on NPS land, see Laura B. Comay, Carol Hardy Vincent, and Kristina Alexander. *Motorized Recreation on National Park Service Lands*, CRS Report R42955, (Feb. 8, 2013).

FHWA Recreational Trails Program—Conflicts on Multiple Use Trails:

(http://www.fhwa.dot.gov/environment/recreational_trails/publications/conflicts_on_multiple_use_trails/conflicts05.cfm)

The National Recreational Trails Advisory Committee identified trail-user conflicts on multiple-use trails as a major concern that needs resolution. The Committee asked the Federal Highway Administration to produce this synthesis of the existing research to foster understanding of trail conflicts, identify promising approaches for promoting trail sharing, and identify gaps in our current knowledge.

EXISTING COMMUNITY AND CHARACTER RESOURCES & CASE STUDIES

INFILL DEVELOPMENT

Managing Maryland's Growth: Models and Guidelines for Infill Development

(http://planning.maryland.gov/pdf/ourproducts/publications/modelsguidelines/infillfinal_1.pdf)

This publication is intended to help local governments, architects, builders and developers achieve infill by offering remedies that overcome barriers; illustrating rural, suburban, and urban strategies; and identifying alternative approaches.

Municipal Research and Services Center (MRSC) of Washington: Infill Development

(<http://www.mrsc.org/subjects/planning/infilldev.aspx#infill>)

The MRSC has created an online database of guidebooks, reports, strategies, incentives, and tools to encourage infill development in communities.

Housing Assistance Council Affordable Green Building in Rural Communities

(<http://www.ruralhome.org/storage/documents/greenbuildingreport.pdf>)

This exploratory report provides many examples of affordable green building in the rural context and more details of the challenges rural organizations may face incorporating green techniques in affordable housing projects.

National Clearinghouse for Education Facilities (NCEF)

(<http://www.ncef.org/rl/preservation.cfm>)

NCEF provides a host of resources on reusing educational facilities, as schools, commercial, or community facilities.

HISTORIC PRESERVATION

The National Trust for Historic Preservation

(<http://www.preservationnation.org/information-center/law-and-policy/legal-resources/preservation-law-101/local-law/ordinances.html>)

The National Trust for Historic Preservation provides detailed information on historic preservation ordinances at all levels of government and provides many resources for accessing and funding historic preservation. For funding programs, see the Trust's blog at <http://nthpgrants.blogspot.com>.

The National Park Service

<http://www.nps.gov/tps/index.htm>

The National Park Service also provides technical assistance and guidance on the preservation and rehabilitation of historic properties and the administration of the Federal Historic Preservation Tax Incentives Program, and it sets the Secretary of the Interior's Standards for the Treatment of Historic Properties through the Technical Preservation Services.

Colorado Preservation, Inc.

[\(http://coloradopreservation.org/\)](http://coloradopreservation.org/)

The mission of Colorado Preservation, Inc. is to promote historic preservation in Colorado by providing information, education, training, expertise and advocacy. The organization partners with historic property owners, nonprofit organizations, educators and local governments throughout Colorado.

History Colorado

[\(http://www.historycolorado.org/\)](http://www.historycolorado.org/)

History Colorado is a charitable organization and an agency of the State of Colorado under the Department of Higher Education. The State Historical Fund provides historic preservation grants statewide. Additional funding opportunities include preservation tax credits, Colorado Historical Foundation Revolving Loan Fund, and general guidance for accessing a variety of preservation project funding opportunities outside of History Colorado.

DESIGN GUIDELINES

PA Wilds Design Guidelines

<http://www.pawildsresources.org/designguide>

The Pennsylvania Wilds is known for its strong sense of place. The region's rural and historic character is part of what makes their area attractive to visitors and residents, and the region's leaders have acknowledged that it is important to be good stewards of those characteristics. The PA Wilds Design Guide for Community Character Stewardship is a voluntary planning document that highlights how communities in the Pennsylvania Wilds can protect or enhance their rural character as they grow. This is a resource for developers, planners, architects, business or property owners, revitalization partners and community leaders.

Carroll County, Maryland, Design Expectations

[\(http://ccgovernment.carr.org/ccg/complan/design/\)](http://ccgovernment.carr.org/ccg/complan/design/)

Carroll County, Maryland, is rich in history and rural in nature. The county welcomes new business as part of supporting their thriving community. In doing so, the county asks the business community to treat this special place with respect by submitting plans that will

architecturally and aesthetically complement the community. The Department of Land Use, Planning & Development provides design expectations to developers in the earliest stages of planning and engineering processes to minimize the amount of time it takes to move through the site plan and approval process. Their guide provides requests, but not requirements, for creative design.

CASE STUDY: Granby, Colorado, Main Street Program

Sometimes a small amount of funding or technical assistance can spur private investment and initiative. Granby, Colorado, as part of its Main Street and Downtown Enhancement efforts, provides downtown qualifying businesses with loans or grants to improve the building facades, signs, and paint and to “enhance the unique character of [the] downtown corridor.” See more about the town’s Main Street and Downtown programs at <http://www.townofgranby.com/>.

CASE STUDY: Maupin, Oregon, Revitalized Downtown Market

The town of Maupin was able to keep its 90-year downtown grocery in business through a public-private partnership. With the encouragement of town leaders, a vacation-home owner decided to buy the grocery store and renovate it in its present location. A mix of private-sector and federal agency loans helped bring this business proposal to fruition. The result is a completely remodeled building on Maupin’s main street, which brought new vitality to the downtown and maintained a critical community service. A case study is available through the Partnership for Sustainable Communities at http://www.sustainablecommunities.gov/pdf/Supporting_Sustainable_Rural_Communities_FINAL.PDF (page 40).

COLORADO CONSERVATION ORGANIZATIONS

Colorado Coalition of Land Trusts (CCLT)

(<http://www.cclt.org>)

The Colorado Coalition of Land Trusts is a network of more than fifty member organizations and hundreds of concerned citizens. Conservation leaders from across Colorado formed CCLT in 1991 to help build strong conservation organizations and increase opportunities for land and water conservation. CCLT delivers conservation training, updates, public relations, and other services to people throughout the state who are involved in the preservation of Colorado's open space heritage. For more than a decade, CCLT has provided input at the legislature, where it has been instrumental in the passage of important conservation-related legislation, including the Colorado conservation easement tax-credit program.

Colorado Conservation Partnership (CCP)

The Colorado Conservation Partnership leverages the diverse missions, resources, and collective expertise of four of Colorado's leading conservation organizations to pursue an aggressive conservation agenda in the next decade. Working with local partners, Colorado Open Lands, The Conservation Fund, The Nature Conservancy, and the Trust for Public Land are combining their strengths to achieve a strategic and collaborative conservation vision for Colorado. Through the partnership, 25 landscapes across Colorado encompassing over 700,000 acres have been selected as conservation priority landscapes.

Colorado Headwaters Land Trust (CHLT)

(www.coloradoheadwaterslandtrust.org)

The Colorado Headwaters Land Trust works with landowners to protect Grand County's water, wildlife, biodiversity, and scenic and agricultural open lands for the benefit of the public. CHLT protects land by educating the public about the value of land and water conservation and by working with willing landowners who own land qualified for conservation purposes (as defined by the IRS regulations) to protect their land in perpetuity with conservation easements. CHLT, the only land trust serving Grand County, currently holds over 60 conservation easements on 7,423 acres of private land.

CHLT is presently focused on two priority land conservation projects: the Fraser River Initiative and the Colorado River Initiative. The goals of both projects are to: (1) increase awareness of the importance of the rivers' landscapes; (2) strengthen support for land and water conservation along the rivers; (3) work with landowners to protect qualified land along these rivers with conservation easements; and (4) collaborate with other organizations to increase conservation success by purchasing conservation easements on working ranches that perpetually tie the landowner's water rights to the land.

Colorado Open Lands

(<http://www.coloradoopenlands.org/>)

Colorado Open Lands is a private, 501(c)3 nonprofit that accomplishes land conservation through voluntary partnerships with private landowners, the business community, federal, state and local government agencies, and other conservation organizations. Since 1981, Colorado Open Lands has permanently protected over 378,000 acres of open space throughout the state. The organization's work protects landscapes and lifestyles that make Colorado unique by ensuring lasting protection of open spaces and promoting cultural heritage as farmers, ranchers, sportsmen, and guardians of the land.

Great Outdoors Colorado (GOCO)

(<http://www.goco.org/>)

The mission of Great Outdoors Colorado is to help preserve, protect, enhance, and manage the state's wildlife, park, river, trail, and open space heritage. In 1992, Coloradans took a major step toward preserving their state's outdoor heritage by voting to create the GOCO Trust Fund, which now forms Article XXVII of the Colorado Constitution. The GOCO Amendment dedicates a portion of state lottery proceeds to projects that preserve, protect, and enhance Colorado's wildlife, parks, rivers, trails, and open spaces. Since it began awarding grants in 1994, GOCO has awarded almost \$550 million for more than 2,700 projects throughout the state. GOCO receives 50 percent of the proceeds from the Colorado Lottery, its only source of funding. The remainder of lottery proceeds is divided between the Conservation Trust Fund and Colorado State Parks. GOCO's funding is capped at \$35 million a year adjusted for inflation (\$53.1 million in Fiscal Year 2008); if GOCO's share exceeds that amount, the remainder goes into the State Public School Fund. GOCO's staff and outside experts evaluate applications from land trusts, local governments, and state agencies. Many of these projects fund the protection of private lands with important conservation values. The staff submits recommendations to the GOCO Board, which makes the final funding decisions.

State Agencies:

Colorado Department of Natural Resources (DNR)

(<http://www.dnr.state.co.us/>)

Colorado DNR houses important Colorado programs designed to protect wildlife and natural resources and includes the Division of Parks & Wildlife.

Colorado Division of Parks & Wildlife

(<http://www.cpw.state.co.us>)

Colorado Parks and Wildlife is a nationally recognized leader in conservation, outdoor recreation, and wildlife management. The agency manages 42 state parks, all of Colorado's wildlife, more than 300 state wildlife areas, and a host of recreational programs. CPW issues hunting and fishing licenses; conducts research to improve wildlife management activities;

protects high priority wildlife habitat through acquisitions and partnerships; provides technical assistance to private and other public landowners concerning wildlife and habitat management; and develops programs to understand, protect, and recover threatened and endangered species.

CPW also administers the state's trail program and registers boats, snowmobiles, off-highway vehicles, and river outfitters. Parks and Wildlife employees and their partners work together to provide ongoing and outstanding customer service through recreational programs, amenities, and services. Regulations are established by the Colorado Parks and Wildlife Commission.

Other Supporting State Agencies:

Colorado Ownership Management and Protection (COMaP)

(<http://www.nrel.colostate.edu/projects/comap/>)

The goal of the Colorado Ownership, Management, and Protection project at the Natural Resource Ecology Lab (NREL) and the Human Dimensions of Natural Resources Department at Colorado State University is to build a statewide protected areas map for Colorado. This project is being undertaken with funding and technical assistance from Great Outdoors Colorado. COMaP is based on the premise that landscape context (ownership and management) is important to natural resource management issues. Knowing the location and pattern of various protected areas is a key piece of information to inform management of natural resources in Colorado.

Local agencies, particularly those that have invested in building a GIS-based parcel dataset, often have up-to-date maps of protected areas. However, projects often require information at scales beyond local areas and these efforts must rely on datasets that are incomplete and out of date. COMaP fills the need for a spatial database that provides comprehensive, current information about various levels of protection, such as county and city parks and open spaces, as well as Federal and State lands in Colorado.

Colorado Division of Real Estate

(<http://www.dora.state.co.us/real-estate>)

The Colorado Division of Real Estate is the licensing, regulation, and enforcement agency for the real estate broker, appraiser, and mortgage broker industries. As part of the Colorado Department of Regulatory Agencies, the mission of the Division of Real Estate is consumer protection. The division houses the Conservation Easement Oversight Commission, a nine-member panel established by House Bill 08-1353 to prevent abuses of the state's popular land-preservation tax-credit program. The division has a webpage devoted to conservation easement issues.

Colorado Department of Revenue (CDOR)

(<http://www.colorado.gov/revenue/>)

CDOR is the Colorado agency that sets regulations governing the conservation-easement tax-credit program and reviews all tax-credit applications that are reported on state income-tax forms. CDOR's website contains all state tax forms that need to be filled when granting a conservation easement and connects to regulations and requirements relating to Colorado's conservation easement tax credit program.

LEVERAGING RESOURCES & CASE STUDIES

Aligning Strategies to Maximize Impact: Case Studies on Transportation and Economic Development

(<http://www.nwccog.org/index.php/resources/grant-opportunities/>)

This National Association of Development Organizations (NADO) Research Foundation report highlights case studies of transportation planning efforts that are linked with economic development strategies in a regional context.

American Hiking Society, National Trails Fund

(<http://www.americanhiking.org/National-Trails-Fund/>)

American Hiking Society's National Trails Fund offers hiking trail improvement grants to active member organizations of its Hiking Alliance. Once a year, Alliance Members have the opportunity to apply for a grant (value between \$500 and \$5,000) to fund improvements for hiking access or hiker safety on a trail.

National Forestry Foundation (NFF)

(<https://www.nationalforests.org/conserve/grantprograms>)

The National Forest Foundation is the only conservation organization solely focused on addressing the challenges that face America's National Forests and Grasslands. The NFF provides financial and technical support to partner organizations and raises funds to measurably multiply the total contributions to local conservation initiatives. Involving a variety of stakeholders in forest stewardship provides further leverage by expanding the number and quality of skills dedicated to ensuring successful outcomes. The NFF provides funding for on-the-ground conservation as well as capacity-building programs.

Supporting Sustainable Rural Communities

(http://www.sustainablecommunities.gov/pdf/Supporting_Sustainable_Rural_Communities_FIN AL.PDF.)

The Partnership for Sustainable Communities published *Supporting Sustainable Rural Communities* in the Fall of 2011 to share examples and outcomes from the then three-year old initiative. The document explains how the Partnership supports rural communities and provides case studies organized by the key principles. Relevant examples for Grand Lake include the downtown building revitalization in Lake Village, Arkansas; the Downeast Transportation and Island Explorer from Hancock County, Maine; Opportunity Links transit systems in northern Montana; and the rural learning center in Howard, South Dakota.

VALUING COMMUNITIES, NEIGHBORHOODS & LANDSCAPES AND THE AREA'S ASSETS RESOURCES & CASE STUDIES

CONNECTING COMMUNITIES

National Park Service, Discover Our Shared Heritage

(<http://www.nps.gov/NR/travel/>)

The National Park Service's Discover Our Shared Heritage travel itinerary program was developed through the Heritage Education Services Program to showcase thematic tours at historic sites across the country. Itineraries offer self-guided tours focusing on significant American history, architecture, archaeology, engineering, and culture. Itineraries are developed as a partnership between the local organizers and the National Park Service.

USDA's Arts and Humanities in Rural America

(<http://www.nal.usda.gov/ric/ricpubs/artspub.html#cb>)

This online guide brings together full-text resources for local officials and organizations seeking information on planning arts and humanities programs in their communities.

CASE STUDY: Pennsylvania Wilds Photo Contest

The PA Wilds Photo Contest is a 12-month long contest for anyone and everyone who captures the beauty of the Pennsylvania Wilds region. During the 2013 contest, PA Wilds received more than 2,700 entries. Twelve photos were chosen for capturing the heart and soul of the region and put on display as part of a traveling photo exhibit (<http://www.pawildsphotocontest.com/>).

CASE STUDY: Chestnut Creek School of the Arts Targets Second Homeowners

The southwest Virginia region had experienced a steady decline in furniture manufacturing jobs. In 2003, the city of Chestnut Creek began working with the local arts council to develop the Chestnut Creek School of the Arts. With a combination of local funding and grants, an old bank building was purchased by the city and renovated using historic tax credits. In 2008, staff was hired and classes were offered on a small scale. A grant received from the Appalachian Regional Commission funded the school's partnership programs with the Matthews Living History Farm Museum and the adjacent Matthews State Forest along with many other local businesses. The program, titled Appalachian Heritage Classes, was targeted to vacationing families. In 2009, the National Endowment for the Arts and Appalachian Regional Commission awarded a grant to purchase looms, spinning wheels, quilting frames and to conduct additional classes and sessions (www.chestnutcreekarts.org).

CASE STUDY: Contemporary American Theater Festival (CATF)

Held annually in rural Shepherdstown, West Virginia, the Contemporary American Theater Festival attracted in 2013 more than 13,700 attendees from 35 states, Washington, D.C., and around the globe. The festival takes place on the campus of Shepherd University and houses resident actors from across the nation for the summer months as they prepare and perform five plays. A 2008 independent economic impact survey reported that CATF generates \$2.1 million for the local economy (<http://catf.org/>).

CASE STUDY: Blue Ridge Mountain Arts Association

The Blue Ridge Mountains Arts Association began over 30 years ago with the mission of providing art for personal growth and to serve as an economic engine for the community. The nonprofit arts council serves mountain communities in North Georgia, East Tennessee, and Western North Carolina and has grown to serve an audience of 30,000 annually. Programs include art and music classes for youth and adults and exhibit galleries that showcase and sell the work of local artists. The center hosts Arts in the Park; the Plein Air Festival (both juried arts events); and the Wildlife and Nature Art Festival and Expo, which showcases wildlife and nature artists and also offers hiking, fishing, camping, boating, and other outdoor activities (<http://www.blueridgearts.net>).

CASE STUDY: HandMade in America, Western North Carolina

Since its inception more than 20 years ago, HandMade in America has become a national model for cultural and heritage trail development. Based in western North Carolina, HandMade in America was established to showcase artists and craftspeople in a 23-county region and to generate economic impact for this economically depressed area. The program focuses on featuring American-made crafts, with an emphasis on those from western North Carolina. Restaurants must feature indigenous foods as part of the standard menu. Once sites are selected, participants are trained in how to welcome and accommodate visitors and how to think as entrepreneurs to create new partnerships and promotions (www.handmadeinamerica.org).

SUPPORT FOR TRAIL RIVER RANCH

The Center for Place-Based Learning and Community Engagement

(<http://www.promiseofplace.org>)

The Center for Place-Based Learning and Community Engagement provides more information about place-based education. See its manual at

www.promiseofplace.org/curriculum_and_planning/planning_tools.

NWCCOG Regional Transportation Coordinating Council (RTCC)

The Regional Transportation Coordinating Council was formed in 2010 as a result of Rural Resort Region's focus: Seniors in Our Mountain Communities: Challenges and Opportunities.

This project collected data on the growing senior population in the region and identified the gaps in services. One of the priority gaps was transportation, not just within a particular county, but in the public transportation options available to travel across county boundaries and access healthcare facilities and other services. (Contact Susan Juergensmeier, Mobility Manager at mobilitymanager@nwccog.org or 970-468-0295 x110.)

YOUTH ENGAGEMENT

CASE STUDY: Teton Science School

Teton Science School is a non-profit educational organization that operates year round in Jackson Hole, Wyoming, in partnership with Grand Teton National Park and as a permittee of the Bridger-Teton National Forest and the Caribou-Targhee National Forest. The school connects people, nature, and place through education, science, and stewardship. Since 1967, it has provided education and inspiration about the natural world and the Greater Yellowstone Ecosystem to thousands of children, youth, and adults, bringing them together through the study of nature and its extension, place-based education (<http://www.tetonscience.org/>).

CASE STUDY: Blue Ridge Parkway Foundation's Kids in Parks Program

Endorsed by the American Academy of Pediatrics and receiving the Champions of Change Award from the White House, the Blue Ridge Parkway Foundation's Kids in Parks Program is getting kids unplugged and outside for their health—and the health of our parks. The program is being expanded throughout the nation with TRACK Trails adventures being added to the program's website as a way to earn prizes designed to make their next outdoor adventure more meaningful and fun (www.kidsinparks.com).

US Department of Health and Human Service Health Resources and Services Administration

(<http://www.hrsa.gov/ruralhealth/index.html>)

The Office of Rural Health Policy (ORHP) coordinates activities related to rural health care within the U.S. Department of Health and Human Services. Part of the Health Resources and Services Administration (HRSA), ORHP has department-wide responsibility for analyzing the possible effects of policy on residents of rural communities. Programs of particular interest include:

- ***Rural Health Care Services Outreach Grant Program:*** The purpose of the Outreach program is to promote rural health care services outreach by expanding health care delivery to include new or enhanced services in rural areas (<http://www.hrsa.gov/ruralhealth/about/community/careservicesoutreach.html>).
- ***Rural Health Information Technology Network Development:*** The purpose of the RHITND Program is to enhance health care delivery in rural America by supporting rural health networks in the adoption and meaningful use of electronic health records/electronic medical records (<http://www.hrsa.gov/ruralhealth/about/community/rhitnd.html>).
- ***Rural Health Network Development Program:*** The primary objective of this program is to assist health oriented networks in developing and maintaining sustainable networks with self-generating revenue streams. These grants support rural providers who work in formal networks to integrate administrative, clinical, technological, and financial functions (<http://www.hrsa.gov/ruralhealth/about/community/networkprogram.html>).
- ***Rural Health Network Development Planning Grant:*** The Network Planning program provides one-year grants to support the planning and development of a formal health care network to improve health care delivery in rural areas. This program provides one-year grants up to \$85,000 and allows applicants to develop a business or strategic plan, conduct a needs assessment, conduct health information technology readiness, and ultimately form a network (<http://www.hrsa.gov/ruralhealth/about/community/rhnetworkplanning.html>).

CASE STUDY: Minnesota's Rural Pharmacist Loan Forgiveness Program

The Office of Rural Health and Primary Care (ORHPC), an office within the Minnesota Department of Health, administers this state-funded program. The purpose is to recruit and retain healthcare professionals in needed areas and facilities throughout the state. The program provides funds for repayment of qualified educational loans for pharmacists. Minnesota also offers loan forgiveness to physicians, nurses, and dentists. Since 2001, 326 health care providers and faculty have chosen rural or high-need practice locations as a result of the Loan Forgiveness Programs.

AGING POPULATION

AARP

(<http://www.aarp.org>)

AARP's Public Policy Institute provides a number of publications on livable communities, including resources on funding, such as *Weaving It Together: A Tapestry of Transportation Funding for Older Adults*, which provides case studies, many of which feature rural transit systems. (<http://www.aarp.org/research/ppi/liv-com2/policy/transportation/articles/weaving-it-together-transportation-funding-for-older-adults-AARP-ppi-liv-com>.)

National Center for Mobility Management

(<http://nationalcenterformobilitymanagement.org/>)

The National Center for Mobility Management works with communities to help them coordinate human service/public transportation services for more efficient service delivery.

National Center on Senior Transportation (NCST)

(<http://ncst.madwolf.com/>)

The National Center on Senior Transportation strives to increase transportation options for older adults to support their ability to live independently in their homes and communities throughout the United States.

See also Rural Transit Assistance Program (listed in Principle 1 Resource list:

<http://www.nationalrtap.org/State.aspx>.)



A decorative graphic on the left side of the page consists of a grid of squares. The top-left square is a medium green. The second row has a bright green square on the left and a medium green square on the right. The third row has a medium green square on the left and a bright green square on the right. The fourth row has a medium green square on the right. The rest of the grid is grey.

GRAND LAKE GATEWAY COMMUNITY ASSESSMENT ITINERARY

ITINERARY - LIVABILITY ASSESSMENT, GRAND LAKE, CO

prepared: 7/15/2013

revised: 9/17/2013 FINAL1.1

<u>Time frame</u> start end hrs	<u>Activity</u>	<u>Location</u>	<u>Participants in Liv Asmt</u>			<u>Remarks</u>
			TCF	D Tm	Others	
MISC. REFERENCE INFO						
	Town of Grand Lake:	Town Hall, 1026 Park Avenue, PO Box 99 Grand Lake, CO 80447				office=970-531-8900
		Board of Trustees:	Judy Burke		Mayor & business owner	
			Jim Gasner		Trustee & business owner	
			Elmer Lanzi		Trustee&business owner&Des Tm	
			Kathy Lewis		Trustee & business owner	
			Tom Ludwig		Trustee & business owner	
			Tom Weydert		Trustee & G Co Assessor	
			Jim Peterson		Trustee & business owner	
	Assessment Team:	The Conservation Fund:	Kendra Briechle			cell=571-236-2636
			Katie Allen			cell=443-799-4119
		Federal Highway Administration:	Aung Gye	East. Fed. Lands		cell=703-298-2675
			Lewis Grimm	East. Fed. Lands		not available for asmt
			Bill Haas	Colo PIng&Env Tear		cell=?? onlyTh
	Design Team:	Rocky Mountain National Park	Larry Gamble	Chief, Planning		cell=970-443-2309 n/a Th
		Town of Grand Lake	David Hook	Town Manager		cell=970-531-8900
		Town of Grand Lake	Joe Biller	Town Planner		
		Town of Grand Lake	Elmer Lanzi	Trustee		
		G L Area Chamber of Commerce	Kacey Beres	Executive Director		
		Gateway Inn	Lisa Jenkins	General Manager		
		Grand County	DiAnn Butler	Economic Development Coordinator		
		Resident	Ginny Wilkinson	Volunteer		not available for asmt
	Other participants:	CDOT	Mark Rogers	Region 3 Planning		cell=970-250-2416 W&Th
		Colorado Department of Local Affairs	Greg Winkler	Regional Manager		not avail. for asmt (flood recvry)
		Federal Highway Administration:	Elijah Henley	Central Fed. Lands		
		Rocky Mountain National Park	Mark McCutcheon	District Ranger		onlyTh
		Others are listed below where needed	Others are listed below where needed			
	Lodging:	Spirit Lake Lodge, 829 Grand Avenue, 970-627-3344				
		Kendra & Katie 2 rms, 3 nights (17th,18th&19th)				ToGL to pay
		Aung Gye 1 rm, 3 nights (17th,18th&19th)				FHWA to pay
		Rapids Lodge, 209 Rapids Lane, 970-627-3707				
		Mark Rogers 1rm, 1 night (18th)				CDOT to pay
		Greg Winkler 1rm, 1 night (19th)				CDOLA to pay
	Breakfast eateries:	Blue water Bakery, 928 Grand Avenue, 627-5416, open at 7a				
		Cy's Deli, 717 Grand Avenue, 627-3354, open at 8a				
		Fat Cat Café, 916 Grand Avenue, 627-0900, open at 7a				
		Village Hub, 928 Grand Avenue, 627-5416, open at 6.30a				
		Sagebrush BBQ & Grill, 1101 Grand Avenue, 627-1404, open at 7a				

ITINERARY - LIVABILITY ASSESSMENT, GRAND LAKE, CO

prepared: 7/15/2013

revised: 9/17/2013 FINAL1.1

			Participants in Liv Asmt			Remarks
			TCF	D Tm	Others	
Time frame	Activity	Location				
start end hrs			FHWA			
TUESDAY, SEPTEMBER 17, 2013						
morning	tbd	on your own - home to Denver				
		wake	y	y	n/a	
		travel	y	y	n/a	
		eat b'fast & lunch	y	y	n/a	
afternoon	tbd	on your own - Denver to Grand Lake				
		arrive/land	3p+/-	tbd	n/a	
		baggage	y	y	n/a	
		rental car	y	y	n/a	
		travel	y	y	n/a	
		hotel check in	y	y	n/a	Kendra, Katie, Gye
		829 Grand Avenue, 970-627-3344				
		tbd	tbd	tbd	n/a	if time allows
tbd 7.00p		transition	y	y	y	
7.00p 8.30p	1.50	dinner&discussion	2	0	3	headcount=5,reservation made DH,DB,EL
		1101 Grand Avenue, 927-627-1404				use ToGL cc
8.30p x	o	retire for the evening	y	y	y	
WEDNESDAY, SEPTEMBER 18, 2013						
morning	tbd	on your own - until orientation				
		sleep in	y	y	y	
		wake	y	y	y	
		tbd	tbd	tbd	n/a	if time allows
		breakfast	y	y	y	
tbd		transition	y	y	y	
8.30a		1026 Park Avenue				
8.30a	2.00	orientation	2	1	5	0 CDOT-Reg 3 Plng
	incl	1026 Park Avenue				headcount=8
10.30a 10.45a	0.25	transition/break	y	y	y	transportation=2 town vehicles
	incl	1026 Park Avenue				
10.45a	o	driving tour: start	2	1	5	0 CDOT-Reg 3 Plng
	incl	1026 Park Avenue				headcount=8
	incl					
	incl	<u>stakeholder</u>				
	0.50	ToGL				downtown/lakefront
	incl					Park Ave x2,Hancock,Grand x2,Hancock,Lake,Garfield
11.15a	incl					pause at Town Square Park, Triangle Park, Lakefront Park
11.15a	0.50	ToGL				East Grand Avenue corridor

ITINERARY - LIVABILITY ASSESSMENT, GRAND LAKE, CO

prepared: 7/15/2013

revised: 9/17/2013 FINAL1.1

Participants in Liv Asmt

Time frame	Activity	Location	Participants in Liv Asmt			Remarks	
			TCF	D Tm	Others		
start	end	hrs	FHWA				
	incl	ToGL&G Co	Portal Road corridor				
	incl	B Rec	Colo/Big Thompson-W Portal area				
	incl		pause at West Portal area				
	incl	ToGL&B Rec&G Co	East Inlet boat launch area				
	incl		pause at boat launch area				
	incl	RMNP&B Rec	East Inlet Trailhead				
11.45a	incl		pause at trailhead				
11.45a	0.50	ToGL&G Co	Portal Road corridor				
	incl	ToGL&CDOT	Portal Road bridge				
	incl		pause at bridge				
	incl	ToGL&G Co	Portal Road & CR663 corridor				
	incl	RMNP	North Inlet & Tonahutu Trailhead				
	incl		pause at trailhead				
12.15p	incl	ToGL&G Co	CR663 & Portal Road & Garfield corridor				
12.15p	1.00	lunch	EG's Grill	2	1	5	0 CDOT-Reg 3 PIng
1.15p	incl		1000 Grand Avenue, 970-627-8404				headcount=8 use ToGL cc
1.15p	0.75	ToGL&G Co	Garfield Street & Portal Road corridor				
	incl	CDOT&RMNP	Hwy34 & Trail Ridge Road corridor				
	incl	RMNP	Trail Ridge Road corridor - Kaw. Valley				
2.00p	incl		pause at KVC				
2.00p 2.15p	0.25	RMNP	Trail Ridge Road corridor - Kaw. Valley				
2.15p	1.00	outdoor educ	Trail River Ranch	2	1	5	0 CDOT-Reg 3 PIng
	incl		stop for stakeholder mtg				1 Friends of TRR Bonnie Severson
	incl						0 Rky Mtn Nature Assr Charlie Money
	incl						0 Rky Mtn Nature Assr Rachel
	incl						2 ToGL Board of Tr. JB,EL
3.15p	incl						headcount=11
3.15p	0.50	RMNP&ToGL	TRRd,Hwy34,Portal Rd,Grand Ave corridor				
	incl	ToGL	downtown/lakefront				slow, no stops
3.45p	incl	driving tour: end	Town Hall parking lot				
3.45p	0.25	transition/break	walk to Headwaters Marina	y	y	y	3 blocks
4.00p	incl		1030 Lake Ave				
4.00p	1.50	boat tour of G Lake	on the lake - viewing ToGL, RMNP,	2	1	4	DH,LG,JB,DB
	incl		ANRA, ARNF, Reclamation,				? CDOT-Reg 3 PIng Mark Rogers
5.30p	incl		unincorporated Grand County				headcount=7+Mark?, tour boat&driver reserved
5.30p	0.50	on your own - until dinner					
	incl	mystery guest visit	downtown, etc	y	y	n	if time allows
	incl	tbd	tbd	tbd	tbd	n/a	if time allows
6.00p	incl	transition	travel to restaurant	y	y	y	

ITINERARY - LIVABILITY ASSESSMENT, GRAND LAKE, CO

prepared: 7/15/2013

revised: 9/17/2013 FINAL1.1

Participants in Liv Asmt

<u>Time frame</u>		<u>Activity</u>	<u>Location</u>	<u>Participants in Liv Asmt</u>			<u>Remarks</u>
start	end	hrs		TCF	D Tm	Others	
				FHWA			
6.00p	2.00	dinner & discussion	El Pacifico	2	1	6	DH,LG,JB,DB,EL
	incl		920 Grand Avenue, 970-627-9322				? CDOT-Reg 3 PIng Mark Rogers
8.00o	incl						headcount=9+Mark?,reservation made use ToGL cc
8.00p	x	o	retire for the evening	y	y	y	
THURSDAY, SEPTEMBER 19, 2013							
morning	tbd	on your own - until driving tour					
		sleep in		y	y	y	
		wake		y	y	y	
		tbd	tbd	tbd	tbd	n/a	if time allows
		breakfast	tbd - see suggestions, pg1	y	y	y	
tbd		transition	travel to Town Hall	y	y	y	transportation=2 town vehicles
8.30a			1026 Park Ave				
8.30a	o	driving tour: start	Town Hall parking lot	2	2	3	DH,JB,EL
	incl		1026 Park Ave				1 CDOT-Reg 3 PIng Mark Rogers
	incl						1 RMNP Mark McCutcheon
	incl						1 ANRA Dan Matthews
	incl						? ARNF Brad Orr
	incl	stakeholder					headcount=10
	0.75	ToGL	Park, Vine & Cairns corridor				
	incl	ToGL&ANRA	Point Park				
	incl		pause at Point Park				
	incl	ANRA&BurRec	connecting channel				
	incl	ToGL&G Co&CDOT	Jericho Road corridor				
	incl	ToGL&ANRA&RMNP	Hilltop Boat Launch				
	incl		pause at boat launch area				
	incl	ToGL&ANRA&RMNP	East Shore Trailhead				
9.15p	incl		pause at trailhead				
9.15p	0.75	ToGL	Jericho Road & Lakeside Drive corridor				
	incl	ToGL	Center Street & Portal Road corridor				
	incl		pause at Grand Lake Visitor's Center				
	incl	RMNP&G Co&CDOT	US34&TRRd&CR491&CR492 corridor				
	incl		pause at trails (snowmobile, stock, hiking, etc)				
	incl	ARNF	Forest access - North Supply				
10.00a	incl		pause at trail access gate				
10.00a	0.75	RMNP&G Co	CR492&CR491&TRRd corridor				
	incl	G Co	CR49 & Columbine Lake				
	incl		pause at trails (snowmobile, stock, hiking, etc)				

ITINERARY - LIVABILITY ASSESSMENT, GRAND LAKE, CO

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<u>Time frame</u>		<u>Activity</u>	<u>Location</u>	<u>Participants in Liv Asmt</u>			<u>Remarks</u>
<u>start</u>	<u>end</u>			<u>TCF</u>	<u>D Tm</u>	<u>Others</u>	
	<u>hrs</u>						
	incl	GL Rec Distr	Golf Course/Nordic Center				
	incl		pause at clubhouse				
	incl	G Co&ToGL	CR48 corridor				
	incl		pause at trails (snowmobile, stock, hiking, etc)				
	incl	CDOT&ToGL&G Co	US Hwy 34 corridor				
10.45a	incl	&ANRA&B Rec	pause at overlooks				
10.45a	0.75		Green Ridge&Shadow Mtn Res/Dam				
	incl		pause at dam				
	incl	CDOT&G Co	US Hwy 34 corridor				
	incl	&ANRA&B Rec	pause at overlooks				
	incl	ANRA&B Rec	Granby Reservoir/Dam				
11.30a	incl		pause at Sunset Point				
11.30a	0.75	CDOT&G Co	US Hwy 34 corridor				
	incl	ARNF&G Co	CR4 corridor				
	incl	ARNF	Forest access - Idleglen				
	incl		pause at Idleglen				
	incl		CR4&US Hwy 34&TRRd&GLLodge driveway corridor				
	incl	driving tour: end	Grand Lake Lodge	y	y	y	
12.15p	o		15500 US Hwy 34, 970-627-3967				
12.15p12.30p	0.25	transition/break	to separate lunch breaks	y	y	y	
12.30p	1.50	Asmt Team mtg	Grnd Lake Lodge Dining Room	2	2	0	6 ToGL Board of Tr. JB,JG,EL,KL,TL,TW
	incl	with elected officials	15500 US Hwy 34, 970-627-3967				3 Brd of Co Comm ML, JN,GB
	incl	(lunch & discussion)					headcount=13,reservation made
	incl						use ToGL cc
	incl						GLL is donating lunch
	incl	Design Team break		n	n	y	
	incl	lunch together?	Sloopy's Grill			1to3	use ToGL cc
	incl	on your own - misc	tbd				on your own as needed
2.00p 2.15p	0.25	transition	travel to Town Hall	y	y	y	Asmt Team to carpool to T Hall
	incl		1026 Park Ave				
2.15p 3.15p	1.00	stakeholder mtg:	Town Hall Board Room	2	2	0	1 CDOT-Reg 3 Plng Mark Rogers
	incl	local government	1026 Park Ave				0 RMNP Mark McCutcheon
	incl						0 CDOLA
	incl						8 ToGL staff T Mgr,Planner,Clerk,Treasurer
	incl						Public Works Dir, Water Supt,
	incl						Marina Mgr, Admin Asst
	incl						5 ToGL Board of Tr. JB,EL,KL,TL,TW
	incl						2 ToGL Plng Cmssn Hoppe Southway Chair
	incl						Robert Canon Vice Chair

ITINERARY - LIVABILITY ASSESSMENT, GRAND LAKE, CO

prepared: 7/15/2013

revised: 9/17/2013 FINAL1.1

Participants in Liv Asmt

<u>Time frame</u>		<u>Activity</u>	<u>Location</u>	<u>Participants in Liv Asmt</u>			<u>Remarks</u>		
<u>start</u>	<u>end</u>			<u>TCF</u>	<u>D Tm</u>	<u>Others</u>			
	<u>hrs</u>			<u>FHWA</u>					
	incl						? GL Fire Protect. Distr	Mike Long Chief	
	incl						? G Co Sheriff's Office	Rod Johnson Sheriff	
	incl						=ToGL law enforcement		
	incl						4 G Co staff	Mgr,Road&Bridge,EMS,	
	incl							EcoDev,	
	incl							(Plng?,Bldg?,Housing?)	
	incl						2 Brd of Co Comm	JN,GB	
	incl						headcount=24+more?		
3.15p	3.30p	0.25	transition/break	Town Hall	y	y	y		
	incl			1026 Park Ave					
3.30p	4.30p	1.00	stakeholder mtg:	Town Hall	2	2	0	1 CDOT-Reg 3 Plng	Mark Rogers
	incl		water quality	Board Room				? RMNP	Mark McCutcheon
	incl			and Conference Call				0 CDOLA	
	incl			Call-in number: 1-719-457-6209				3 ToGL staff	T Mgr,Planner,W Supt
	incl			Passcode: 685121				3 ToGL Board of Tr.	JB,JG,EL
	incl							3 G Co staff	C Mgr,WQ Spec,EcoDev
	incl							2 Brd of Co Comm	JN,GB
	incl							? CDHPE/WQCD	Jim Saunders
	incl							ph BurRec	Laura Harger Nat Res Spec
	incl							ph	Tony Curtis Enviro Sprvsr
	incl							1 ANRA	Dan Matthews ANRA Mgr
	incl							? USGS	Mike Stevens W Res Spec
	incl							? EPA	Karl Herman
	incl							ph NCWCD	Esther Vincent WQ Mgr
	incl							?	Noble Underbrink
	incl							1 GCWIN	Jane Tollett Executive Dir
	incl							1 GGLSA	Steve Betty Brd Member
	incl							2 TLWA	Elwin Crabtree Brd Member
	incl								Sally O'Connell Brd Member
	incl							ph NWCCOG/QQ cmtc	Lane Wyatt Co-Director
	incl							0 CRWCD	Mike Eytel
	incl							1 Trout Unlimited	Kirk Klanke President
	incl							headcount=20+phone+more?	
4.30p	5.30p	1.00	transition/break/dinner	Town Hall	2	2	4	0 CDOLA	
	incl			Board Room				headcount=8	
	incl			and travel to Grand Lake Lodge					carry-out from Cy's Deli
	incl								complete menu orders at break
	incl								Marti to order&pick up
	incl								use ToGL cc

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Participants in Liv Asmt

Time frame	Activity	Location	Participants in Liv Asmt			Remarks	
			TCF	D Tm	Others		
start	end	hrs	FHWA				
5.30p	1.50 stakeholder mtg:	Grnd Lake Lodge Dining Room	2	2	0	? CDOT-Reg 3 Plng	Mark Rogers
	incl	commerce 15500 US Hwy 34, 970-627-3967				? RMNP	Mark McCutcheon
	incl					0 CDOLA	
	incl					2 ToGL staff	T Mgr,Planner
	incl					1 ToGL Board of Tr.	EL,
	incl					1 G Co staff	Eco Development Coordinator
	incl					? Brd of Co Comm	
	incl					1 Chamber staff	also at Constitution event
	incl					? Chamber Brd of Dir	
	incl					lodging ? Colo Cabin Adventur	Andrea Barnett
	incl					lodging ? Grand Lake Lodge	Jeff Larson
	incl					lodging ? Daven Haven	Carey Barnes
	incl					real estate ? ReMax	Suzi Maki
	incl					real estate ? Mtn Lake Properties	Donna Ready
	incl					real estate ? Crabtree Realty	Elwin Crabtree
	incl					restaurants ? Sagebrush BBQ&Gri	Bob Freeman
	incl					restaurants ? Sloopy's Grill	Richard&Jenny Schliep
	incl					restaurants ? Cy's Deli	Nate Berchard
	incl					retail ? Mine Design	Dorothy Reimer
	incl					retail ? Red Sled	Kathy Weydert
	incl					retail ? Cabin Quilts&Stitche	Judy Jensen
	incl					services ? Grand Lake Plbg	Robin Young
	incl					services ? J Williams Photograp	John Williams
	incl					services ? Grand Mtn Bank	Linda Dickenson
	incl					recreation 0 see recreation stakeholder mtg on fri	
	incl					headcount=9+more??	
	incl						overlaps with Constit Wk event
	incl						(reception&spkr,6p,GLL)
	incl						GLL is donating coffee&tea
7.00p	incl	transition/break					
7.00p	1.50 stakeholder mtg:	Grand Lake Lodge	y	y	y		
	incl	residents 15500 US Hwy 34, 970-627-3967	2	2	0	? CDOT-Reg 3 Plng	Mark Rogers
	incl	full & part time				? RMNP	Mark McCutcheon
	incl					0 CDOLA	
	incl					2 ToGL staff	T Mgr,Planner
	incl					? ToGL Board of Tr.	
	incl					1 G Co staff	Eco Development Coordinator
	incl					? Brd of Co Comm	
	incl					1 Chamber staff	also at Constitution event
	incl					0 Chamber Brd of Dir	

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Participants in Liv Asmt

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start	end	hrs		TCF	D Tm	Others			
				FHWA					
		incl					headcount(best guess)=15 to 30		
		incl					overlaps with Constit Wk event		
		incl					(reception&spkr,6p,GLL)		
		incl					GLL is donating coffee&tea		
	8.30p	incl	transition	y	y	y			
8.30p	x	o	retire for the evening	y	y	y			
FRIDAY, SEPTEMBER 20, 2013									
morning		tbd	on your c until drvg tour	to be determined					
			sleep in	y	y	y			
			wake	y	y	y			
			tbd	tbd	tbd	n/a	if time allows		
			breakfast	tbd - see suggestions, pg1					
	tbd		transition	travel to Town Hall					
	8.30a			1026 Park Ave					
8.30a	1.00		stakeholder mtg:	2	1	0	1 RMNP	Larry Gamble	Chf, Plng
	incl		recreation	and Conference Call			0 CDOLA		
	incl			Call-in number: 1-719-457-6209			3 ToGL staff	T Mgr,Planner,Marina Mgr	
	incl			Passcode: 685121			? ToGL Board of Tr.		
	incl						1 G Co staff	EcoDev	
	incl						? Brd of Co Comm		
	incl						1 Chamber staff	Samantha Miller	
	incl						1 ANRA	Dan Matthews	ANRA Mgr
	incl						? ARNF	Brad Orr	
	incl						? BLM	Susan Cassell	
	incl						ph BurRec	Laura Harger	Nat Res Spec
	incl						ph	Tony Curtis	Enviro Sprvsr
	incl						1 Hdwtr Trail Alliance	Maura McKnight	Director
	incl						? Contin'l Divide Coalition		
	incl						2 GL Trailgroomers	Nick Hansen	President
	incl							Cam Stone	Hd Groomer
	incl						1 Trailblazers Snowmobile Club		
	incl						1 GL Metro Rec Distr	Don Summers	President
	incl							Bruce Crutcher	
	incl						? Winding River Resor	Wes House	Owner
	incl						? Elk Creek Cmpgrnd	Rebecca Dean	
	incl						? Spirit Lake Polaris	Matt Woody	
	incl						? Highland Marina	Paul/Laurie Hedgecock	

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<u>start</u>	<u>end</u>			<u>TCF</u>	<u>D Tm</u>	<u>Others</u>	
	<u>hrs</u>			<u>FHWA</u>			
9.30a	incl						headcount=15+phone+more?
9.30a	9.45a	0.25 transition/break	Town Hall	y	y	y	
	incl		1026 Park Ave				
9.45a	0.75	stakeholder mtg:	Town Hall	2	1	0	1 RMNP Larry Gamble Chf, Plng
	incl	land conservation	1026 Park Ave				0 CDOLA
	incl						2 ToGL staff T Mrg,Planner
	incl						? ToGL Board of Tr.
	incl						1 G Co staff EcoDev
	incl						? Brd of Co Comm
	incl						0 Chamber staff
	incl						1 ANRA Dan Matthews ANRA Mgr
	incl						? ARNF Brad Orr
	incl						? BLM Susan Cassell
	incl						ph BurRec Laura Harger Nat Res Spec
	incl						ph Tony Curtis Enviro Sprvsr
	incl						? CO Hdwtrs Lnd Trust Carse Pustmueller Ex Dir
10.30a	incl						headcount=8+phone+more?
10.30a	10.45a	0.25 transition/break	Town Hall	y	y	y	
	incl		1026 Park Ave				
10.45a	1.00	stakeholder mtg:	Town Hall	2	1	0	1 RMNP Larry Gamble Chf, Plng
	incl	cultural, heritage &social	1026 Park Ave				0 CDOLA
	incl						2 ToGL staff T Mrg,Planner
	incl						? ToGL Board of Tr.
	incl						1 G Co staff EcoDev
	incl						? Brd of Co Comm
	incl						0 Chamber staff
	incl						1 Grand Arts Council Jim Cervenka Brd Member
	incl						1 GL Area Hist. Society Jim Cervenka Brd Member
	incl						? G Co Hist. Assoc Dave Lively Brd Member
	incl						? GL Rotary Club Geoff Elliot President
	incl						1 GL Women's Club Ann Bag President
	incl						? GL Fireworks Org Doris Braun President
	incl						1 Grand Angels Connie Graham
	incl						1 Rcky Mtn Rep Theatr Carol Wolff Exec Dir
	incl						1 Dick Lacouture President
	incl						? GL Creative Industries
11.45a	incl						headcount=13+phone+more?
11.45a	noon	0.25 transition/break	Town Hall	y	y	y	
	incl		1026 Park Ave				

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<u>Time frame</u>			<u>Activity</u>	<u>Location</u>	<u>Participants in Liv Asmt</u>			<u>Remarks</u>
					<u>TCF</u>	<u>D Tm</u>		
<u>start</u>	<u>end</u>	<u>hrs</u>			<u>FHWA</u>	<u>Others</u>		
noon	1.50	lunch/debrief	Town Hall	2	1	6	0 CDOLA	
	incl		1026 Park Ave				headcount=9	
	incl							carry-out from Grand Pizza
	incl							complete menu orders at break
	incl							Marti to order&pick up
	incl							use ToGL cc
1.30p	incl	transition	Town Hall	y	y	y		
	incl		1026 Park Ave					
1.30p	2.50	bonus/flex time						
	incl	mystery guest experience??		??	??	n		if needed
	incl	boat tour of lake??		??	??	??		if needed (not completed wed)
	incl	revisit driving tour sites?		??	??	??		if needed
4.00p	incl	transition		y	y	n/a		
4.00p		on your own - Grand Lake to Denver						
		depart Grand Lake		y	y	n/a		
		eat		y	y	n/a		
		return rental??		??	??	n/a		
		friends & family		y	??	n/a		
		check-in at hotel near DIA		??	??	n/a		
		retire for the evening		y	y	n/a		
SATURDAY, SEPTEMBER 21, 2013								
morning	??	on your own - Denver to home						
& afternoon		wake		y	y	n/a		
		family & friends		y	??	n/a		
		return rental??		??	??	n/a		
		travel		y	y	n/a		
		eat b'fast lunch dinner		y	y	n/a		
		retire for the evening		y	y	n/a		