

UTAH

**Strategic
Livability Plan
for Utah's Scenic
Byways and Backways
Program**

November 2015

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November 2015

Strategic Livability Plan for Utah's Scenic Byways and Backways Program

prepared for

Utah Office of Tourism

prepared by

Lardner/Klein Landscape Architects, P.C.

in association with:

MIG, Inc.

The National Trust for Historic Preservation

Dawson Associates, LLC

HW Lochner, Inc.



UTAH

ACKNOWLEDGEMENTS

The Utah State Scenic Byway Program is a statewide partnership intended to provide educational, economic, and recreational benefits to travelers and Utah citizens through the unique designation of identifying the most outstanding tourism routes and transportation corridors in Utah.

The Utah State Scenic Byways Committee is authorized in Title 72, Chapter 4 of the Utah Administrative Code. The committee is charged with conducting the business to administer the State Scenic Byway program. The Committee and Program is managed by the Utah Office of Tourism with the assistance of its partner agencies represented on the Scenic Byways Committee.

Thank you to the following partial list of Scenic Byways Committee members (indicated with an asterisk) and representatives of scenic byway sponsoring organizations and other agencies and organizations for their involvement in four planning meetings and additional conference calls to develop and review goals and strategies for inclusion in the strategic livability plan.

Funding for the "Livability Plan for Utah's Scenic Byways and Backways Program" was provided by the Federal Highway Administration's Public Lands Highways Discretionary Program (PLHD) administered through the Office of Federal Lands Highways.

Throughout the document, reference to the Utah Scenic Byways and Backways Program has been shortened to the Utah Scenic Byways Program. When referring to the Utah Scenic Byway Program, the entire program is referenced including:

- Eight nationally designated scenic byways
- Nineteen additional state designated byways
- Fifty-eight legislatively designated scenic backways

Jenn Andis, Tour of Utah
Allysia Angus, Bureau of Land Management
Rhett Arnell, UDOT, District IV
Terry Bell, Rockville Town Council
Paula Bell, Arts to Zion
Nancy Brunswick, USFS Regional Landscape Architect
Betty Byrne, Envision Utah
Tina Carter, Emery County Travel Bureau
Charlene Christensen, Utah Valley Convention & Visitors Bureau
Jim Crisp, Southern Utah University
Leslie Crossland, National Park Service*
Nancy Dalton, Parowan Heritage Foundation*
Tom Dansie, Springdale
Marian DeLay, Grand County Travel Council (retired)
H. C. Dutch Deutschlander, Brian Head Town Mayor*
Susan Duckworth, Utah House of Representatives*
Nycole Durfey, Wayne County Travel Council
Lisa Duskin-Goede, Bear River Association of Governments
Elise Erler, Utah SITLA
Julie Fisher, Utah Division of State History
Toni Foran, Hurricane
Robert Ford, Rockville
Dennis Gaede, Member-at-Large (Energy Loop NSB)
Ken Gotzen-Berg, Kane County Office of Tourism & Film Commission
Nan Groves Anderson, Utah Tourism Industry Coalition
Hugh Haddock, Federal Highway Administration, Utah Division*
Todd Hagemen, Tour of Utah
Irene Hansen, Duchesne County Chamber of Commerce*
David Hatch, Forest Service (Uinta-Wasatch-Cache)
Fred Hayes, Utah State Parks and Recreation*
Gael Hill, SB 12 Foundation
John Holland, SB 12 Byway Coordinator
Jim Ireland, NPS Utah State Coordinator & Superintendent, Timpangos Cave NM
Donald Jaques, Ashley National Forest
David Jeppesen, BLM Utah State Office*
Richard Justis, Logan Canyon Scenic Byway
Joyce Kelly, St. George Area Convention & Tourism Office
Kim Konikow, Washington County Arts Council
Falyn Owens, Garfield County Office of Tourism
Leland Pollack, Garfield County Commission
Chris Potter, Utah Department of Transportation*
Cindy Purcell, Zion National Park
Gaylord Robb, Paiute Indian Tribe of Utah
Cory Roegner, Bureau of Land Management
Deanna Rothlisberger, Bear Lake Chamber & Visitor Bureau
Carol Ryan USDA-FS, Intermountain Region*
Daphne Sewing, Cedar Breaks National Monument-NPS
Roxie Sherwin, St. George Area Convention & Tourism Office
Ken Sizemore, Santa Clara City Council*
Jill Spencer, Payson City Planning
Ryan Starks, Heber Valley Office of Tourism
Jerry Steglich, Daggett County Commission
Maria Twitchell, Cedar City-Brian Head Tourism
Vicki Varela, Utah Office of Tourism, Film and Global Branding*
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ABBREVIATIONS

AAR – All-American Road
A CHP – Advisory Council on
Historic Preservation
AOG – Association of
Governments
BIA – Bureau of Indian Affairs
BLM – Bureau of Land
Management
BOR – Bureau of Reclamation
CMP – Corridor Management
Plan
CVB – Convention and Visitor
Bureau
DHA – Utah Department of
Heritage and the Arts
DPR – Utah Division of Parks
and Recreation
FHWA- Federal Highway
Administration
FLAP – Federal Lands Access
Program
GOED – Governor’s Office of
Economic Development
GPS - Global Positioning
System
ITA – International Trade
Administration
MAP-21 - Moving Ahead for
Progress in the 21st Century
Act
MOA – Memorandum of
Agreement
MOU- Memorandum of
Understanding
MUTCD – Manual of Uniform
Traffic Control Devices
NEPA – National Environmental
Policy Act
NPCA – National Parks
Conservation Association
NPS – National Park Service
NSB – National Scenic Byway
SITLA -School and Institutional
Trust Lands Administration
TMPF - Tourism Marketing
Performance Fund
TODS - Tourist Oriented
Directional Signs
UDOT – Utah Department of
Transportation
UHC – Utah Humanities
Council
UOT – Utah Office of Tourism
USDA – United States
Department of Agriculture
USDOT – United States
Department of
Transportation
USFS – United States Forest
Service
UTIA – Utah Tourism Industry
Association

TECHNICAL APPENDICES

The Utah Scenic Byways Program Strategic Livability Plan is based upon the following technical memoranda in support of the recommendations:

1. **Scenic Byway Summary Report** - information was collected for each byway including
 - Overview
 - Why Visit This Byway?
 - Regional Context
 - Activity/livability Clusters
 - Access to Outdoor Activities and Recreation
 - History and Heritage
 - Education and Interpretation
2. **Visitor Research Report** - visitor research and marketing strategies
3. **Signage and Graphic Identity Concept Report** - inventory of existing signage types and recommendations for an overall signage system and modifications to the scenic byways program logo
4. **Quality Management Guidelines** - providing guidance for web, print, and signage to implement the Signage and Graphic Identity Concept consistent with the UOT’s “Life Elevated” brand.
5. **Funding Sources** - a matrix identifying potential funding sources, potential partners and priorities for implementation as listed by goal and strategy

Digital (Adobe PDF) files of the strategic livability plan and supporting appendices will be posted to the project planning web page at <http://www.utahscenicbyways.com>.

INTRODUCTION

Since the mid-1980s, the Utah Scenic Byways Program, managed by the Utah Office of Tourism, has helped Utah communities and partner agencies and organizations to bring more economic activity to the state by providing safe and attractive access to some of Utah's most scenic, natural and cultural landscapes, its historic towns and outstanding outdoor recreational areas.

Utah's eight nationally designated scenic byways and nineteen state scenic byways provide a great travel experience to world-renowned destinations—some of the most significant and remarkable landscapes in the world. Utah's byways play an important role in the livability and quality of life in the many communities that are located along these well-traveled routes.

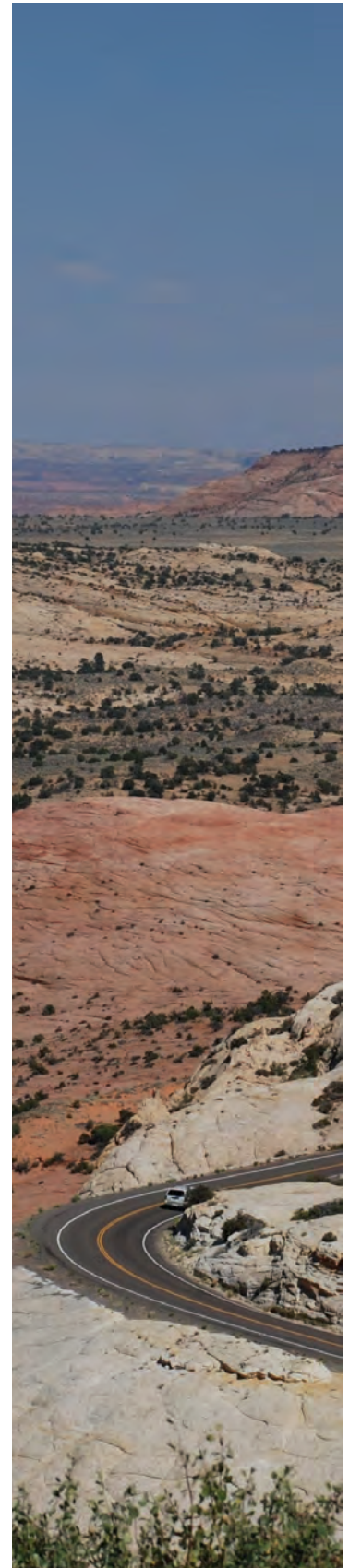
The Utah Office of Tourism and its partner agencies and organizations (Utah Department of Transportation, Utah State Parks and other state agencies, Bureau of Land Management, United States Forest Service, National Park Service, local governments, local convention and visitor bureaus, and civic organizations) remain committed to using the Scenic Byway program to provide the basic travel infrastructure for Utah's burgeoning outdoor heritage- and nature-based tourism industry.

The state of Utah Office of Tourism (UOT) requested and was awarded Public Lands Highways funding to produce a Livability Plan for Utah's Scenic Byways and Backways Program. The purpose of the strategic livability plan is to re-examine the program's goals, the organizational framework for achieving those goals, the necessary and new opportunities for funding and financing future investments in visitor infrastructure, and the marketing strategies needed to capture a new generation of travelers eager to experience Utah's great outdoors.

THE UTAH SCENIC BYWAYS AND BACKWAYS PROGRAM

The initiative to develop a scenic road system in Utah was inspired by a study completed in late 1985 by the Five County Association of Governments (FCAOG). The initial designation effort involved seven of Utah's twenty-nine counties, all located in the southwestern part of the state. The FCAOG study identified the economic benefits to rural communities of encouraging travelers to get off the freeway and identified the potential for relieving overcrowding occurring at the time in Utah's National Parks—goals that continue to shape the program today.

The Utah Travel Council played a primary role in establishing the scenic road system, with the support of the interested local tourism offices—the Five County Association of Governments, Canyonlands Travel Region (a two county area), and Color Country Travel Region (a five county area). The Travel Council approached the Utah Department of Transportation (UDOT) about their potential participation and interest. However, due to controversial issues raised during prior attempts to



Utah Scenic Byway 12 - an All-American Road



Dead Horse Point State Park
at the end of the Dead Horse
Mesa Scenic Byway



500 South Trailhead, Legacy Parkway
(Photo courtesy of Sharen Hauri)



Silver Lake, Big Cottonwood
Canyon Scenic Byway (Photo
courtesy of U.S. Forest Service)



Nebo Loop National Scenic Byway
(Public domain. Photo by A. E. Crane)



Utah Patchwork Parkway
National Scenic Byway (Photo
courtesy of Cedar City and
Brian Head Tourism Bureau)

establish a program, UDOT was not able to take part in designating scenic routes. UDOT did agree to allow Utah's tourism industry to make recommendations for designation and indicated the potential for UDOT to install signs marking the routes, once designated.

In 1986, the Utah Travel Council took the lead in developing a descriptive brochure of the chosen routes. The routes, nominated by localities and evaluated by the Utah Tourism Council, included both paved and unpaved scenic routes, leading to a "secondary route" scenic classification – the precursor to the "Scenic Byways and Backways" program of today.

The program was endorsed in October of 1986 at a joint UDOT/Utah Travel Council Board meeting, and direction was given to expand the program statewide. UDOT agreed to indicate Scenic Routes on the state highway map and install route marker signs for the program. The process for selecting routes was then repeated statewide with the Utah Travel Council again taking the lead at gathering local input. Roads in Southern Utah were also reevaluated with the objective of reducing the numbers of selected routes to those that would be the most marketable to the rest of the nation. In the early fall of 1987, the state highway map was redesigned to include Scenic Routes using dots along the roads as indicators.

Many of the routes crossed United States Forest Service (USFS) and Bureau of Land Management (BLM) lands and linked to Utah's National Parks. In August 1988, based upon interest from federal agencies in gaining endorsements for Forest Service Scenic Byways to be included in the system, UDOT and Utah's USFS Forest Supervisors convened a meeting with representatives from the Bureau of Land Management, Federal Highway Administration (FHWA), County Commissioners, Associations of Government, Utah Travel Regions, Utah Travel Council, National Park Service (NPS), and League of Cities and Towns. A committee representing the broad range of interests participating in the meeting was convened. The committee developed criteria and used those criteria to establish 27 designated scenic byways throughout the State. The committee sponsored a public meeting in February 1989, confirming the criteria and designations.

Provisions governing Utah's scenic byways are authorized by the following grants of rulemaking authority and provisions of Utah Code: Title 63G, Chapter 3; and the Designation of Highways Act, Title 72, Chapter 4. The initial Utah scenic byways were officially designated on April 9, 1990.

State Scenic Byway Designation Criteria

Utah R926-14-5: Criteria Required of a Highway to Be Considered for Designation as a State Scenic Byway (as of Monday, June 21, 2010)

(1) A road being considered for state scenic byway designation must meet all of the following criteria:

- (a) the nominated road must possess at least two unusual, exceptional, or distinctive intrinsic qualities, as defined;
 - (b) the nominated road may be either a planned or existing route and in the case of a planned route, legal public access, safety standards and all-weather pavement must be guaranteed at completion of construction;
 - (c) roadway safety on the nominated road must be evaluated against and guided by American Association of State Highway and Transportation Officials (AASHTO) safety standards for federal aid primary or secondary roads;
 - (d) the nominated road must have strong local support for byway designation and the proponents must demonstrate this support and coordination;
 - (e) the nominated road must accommodate recreational vehicles or provisions should be made for travel by recreational vehicles;
 - (f) the nominated road need not lead to or provide connection to other road networks; it may be dead-ended, or provide only a single outlet for traffic;
 - (g) the nominated road need not be open during the winter months, but seasonal road closures must be clearly posted, shown on applicable maps, and specified in any promotional literature; and
 - (h) the nominated road may include portions of the Interstate Highway System, but only if the Interstate component is a small part of the mileage of the overall nominated scenic byway and is included primarily for continuity of travel.
- (2) It is the intent of these criteria to be restrictive in nature so as to limit the number of designated state scenic byways *in order to maintain the quality and integrity of the scenic byway system* [emphasis added].

Utah Scenic Backways

The scenic backway designation has one primary difference from a scenic byway designation—that being safety. Scenic backways meet all the standards for scenic designation and lead to some of the most beautiful back country in the world. Scenic backways, however, generally do not meet full federal road safety standards. Many of the back country roads are very rough and remote. High-clearance and/or four-wheel drive vehicles are needed to travel some sections of these roads, many of which are seasonally maintained and impassible when wet. All are far from emergency road service so travelers need to be prepared for anything. Extensive information about travel safety on back country roads in Utah is offered at the local BLM or Forest Service visitor contact stations.



Energy Loop National Scenic Byway (photo by Jerry Sintz)



Bear Lake Scenic Byway



Scenic Byway 12 All-American Road



Interpretive kiosk on the Logan Canyon National Scenic Byway

NATIONAL SCENIC BYWAY PROGRAM

In 1991, five years after Utah's Scenic Byways Program was first initiated, a National Scenic Byway Program was established under Title 23, Section 162 of the United States Code as part of the Intermodal Surface Transportation Efficiency Act of 1991 and reauthorized and expanded significantly in 1998 under TEA-21 and again under SAFETEA-LU in 2005.

The sponsoring organizations for Utah's scenic byways have benefitted from this program bringing in more than 10.8 million federal dollars in grant funds (plus a minimum of 20% local or non-USDOT federal match) to develop corridor management plans, interpretive plans, install interpretive waysides, develop new visitor centers and other types of byway facilities, develop marketing materials and promotions for scenic byways, conserve and/or preserve significant landscapes and historic sites, and develop guidelines to help maintain the character defining features of designated scenic byways.

Over the ensuing twenty-five years, eight sponsoring organizations have successfully nominated their routes for designation through the National Scenic Byway Program (tinted cells, "Table 1 – Existing State and Nationally Designated Scenic Byways" on page 6). One route, Scenic Byway 12, is designated as an All-American Road.



Gateway sign for the Energy Loop - Huntington and Eccles Canyon National Scenic Byway,

MAP-21 AND BEYOND

On July 6, 2012, President Obama signed the "Moving Ahead for Progress in the 21st Century (MAP-21), the bill that reauthorizes federal transportation programs through the end of fiscal year 2014 (27 months total) plus extensions through December 11, 2015. The act did not allocate any direct funds for the National Scenic Byway Program (either grants or for the program's administration) for the next 27 months. However, it also did not contain language that repealed Title 23, Section 162 of the United States Code, the legislation that authorizes the National Scenic Byway Program. MAP-21, as of the writing of this plan, was extended at current funding levels until December 11, 2015.



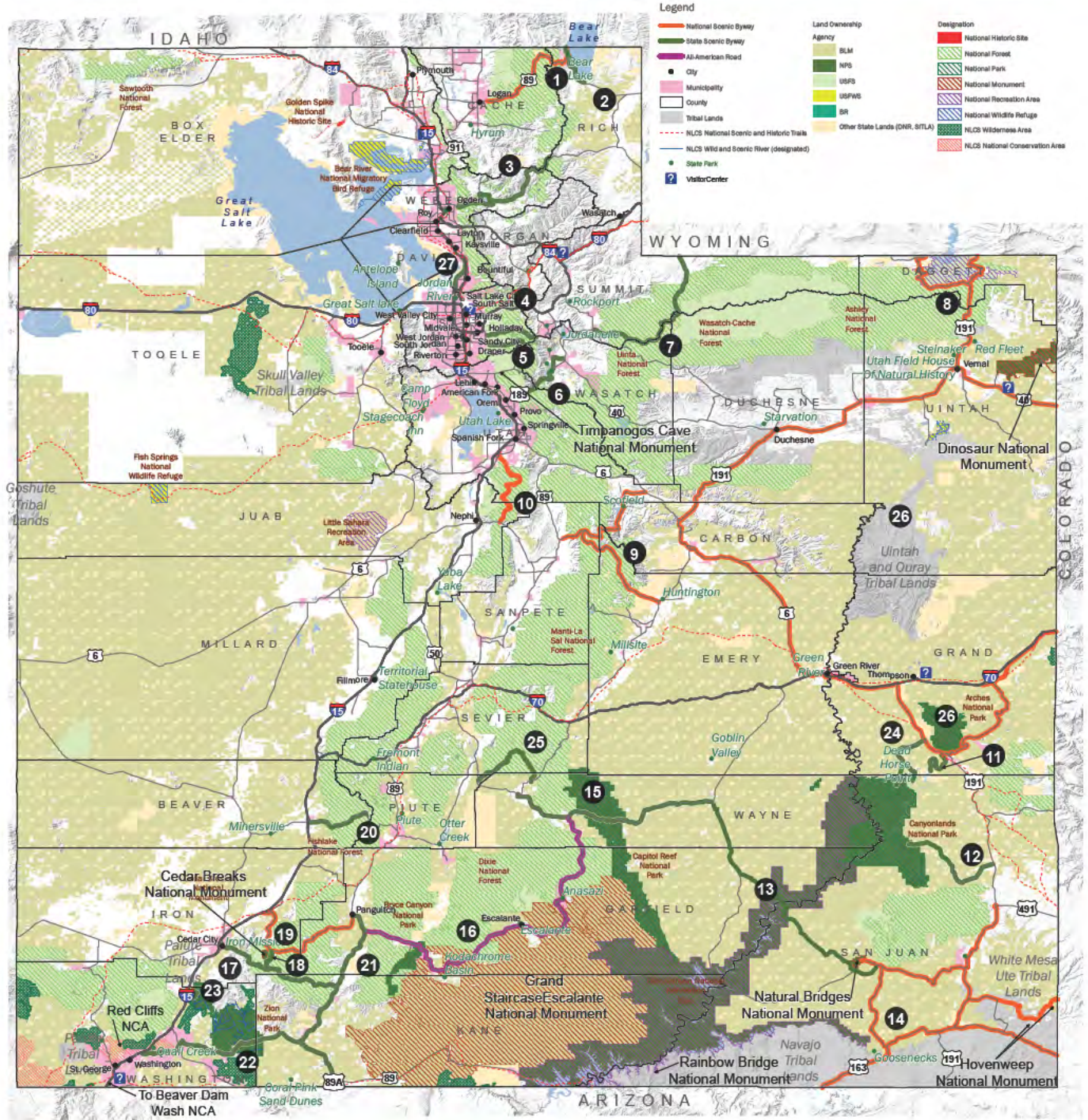
Cedar Breaks Scenic Byway (Steve Greenwood)



Storm Mountain, Big Cottonwood Canyon Scenic Byway (Steve Greenwood)

UTAH SCENIC BYWAYS

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> 1 Logan Canyon National Scenic Byway 2 Bear Lake Scenic Byway 3 Ogden River Scenic Byway 4 Big Cottonwood Canyon Scenic Byway 5 Little Cottonwood Canyon Scenic Byway 6 Provo Canyon Scenic Byway 7 Mirror Lake Scenic Byway 8 Flaming Gorge - Uintas National Scenic Byway 9 Energy Loop: Huntington & Eccles Canyon National Scenic Byway | <ul style="list-style-type: none"> 10 Nebo Loop National Scenic Byway 11 Potash - Lower Colorado River Scenic Byway 12 Indian Creek Scenic Byway 13 Bicentennial Highway 14 Trail of Ancients National Scenic Byway 15 Capitol Reef Country Scenic Byway 16 Scenic Byway 12 - All-American Road 17 Markagunt High Plateau Scenic Byway 18 Cedar Breaks Scenic Byway 19 Utah's Patchwork Parkway National Scenic Byway | <ul style="list-style-type: none"> 20 Beaver Canyon Scenic Byway 21 Mount Carmel Scenic Byway 22 Zion Park Scenic Byway 23 Kolob Fingers Road Scenic Byway 24 Dead Horse Mesa Scenic Byway 25 Fish Lake Scenic Byway 26 Dinosaur Diamond Prehistoric Highway - National Scenic Byway 27 Great Salt Lake Legacy Parkway |
|---|---|--|



CONTEXT MAP

Utah's scenic byways in relationship to public lands and designations



Table 1 – - Existing State and Nationally Designated Scenic Byways

| Map # | Byway by Tourism Region | County | Heritage Area | Federal Lands | Official Designation |
|----------------------------------|--|-----------------|------------------------------|---|--|
| Northern Utah | | | | | |
| 1 | Logan Canyon | Cache, Rich | Bear River Heritage Area | Uinta-Wasatch-Cache National Forest | R926-13-4 (1). Designated Scenic Byways (1990, 2002, 2010) |
| 2 | Bear Lake | Rich | Bear River Heritage Area | | R926-13-4 (2). Designated Scenic Byways (1990) |
| 3 | Ogden River | Weber, Rich | | Uinta-Wasatch-Cache National Forest | National Forest Scenic Byway; R926-13-4 (3). Designated Scenic Byways (1990) |
| 4 | Big Cottonwood Canyon | Salt Lake | | Uinta-Wasatch-Cache National Forest | National Forest Scenic Byway; R926-13-4 (4). Designated Scenic Byways (1990, 2002) |
| 5 | Little Cottonwood Canyon | Salt Lake | | Uinta-Wasatch-Cache National Forest | National Forest Scenic Byway; R926-13-4 (5). Designated Scenic Byways (1990) |
| 6 | Provo Canyon | Utah, Wasatch | | Uinta-Wasatch-Cache National Forest | R926-13-4 (6). Designated Scenic Byways (1990, 2003) |
| 7 | Mirror Lake | Summit | | Uinta-Wasatch-Cache National Forest | National Forest Scenic Byway/R926-13-4 (7). Designated Scenic Byways (1990) |
| 8 | Flaming Gorge - Uintas | Daggett, Uintah | | Ashley National Forest; Bureau of Land Management | R926-13-4 (8). Designated Scenic Byways (1990,1992) |
| 27 | Great Salt Lake Legacy Parkway | Davis | | | R926-13-4 (30). Designated Scenic Byways (2002) |
| Northern and Central Utah | | | | | |
| 10 | Nebo Loop | Utah, Juab | | Uinta-Wasatch-Cache National Forest | National Forest Scenic Byway; R926-13-4 (11). Designated Scenic Byways (1990); National Scenic Byway |
| Central and Southern Utah | | | | | |
| 25 | Fish Lake | Sevier, Wayne | Mormon Pioneer Heritage Area | Fishlake National Forest; Bureau of Land Management | R926-13-4 (28). Designated Scenic Byways (1990, 1992) |
| Southern Utah | | | | | |
| 11 | Potash - Lower Colorado River | Grand | | Bureau of Land Management | R926-13-4 (13). Designated Scenic Byways (1990) |
| 26 | Upper Colorado River Scenic Byway (included with Dinosaur Diamond) | Grand | | Bureau of Land Management | R926-13-4 (12). Designated Scenic Byways (1990) |
| 12 | Indian Creek | San Juan | | Bureau of Land Management | R926-13-4 (9). Designated Scenic Byways (1990) |

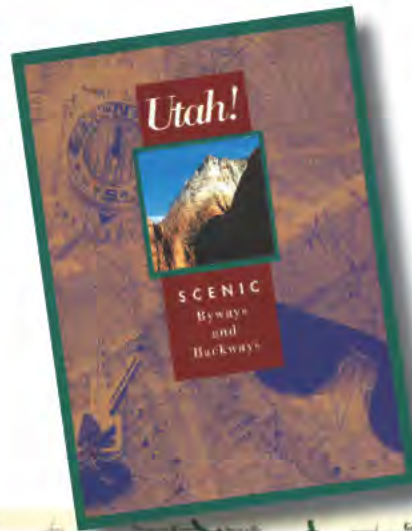
| | | | | | |
|---|--|--|---|---|--|
| 13 | Utah Bicentennial Scenic Byway 95 | San Juan, Garfield | Mormon Pioneer Heritage Area; Trail of the Ancients Heritage Area | Bureau of Land Management; Glen Canyon National Recreation Area | R926-13-4 (15). Designated Scenic Byways (1990); portions renamed as part of the Trail of the Ancients Scenic Byway (1994) between SR-275 and US-191 |
| 14 | Trail of Ancients (includes portions of Bicentennial Scenic Byway) | San Juan | Trail of the Ancients Heritage Area | Bureau of Land Management | R926-13-4 (16). Designated Scenic Byways (1994,2001); National Scenic Byway |
| 15 | Capitol Reef Country | Wayne | Mormon Pioneer Heritage Area | National Park Service; Bureau of Land Management | R926-13-4 (18). Designated Scenic Byways (1990) |
| 16 | Scenic Byway 12 - All-American Road | Wayne, Garfield, Iron | Mormon Pioneer Heritage Area | Dixie National Forest; Bureau of Land Management; National Park Service | R926-13-4 (19). Designated Scenic Byways (1990); All-American Road |
| 17 | Markagunt High Plateau | Iron, Kane | Mormon Pioneer Heritage Area | Dixie National Forest; National Park Service | National Forest Scenic Byway; R926-13-4 (20). Designated Scenic Byways (1990) |
| 18 | Cedar Breaks | Iron | | Dixie National Forest; National Park Service | National Forest Scenic Byway; R926-13-4 (21). Designated Scenic Byways (1990) |
| 19 | Utah's Patchwork Parkway | Iron, Garfield | Mormon Pioneer Heritage Area | Dixie National Forest; Bureau of Land Management | R926-13-4 (22). Designated Scenic Byways (1990); National Scenic Byway |
| 20 | Beaver Canyon | Beaver | | Fishlake National Forest; Bureau of Land Management | National Forest Scenic Byway; R926-13-4 (23). Designated Scenic Byways (1990) |
| 21 | Mount Carmel | Garfield, Kane | Mormon Pioneer Heritage Area | Bureau of Land Management | R926-13-4 (24). Designated Scenic Byways (1990) |
| 22 | Zion Park | Washington, Kane | Mormon Pioneer Heritage Area | National Park Service; Bureau of Land Management | R926-13-4 (25). Designated Scenic Byways (1990) |
| 23 | Kolob Fingers Road | Washington | | National Park Service | R926-13-4 (26). Designated Scenic Byways (1990) |
| 24 | Dead Horse Mesa | Grand, San Juan | | Bureau of Land Management | R926-13-4 (27). Designated Scenic Byways (1990) |
| Northern, Central, and Southern Utah | | | | | |
| 9 | Energy Loop: Huntington & Eccles Canyon | Utah, Sanpete, Emery, Carbon | Mormon Pioneer Heritage Area | Manti-La Sal National Forest | National Forest Scenic Byway; R926-13-4 (10). Designated Scenic Byways (1990, 1992); National Scenic Byway |
| 26 | Dinosaur Diamond Prehistoric Highway* | Uintah, Duchesne, Carbon, Emery, Grand | | Bureau of Land Management | R926-13 (29). Designated Scenic Byways (1998); National Scenic Byway |

Tinted cells are nationally designated scenic byways

* (Includes Upper Colorado; Scenic byway route established with National Scenic Byway designation differs from special highway designation in that it includes County Road FAS-1714 and I-70 east of Cisco and does not at this time include those portions located on SR-10, on SR-155, or on US-191 south of SR-128.

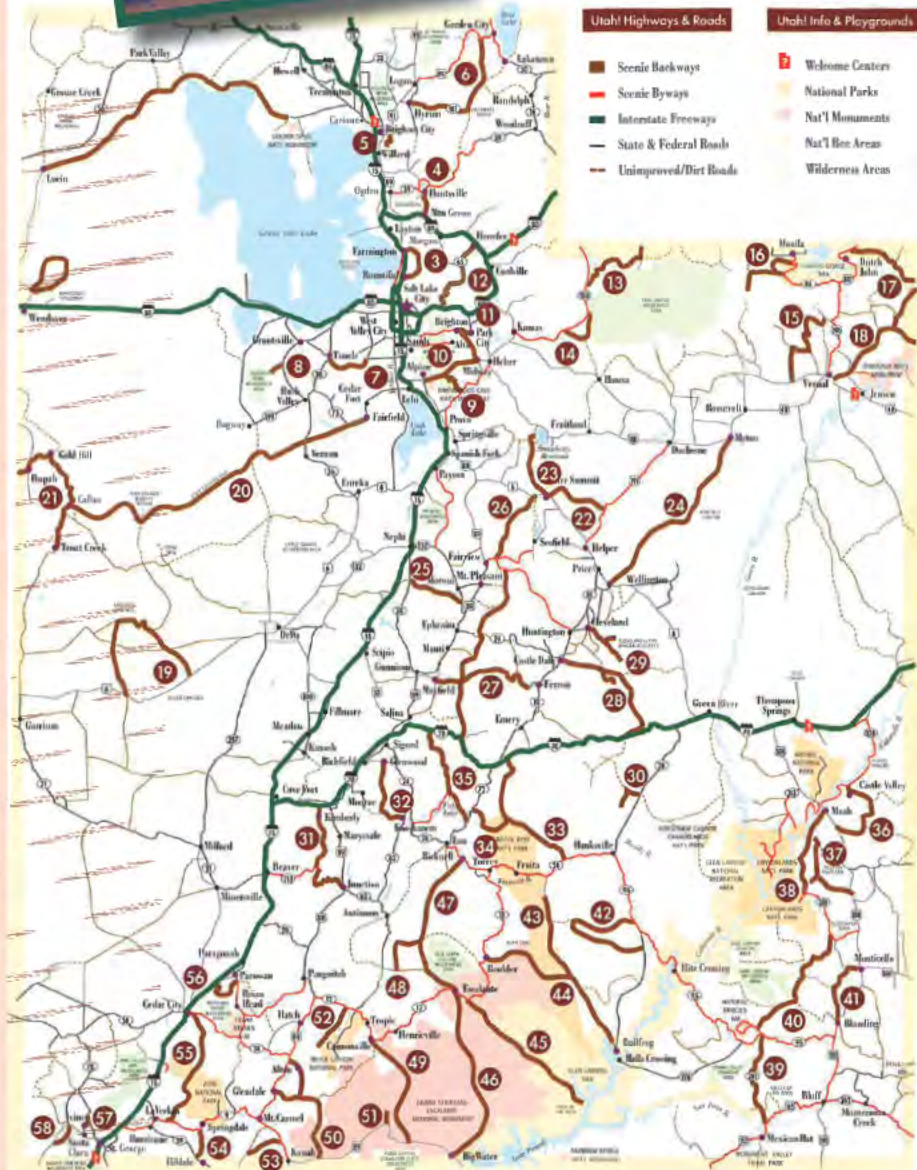
Utah Scenic Backways

- (1) Central Pacific Railroad Trail Scenic Backway. *
- (2) Silver Island Mountain Loop Scenic Backway*.
- (3) Bountiful/Farmington Loop Scenic Backway.
- (4) Trappers Loop Road Scenic Backway. (Ogden River Scenic Byway)
- (5) Willard Peak Road Scenic Backway.
- (6) Hardware Ranch Road Scenic Backway.(Logan Canyon National Scenic Byway)
- (7) Middle Canyon Road Scenic Backway
- (8) South Willow Road Scenic Backway
- (9) Alpine Scenic Loop. State Route 92 (Provo Canyon Scenic Byway)
- (10) Cascade Springs Scenic Backway
- (11) Guardsman Pass Road Scenic Backway (Big Cottonwood Canyon Scenic Byway)
- (12) Pioneer Memorial Backway
- (13) North Slope Road Scenic Backway (Mirror Lake Scenic Byway)
- (14) Broadhead Meadow Road Scenic Backway (Mirror Lake Scenic Byway)
- (15) Red Cloud/Dry Fork Loop Scenic Backway (Flaming Gorge-Uintas National Scenic Byway)
- (16) Sheep Creek/Spirit Lake Loop Scenic Backway (Flaming Gorge-Uintas National Scenic Byway)
- (17) Jones Hole Road Scenic Backway
- (18) Brown's Park Road Scenic Backway (Flaming Gorge-Uintas National Scenic Byway)
- (19) Notch Peak Loop Scenic Backway.
- (20) Pony Express Trail Scenic Backway*
- (21) Deep Creek Mountains Scenic Backway (Pony Express Trail Scenic Backway)
- (22) Reservation Ridge Scenic Backway (Dinosaur Diamond Prehistoric Highway National Scenic Byway)
- (23) White River/Strawberry Road Scenic Backway.
- (24) Nine Mile Canyon Scenic Backway. (Dinosaur Diamond Prehistoric Highway National Scenic Byway)
- (25) Chicken Creek Road Scenic Backway
- (26) Skyline Drive Scenic Backway.(Energy Loop National Scenic Byway)
- (27) Mayfield-Ferron Scenic Backway. (Skyline Drive Scenic Backway)
- (28) Wedge Overlook/Buckhorn Draw Scenic Backway
- (29) Dinosaur/Cedar Overlook Scenic Backway
- (30) Temple Mountain/Goblin Valley Road Scenic Backway
- (31) Kimberly/Big John Flat Road Scenic Backway (Beaver Canyon Scenic Byway)
- (32) Cove Mountain Road
- (33) Cathedral Valley Road Scenic Backway (Capitol Reef Country Scenic Byway)
- (34) Thousand Lake Mountain Road Scenic Backway
- (35) Gooseberry/Fremont Road Scenic Backway (Fishlake Scenic Byway)
- (36) La Sal Mountain Loop Road Scenic Backway (Dinosaur Diamond Prehistoric Highway National Scenic Byway)
- (37) Lockhart Basin Road Scenic Backway (Indian Creek Corridor Scenic Byway)
- (38) Needles/Anticline Overlook Road Scenic Backway
- (39) The Trail of the Ancients Scenic Backway (Redesignated on September 22, 2005 as part of the Trail of the Ancients National Scenic Byway)
- (40) Elk Ridge Road Scenic Backway (Trail Of the Ancients National Scenic Byway and Indian Creek Corridor Scenic Byway)
- (41) Abajo Loop Scenic Backway (Trail of the Ancients National Scenic Byway)
- (42) Bull Creek Pass Road Scenic Backway. (Bicentennial Highway Scenic Byway)
- (43) Notom Road Scenic Backway (Capitol Reef Country Scenic Byway, Burr Trail Scenic Backway)
- (44) Burr Trail Scenic Backway (Scenic Byway 12 All-American Road)
- (45) Hole in the Rock Scenic Backway (Scenic Byway 12 All-American Road)
- (46) Smoky Mountain Road Scenic Backway (Scenic Byway 12 All-American Road)
- (47) Posey Lake Road Scenic Backway (Scenic Byway 12 All-American Road, Capitol Reef Country Scenic Byway)
- (48) Griffin Top Road Scenic Backway
- (49) Cottonwood Canyon Road Scenic Backway (Scenic Byway 12 All-American Road)
- (50) Johnson Canyon/Alton Amphitheater Scenic Backway.
- (51) Paria River Valley Scenic Backway
- (52) East Fork of the Sevier Scenic Backway(Scenic Byway 12 All-American Road)
- (53) Ponderosa/Coral Pink Sand Dunes Scenic Backway)
- (54) Smithsonian Butte Scenic Backway (Zion Park Scenic Byway)*
- (55) Kolob Reservoir Road Scenic Backway (Zion Park Scenic Byway,Cedar Breaks Scenic Byway)
- (56) Dry Lakes/Summit Canyon Scenic Backway (Utah's Patchwork Parkway National Scenic Byway)
- (57) Mojave Desert/Joshua Tree Road Scenic Backway
- (58) Snow Canyon Road Scenic Backway



Utah's fifty eight "Scenic Backways" include routes that have been designated by the State Scenic Byways Committee in recognition of their intrinsic qualities, as defined for scenic byways, but that do not meet either the width, grade, curvature, paving, or safety criteria necessary to be considered a Utah scenic byway (see page 21 for definitions of each type of scenic backway.

Utah! SCENIC Backways



Source: Utah! Scenic Byways and Backways, 2002 (Updated GIS data under development and will replace this map)

PLANNING CONTEXT

Although federal funding has been a tremendous resource for the program, other sources of funding for byway management and enhancement activities need to be found to make the program more sustainable over time. Development of the strategic plan is intended to identify new funding models, new collaborative approaches for delivering visitor services and for protecting and enhancing the byways and communities that comprise the system of scenic byways.

PLANNING PROCESS

The draft vision, goals and strategies that follow are the result of a sequence of four meetings with representatives from the Utah Office of Tourism, the Utah Scenic Byways Committee, Utah's twenty-seven state and national scenic byways, county and local tourism offices, and other interested stakeholders. Each meeting was organized to cover a key topic and set of issues leading towards the development of the strategic plan. The meetings, conducted from June of 2014 to February of 2015 included:

- [Meeting #1: June 26—Vision and Goals Meeting](#)
- [Meeting #2: October 2—Program Management and Branding](#) including a work session on marketing
- [Meeting #3: November 20—Funding and Financing](#)
- [Meeting #4: February 26—Marketing Strategies](#) including a follow up work session on branding, signage and wayfinding

All four meetings were well attended with representatives from most of the byway leaders and agency partners participating either in person, or on the available conference-call line. Meeting handouts, presentations, and notes were posted to the byway planning web site at <http://www.utahscenicbyways.com>. An overall vision was developed based upon the input from Meeting #1 in June, 2014, and reviewed and revised at subsequent meetings. Draft strategies were then developed to implement the vision based upon the meetings and reviewed with byway leaders and stakeholders during a fifth meeting, by conference call on June 18, 2015.

VISION FOR THE SCENIC BYWAY PROGRAM

Utah's scenic byways offer travelers a unique perspective on our state's ageless beauty, rich history, diverse art and culture, stunning landscapes and abundant recreation. Touring the byways can be a life-changing experience for travelers from all walks of life, providing an opportunity to discover the joys of the journey itself.

Scenic byways celebrate the best Utah has to offer—with roads to wander and space to wonder.

The vibrant communities surrounding the Byways are themselves essential to creating a memorable and authentic experience, and the life of each Byway depends on the heritage, culture, and healthy economies of the towns that surround it.



Flaming Gorge - Uintas National Scenic Byway

BENEFITS AND VALUES

The Utah Scenic Byway Program has been active and successful for nearly thirty years. The program has served as a support system to local scenic byway communities in their planning endeavors and grant acquisitions. The program has helped with local efforts to protect and promote the unique roads throughout Utah that link travelers with tourism destinations, outstanding recreational opportunities and public lands. Utah's scenic byways provide a great travel experience to world-renowned destinations—some of the most significant and remarkable landscapes in the world. Utah's scenic byways are:

More than just a pretty drive. They are managed by local community organizations in partnership with local governments, destination marketing organizations and the representatives of the state or federal agencies that are responsible for the travel route or for the many destinations found along the byway corridor.

A national leader in byway related tourism and the development and management of a scenic byway program. Utah was an early proponent of designating scenic travel routes based upon strong local interest of community leaders to encourage visitors to get off the freeway and enjoy their spectacular scenery and rural places. Utah is now home to eight nationally designated scenic byways and nineteen additional state designated scenic byways.

Contributing to the economic health of many rural communities. Utah's Scenic Byway 12, designated as an "All-American Road"—the highest honor for scenic byway designation at the federal level—generated economic activity directly attributable to visiting the byway of \$12.75 million in spending in 2013 representing 8.5% of the total sales in Garfield and Wayne Counties that year¹. Similar results from other byways nationwide indicate that byway visitors:

- Stay longer in a particular area
- Support locally-owned businesses such as bed and breakfasts, restaurants, antique stores and "main street" retail business

¹ From economic impact evaluation prepared as part of the [Scenic Byway 12 Economic Impact Study](#) by Zions Bank Public Finance; July 2014



Bryce Canyon National Park
along Scenic Byway 12



Mirror Lake Scenic Byway

- Spend more money per visit
- Bring in new spending from outside the local economy

Scenic byways provide other **tangible benefits to Utah's Tourism economy and the quality of life** of many of Utah's rural communities:

- Byways **help to capture a segment of the market of "heritage travelers"**—those with higher amounts of spendable income and the time available to spend it—who are seeking out the high quality travel experiences that Utah's scenic byways provide
- Byways **showcase areas that have an important story to tell** to both local residents and visitors—serving as "outdoor museums" to help tell that story in authentic settings and places
- Byways **connect people and places with the great outdoors**, introducing people to its benefits by providing windows to the natural world and doors to nature-based experiences that they otherwise would not seek out or even know about
- Byway corridors provide **multi-modal opportunities for leisure travelers** by enhancing connections between automobile, transit, bicycle, and pedestrian options—linking together primary roads with scenic, recreational, historic, cultural and natural area destinations
- Byways help **promote rural areas** by increasing the comfort level for visitors unfamiliar with an area
- Byways in metropolitan areas **increase access to nearby nature, recreation, culture and the arts**
- Byways increase the livability of a community by helping to **leverage funding for community-based enhancements** and by increasing the attractiveness of a community to new audiences that may be interested in coming back in the future to either visit or perhaps live

Many of Utah's twenty-seven designated scenic byways have prepared and subsequently updated corridor management plans to coordinate efforts aimed at capturing the benefits described above. In addition to the eight nationally designated byways, corridor management plans were prepared for six additional corridors. The corridor management plans identify an overall vision, goals and strategies for preserving and maintaining the special qualities of the byway; enhancing the visitor experience; telling the byway story; and marketing the route to visitors.



Gateway Community of Helper, Utah (Dinosaur Diamond National Scenic Byway)



Gateway Community of Moab, Utah (Dinosaur Diamond National Scenic Byway)



Utah State University Eastern Prehistoric Museum, Price, UT, Dinosaur Diamond National Scenic Byway

Community Livability

Utah's scenic byways play an important role in maintaining and enhancing the quality of life in the communities that are part of the byway corridor. Livability addresses issues at a local level involving community design, land use, environmental protection and enhancement, mobility and accessibility, public health, and economic well-being². John Holland, byway coordinator for Scenic Byway 12, defined livability simply as the ease or satisfaction of living in a place.

In addition to the benefits and values listed above, the livability concept, as applied to scenic byways, reflects the opportunities that byways create to:

- Enable a broad cross section of a community (residents, business owners, local, state and federal agencies, etc.) to work together, as a community, on common transportation and land use solutions
- Find new ways to link those qualities of nearby nature and culture to the enhanced ability of a community to attract new residents and employers based upon that quality of life

Stewardship

The qualities attracting visitors to scenic byways help to instill a sense of public stewardship for those same natural and cultural resources that are the reason for its designation. Broadened public interest in the scenic, natural and cultural features along scenic byways leads to a greater understanding of the need for their stewardship. Many residents take these resources for granted, as having always been there and thinking that they will never change. When visitors from around the world come to see those same resources, it garners new appreciation and support for their stewardship.

Access to Backcountry Recreation

Utah's fifty-eight state designated backways provide increased opportunities for long-distance adventure travel along some of Utah's most remote, scenic and historic unpaved back country roads.

² Adapted from [The Role of FHWA Programs In Livability: State of the Practice Summary](#), U.S. Department of Transportation, Federal Highway Administration, March 21, 2011



Energy Loop National Scenic Byway

Community-Based Tourism Benefits³

Scenic byways provide Utah communities with excellent opportunities to attract visitors based upon the following marketing strengths:

- **Diversity of byways and travel experiences** – The presence of byways in every area of the state offers visitors a wide array of options for travel experiences that can include visiting communities along the way and enjoying cultural, historic and natural resources as well as participating in events, recreational activities or enjoying local shopping and dining.
- **Collaborative marketing** – Byways offer opportunities for communities to participate in cooperative advertising through the Utah Office of Tourism and to collaborate on promotions with other nearby communities and scenic byways—broadening the audience for community-based tourism promotion.
- **Partnerships with others with similar goals** – Byways offer a mechanism for local communities to partner with regional and nationally significant destinations such as national and state parks, national heritage areas and other regional arts, culture and recreational destinations.

Increased Spending in Communities

The July 2014 economic impact study by Zions Bank Public Finance showed that the amount spent per the average group for all persons in the party for the entire trip to the area was \$853.56 over an average four day trip. The study further broke out the spending habits as follows:

| Per Trip Visitor Retail Spending on SB 12 Per Party | |
|---|-----------------|
| Gas and Fuel | \$121.33 |
| Restaurants and Fast Food | \$165.55 |
| Groceries | \$44.49 |
| Gifts, Souvenirs | \$110.99 |
| Lodging | \$332.18 |
| Admissions | \$13.43 |
| Auto repair | \$8.45 |
| Other | \$57.15 |
| Total | \$853.56 |

The fiscal impact to byway communities and the state accrue directly to businesses through increased spending and indirectly to communities through local taxes (local option sales tax, County option sales tax, transient room tax restaurant tax, resort tax, rural hospital tax).

3 See Appendix 1: Visitor Research And Marketing Strategies For Utah's Scenic Byways

How are Byways Marketed in Utah Communities?

In February 2015 a questionnaire was sent to byway leaders and stakeholders to gather information on activities related to scenic byways. Of the 53 respondents—14 were DMOs, 16 were scenic byway organizations and 23 were agencies/non-governmental organizations or individuals. Key findings include:

Table 2 – - Existing Promotion

| | percent | # |
|---|---------|----|
| Top Assets Promoted | | |
| Public lands for recreation | 100% | 53 |
| Scenic landscapes | 90.57% | 48 |
| Public recreational facilities | 75.47% | 40 |
| Walking/driving tours | 73.58% | 39 |
| Festivals | 67.92% | 36 |
| History museum | 52.83% | 28 |
| Dine on local or regional foods | 47.17% | 25 |
| Art galleries and studios | 45.28% | 24 |
| Heritage trails | 41.51% | 22 |
| Historic neighborhoods | 37.74% | 20 |
| Musical venues | 33.96% | 18 |
| Unique retail shops | 33.96% | 18 |
| Historic downtown | 30.19% | 16 |
| Historic house museum | 30.19% | 16 |
| Art museum | 28.30% | 15 |
| Traditional and contemporary crafts | 24.53% | 13 |
| Science museum | 22.64% | 12 |
| Farm tours | 16.98% | 9 |
| Historic event re-enactments | 13.21% | 7 |
| How are Byways Promoted | | |
| One of many attractions | 78.85% | 41 |
| Not currently promoted | 19.23% | 10 |
| Major tourism attractions | 1.92% | 1 |
| Existing Collaboration | | |
| Currently promote with other communities | 72.55% | 37 |
| Do not currently promote with other communities | 27.45% | 14 |

Table 3 – - Travel Planning Information Sources

| Information Sources | | |
|------------------------|---|-------|
| Technology | Mapping site | 59.1% |
| | Mobile phone/PDA | 40.6% |
| | DMO web site | 31% |
| | iPad or tablet computer | 28.4% |
| | Travel TV programs | 12.3% |
| | Travel e-newsletter | 8.9% |
| | Online videos | 8.9% |
| Social media | Facebook | 23.7% |
| | Google | 9.2% |
| | Destination friend/fan | 7.5% |
| | Twitter | 8.5% |
| | Instagram | 6.6% |
| | Social photo sharing sites | 5% |
| User-generated content | Hotel reviews | 27.6% |
| | Destination travel reviews | 20.9% |
| | Restaurant or activity reviews | 19.7% |
| | Travel itinerary or blog | 7.5% |
| Print resources | DMO print publication | 20.5% |
| | Travel or lifestyle magazine | 18.7% |
| | Newspaper travel section | 16.3% |
| | Commercial guidebook | 13.4% |
| | Direct mail piece | 9.7% |
| Other | Opinions of friends, relatives and colleagues | 33.6% |
| | Travel agent | 9.7% |
| | Travel-related radio program | 5.5% |

Source: Destination Analysts, *The State of the American Traveler Survey*, July 2014

Audience

Utah’s scenic byways play a role in linking together three distinct audiences that are traveling to Utah:

- **Nature-based travelers** are looking for activities based upon an appreciation of natural and cultural resources, a desire to learn more about them, and behavior that promotes their conservation
- **Recreation-based travelers** are looking for physically challenging outdoor experiences (appropriate to their experience level) that can be combined with nature-based or heritage-based travel experiences primarily through non-motorized, “human-powered” transportation
- **Heritage travelers** are looking to experience the places and activities that authentically represent the stories and people of the past—including historic, cultural and natural resource

National spending habits of cultural and heritage travelers are higher than those found for Scenic Byway 12 indicating a potential for capturing more economic value from this market:

- 76% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 129.6 million adults each year
- Cultural heritage travelers spend an average of \$1,319 per trip compared to only \$820 for other leisure travelers
- Collectively, cultural heritage travelers contribute more than \$171 billion annually to the U.S. economy⁴

Utah Travel Trends

Studies by D.K. Shifflet & Associates and the University of Utah’s Bureau of Economic and Business Research found:

- Travel to Utah is strong and continuing an upward trend. Nonresident travel increased almost 8% between 2011 and 2012.
- Nonresident travelers represent every age group and participate in a variety of activities.
- Most travelers to Utah (68%) come to visit friends and family or to attend a special event or convention while 32% come for vacation.

In fiscal year 2013:

- Tourism-related tax revenues increased 8.5%
- Arts/entertainment/recreation sales increased 7.3%
- Accommodation sales increased 6%
- Food service-related sales increased 5.9%
- Hospitality sector jobs increased 4.1%
- Hospitality sector wages increased 5.5% (above national averages)

⁴ *The Cultural and Heritage Traveler, 2013 Edition, Mandala Research, LLC; National Trust for Historic Preservation, U.S. Cultural and Heritage Tourism Marketing Council and U.S. Department of Commerce*

MANAGEMENT NEEDS

A successful state managed scenic byway program, like Utah’s, serves as the proverbial glue that links together each of the individual byways and their sponsoring organizations into a system of scenic byways that is a travel destination in and of itself. The program serves to coordinate all of the varied interests, management agencies and related organizations that comprise each individual byway. Over the past 25 plus years, Utah’s Scenic Byway Program has undertaken the following activities:

- Designating scenic byways
- Supporting scenic byway sponsoring organizations
- Facilitating locally-based corridor management planning
- Developing and maintaining travel tools for scenic byways
- Raising awareness about the intrinsic qualities of its designated scenic byways and taking a leadership role in addressing their stewardship needs
- Supporting scenic byway organizations in their efforts to enhance the visitor experience
- Coordinating the statewide marketing of scenic byways

Looking ahead to the next ten years, the Program will need to address the following specific issues as identified by byway leaders and stakeholders. Each of these programmatic needs are related to maintaining the high quality of the Utah scenic byway travel experience and capturing more of the potential spending of nature-based and cultural heritage travelers.



Patchwork Parkway
National Scenic Byway

Table 5 – Existing Program Needs

| Byway Program Element | Program Needs |
|---|---|
| State and Federal Designation of Scenic Byways | |
| The Utah Scenic Byways Committee, as codified by Utah law (72-4-302) continues to meet on a regular basis with support from the Utah Office of Tourism | <ul style="list-style-type: none"> • There is interest in new state byway designations, especially routes that link one byway to another • There is continued interest in National Scenic Byway designations if another round of nominations occurs • There is potential for de-designation or segmentation requests |
| Provide Support to Scenic Byway Sponsoring Organizations | |
| The elimination of the allocated National Scenic Byway Program funding has reduced the amount of funds available (through the Transportation Alternatives Program that combined many programs including scenic byways) and increased the competition for those funds. | <ul style="list-style-type: none"> • Support is needed to provide assistance and outreach for grantsmanship and grants administration. • Support is needed to increase partnership opportunities and volunteer activities. |
| The elimination of the allocated funding has had a secondary impact in that agency personnel at the local, state and federal level are no longer spending as much time, and in some cases, any time, on byway management (including seeking additional sources of funding, working with the byway committee on management activities, and ensuring that byway management is integrated into the day to day operations of their agencies). | <ul style="list-style-type: none"> • Support is needed in the form of re-establishing the connection between the benefits of active byway management and the contribution of time spent on byways by DMO’s, local government planning and economic development agencies, state and federal government agencies with responsibilities for lands along Utah’s scenic byways. |

| Byway Program Element | Program Needs |
|---|--|
| <p>The Utah Office of Tourism as the lead agency has temporarily decreased the amount of time and resources allocated to the Scenic Byway Program (in part, in anticipation of the completion of the strategic livability planning effort).</p> | <ul style="list-style-type: none"> • Ongoing support is needed to provide outreach, education, technical assistance, and coordination that, in the past, had been provided by the scenic byway coordinator. This includes re-establishing byway-related programming as part of the Annual Tourism Conference. |
| <p>Facilitate Locally-based Corridor Management Planning</p> | |
| <p>Corridor management plans need to be updated on a regular basis to reflect changes in the program at the national level, local priorities, and new opportunities.</p> | <ul style="list-style-type: none"> • Ongoing support will be needed to keep these plans up to date (updating short range priorities on an annual basis, updating long-range priorities on a five year basis). |
| <p>Develop and Maintain Tools for Travel Planning and Navigational Needs</p> | |
| <p>Web-based travel planning resources were updated several years ago. However, the landing page for Utah's Scenic Byway Program's web site is out of date and many of the links on the site are now broken and not maintained.</p> | <ul style="list-style-type: none"> • Support is needed to update the web site and manage and maintain the site on a regular basis. |
| <p>The map and guide available on the web is of high quality with outstanding photography, however, the map and guide was never printed. One-page information sheets on scenic byways are still distributed at visitor centers, but it does not represent the breadth and quality of the byway travel experience.</p> | <ul style="list-style-type: none"> • Support or financing is needed to update and produce a high quality map and guide that raises awareness and interest in Utah's scenic byways (could be sold for revenue). • Annual byway trip planners in tabloid format are produced at UOT and need to be continued. |
| <p>State visitor centers include exhibits on scenic byways (typically, one of the eight octagonal walls in the visitor center).</p> | <ul style="list-style-type: none"> • Ongoing support is needed to update these exhibits and provide training for staff to focus on the full range of visitor experiences that are available along Utah's scenic byways (see hospitality training). |
| <p>There is a need to update the route marking system for both National and State designated byways. Nationally designated routes are marked with the America's Byways logo, while the state designated route marker is inconsistent. Both sign systems are aging.</p> | <ul style="list-style-type: none"> • Support is needed to refresh the system, make it consistent with the 'Life Elevated' branding, and replace the signing system as the current signs are difficult to read and will require replacements due to normal wear and tear. |
| <p>There is a strong need to implement a wayfinding system directing visitors to community-based services and attractions along scenic byways. Tourist Oriented Destination Signs (TODS) and Community Wayfinding signing systems exhibit the most potential to assist travelers in finding destinations and visitor services along scenic byways.</p> | <ul style="list-style-type: none"> • Support is needed to design the system while implementation of such a system can be self-supporting (as per the Interstate Logo program). • Coordination with UDOT is need to establish a community wayfinding program for byways consistent with Manual of Uniform Control Devices (MUTCD) and utilized as a safety measure to reduce unpredictable turning movements on routes were a large percent of the travelers are unfamiliar with the route. |
| <p>Travel and Roadway Management</p> | |
| <p>Travel characteristics associated with scenic byways are often different than other travel routes (byway travelers typically drive more slowly and are unfamiliar with the route). Byway routes are also popular with bicyclists. UDOT's Context Sensitive Solutions policies provide an appropriate design approach to addressing travel safety issues.</p> | <ul style="list-style-type: none"> • Support is needed to build and maintain involvement and awareness of byways among UDOT's District-based personnel (similar to District 4 current involvement in byway activities) to ensure that Context Sensitive Solution's policies are applied when considering work along scenic byways. • Support is needed to track and document byway travel and use patterns as a normal function of the State Highway System in Utah. |

| Byway Program Element | Program Needs |
|---|--|
| Protection of Intrinsic Qualities | |
| <p>There is a need for better coordination among local, statewide and federal agencies that are responsible for conservation and preservation of the intrinsic qualities that are the primary attractions of scenic byways.</p> | <ul style="list-style-type: none"> • State and federal resources are still available for these activities, but there is a need for a commitment on their behalf to ensure that byways are considered an integral part of their ongoing responsibilities for historic preservation, conservation, natural resource management, and stewardship activities. |
| Visitor Experience. Marketing and Promotion | |
| <p>There is no distinct brand and identity for Utah’s scenic byways. The “Life Elevated”™ branding at the state level provides an opportunity to link individual byway efforts together to help establish that distinct identity.</p> | <ul style="list-style-type: none"> • A new byway logo is needed for use across multiple platforms (web, print, signage, etc.) • Support is needed to implement branding and visual identity concepts that evolve from the strategic plan. |
| <p>Visitor information about sites and attractions, events, itineraries and visitor services is generally the responsibility of the local destination marketing organization (DMO) with support from the UOT. Byways often encompass multiple DMOs.</p> | <ul style="list-style-type: none"> • Support is needed to assist byway sponsoring organizations with stronger utilization of existing Office of Tourism resources (e.g. data base and events calendar, etc.) and to ensure that byway links are maintained and coordinated with each DMO. |
| <p>Interpretive and educational materials were installed primarily during the 1990’s and 2000’s prior to the widespread adoption of web- and mobile technologies. Interpretive facilities have aged considerably.</p> | <ul style="list-style-type: none"> • Support is needed to facilitate adoption of new and rapidly changing technologies (web-based and mobile applications, GPS integration with byways, and social media) and to refresh existing interpretive exhibits. |
| <p>Byway sponsors have supported community events with prior funding and volunteer time—resources that are more limited now.</p> | <ul style="list-style-type: none"> • Support is needed to assist byways with stronger utilization of existing GOED/Office of Tourism resources. |
| <p>There continues to be resources available to byway sponsoring organizations (non-profit) and DMO’s for promotion and marketing through the TMPF cooperative marketing program. However, the matching funds are more difficult to find without the federal funding sources.</p> | <ul style="list-style-type: none"> • Support is needed to better position byway sponsoring organizations and DMO’s to work collaboratively on a broader regional basis as a means of spreading out the matching fund support. |
| <p>Awareness of byways as travel destinations among the front-line workers in the hospitality industry is low. Previous efforts to implement hospitality training have had mixed results, in some cases due to the cost.</p> | <ul style="list-style-type: none"> • Support is needed to develop a new hospitality training program that includes both interpretive and functional information about visiting Utah’s Byways and to tie that training into career development activities. |
| Byway Related Enhancement and Livability | |
| <p>Much of the support for developing new visitor facilities was supported by National Scenic Byway Program funds that are now part of the Transportation Alternatives Program.</p> | <ul style="list-style-type: none"> • Support is need to expand efforts to secure funding and to collaborate on a regional or statewide basis to coordinate interpretive and educational programming. |
| <p>Byway communities have limited resources to enhance streetscapes and develop facilities that will encourage visitors to stay longer while also providing more things to see and do for residents.</p> | <ul style="list-style-type: none"> • Support is need to expand efforts to secure funding and establish desired livability projects as a regional priority. |
| Sustaining Byway Programs/Projects | |
| <p>Byway organizational support is also a concern of many byway leaders. While byways are developed at a grass-roots level, the former seed grants that helped organizations to get on stable footing are no longer available.</p> | <ul style="list-style-type: none"> • Such issues as ongoing agency participation, leadership development and succession, getting the word out about byway benefits, especially economic, and the need for technical assistance noted above are all in need of additional support. |

AGENCY AND NON-GOVERNMENTAL PARTNERS

Given the changes in the National Scenic Byway Program at the federal level, there is a need to recapture some of the original partnerships and collaborative efforts that helped establish the original program. A review of the early program history demonstrates extensive involvement among local and regional tourism offices, state and federal agencies, and the Utah tourism industry in its formation.

There are many different partners that get involved with the management and promotion of Utah's scenic byways. The following is a snapshot of existing and potential partners at all levels of government and related organizations along with the potential opportunities that could be more aggressively pursued to fill gaps in Utah's scenic byway program. Although not a complete snapshot, each listing identifies the current role and new opportunities that exist now for expanding those partnerships.



Scenic Byway Trip Planner, 2015 (UOT)

Utah Office of Tourism (UOT) and the Utah Scenic Byways Committee

The Scenic Byway Program is managed by the Governor's Office of Economic Development, Office of Tourism (UOT) and continues its efforts in concert with Utah's Department of Transportation (UDOT) as codified by Utah law (72-4-302). A Scenic Byways Committee is established by that law. The Committee includes representatives from members of Tourism, Transportation, FHWA and Public Land Management Agencies (BLM, NPS, USFS) as well as representatives from local Tourism Offices and elected County-Cities-Town officials, with a Private Business representative—all appointed by the Governor of Utah. The representative from the Governor's Office of Economic Development chairs the Committee and provides staff support to the Committee.

The Utah Office of Tourism also provides opportunities for scenic byway organizations to market and promote their byways through participation with the local Destination Marketing Organizations. They provide resources such as the official state tourism website with a scenic byway landing page and links, a common event calendar, a data base of tourism related sites and attractions, and various programs that support local tourism efforts. UOT operates the state's six Welcome Centers where byways are promoted through exhibit displays and distribution of printed collateral materials. UOT has established a rural tourism effort (called 'Rourism') where opportunities for involvement of byways are supported.

The Tourism Marketing Performance Fund (TMPF) provides funding for cooperative marketing projects statewide. By law, TMPF allocates 20% of the total fund each year to cooperative marketing. In the past, TMPF funding had to be used to target bringing out-of-state visitors to Utah. In 2015, UOT allocated a portion of TMPF funding for marketing to in-state visitors and invited proposals. Since its inception in 2005, the program has provided \$14.9 million to support 327 marketing campaigns around the state (through 2012). Some byways have taken advantage of this fund, but not nearly to the potential that is available (grants up to \$275,000).



Westbound I-80 Northern Utah Welcome Center's scenic byway exhibit.

Utah Department of Transportation (UDOT)

UDOT is responsible for the state highway system that includes most of the byways (some are located on roads managed by a federal or tribal agency). UDOT has multiple programs that benefit byways including maintenance, 3R work (Resurfacing, Restoration, Rehabilitation) extending the service life of roadways, and project development for new construction and reconstruction efforts. Maintenance and 3R work occurs primarily at the District level and many byways have involved District personnel in their corridor management planning efforts as well as the committees that guide the management of those byways over time. Byway related signage (route marking, wayfinding, etc.) that occurs within the public right-of-way is also the responsibility of UDOT in accordance with the Manual of Uniform Control Devices. The newly authorized Tourism Oriented Destinations Sign (TODS) program will be implemented through UDOT.

UDOT's Context Sensitive Solutions program policies have helped and will continue to help byways address safety and capacity issues in a context sensitive manner as funding allows. UDOT also typically allocates approximately 1% of their project development budget for aesthetic enhancements that when applied on byways can contribute to the quality of the byway experience.

Utah Department of Natural Resources, Division of State Parks and Recreation (DPR)

The Division of State Parks and Recreation manages 43 state parks, trail programs, water access, and long-range planning. Just less than half of the state parks are located on a byway (or are very close). More and more visitors to state parks (and byways) are interested in an overall experience that goes beyond the park boundaries and is more than just a scenic drive. To that end, DPR is moving towards finding ways to cross market their state parks as destinations that are part of a scenic byway travel experience (as well as with other similar programs) and making byways a distinct part of a trip to the state park destination.

Utah Department of Heritage and the Arts (DHA)

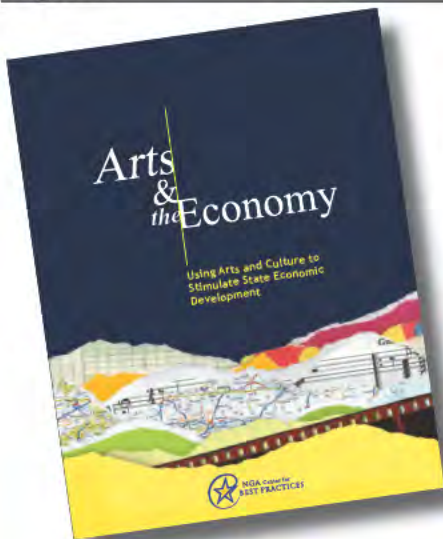
Byway organizations are increasingly trying to integrate the travel experience with associated visits to museums, historic sites, cultural



National Scenic Byway route marker, UDOT



Dead Horse Point State Park is the primary destination on the Dead Horse Mesa Scenic Byway



Scenic byways can help to focus investments in the arts and culture as a means of stimulating economic development. An economic impact study, "The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences" found that the average visitor spends approximately \$96 per person per event (<http://www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/arts-economic-prosperity-iv/download-the-report>)

events, and engagement in the creative arts to sustain increased visitation to both the byway and to the individual communities, sites and destinations. The DHA's vision of "Utah's economy and quality of life being elevated by its heritage, arts, and culture" is a natural fit with scenic byways—helping to link visitors to experiences that are enhanced by heritage, arts and culture. DHA maintains programs that fund and support the management and preservation of historic and cultural qualities that are associated with many of the byways (<http://heritage.utah.gov/dha/funding-dha>). In addition, DHA provides many services and collections that can help a byway interpret resources and increase awareness about a region's heritage, culture and the arts.

Federal Land Management Agencies

About 65% of the lands that are within five miles of any one of the state's twenty-seven byways are managed by a federal land management agency, including the Bureau of Land Management (35%), the US Forest Service (24%) and the National Park Service (4%, but especially the "Mighty Five").

The **Bureau of Land Management** (BLM) has a long track record of their involvement with byways in Utah. BLM established its program, National Back Country Byways, in 1989, offering opportunities to rediscover the splendor of the West's public lands. BLM designated six National Back Country Byways in Utah (Table 2).

In addition to being responsible for more than 35% of the lands that are within five miles of a byway, BLM has taken active roles in the management of those byways where they are responsible for visitor facilities or provide extensive recreation opportunities. These include, but are not limited to:

- Dinosaur Diamond National Scenic Byway
- Fish Lake
- Potash - Lower Colorado River



Utah Symphony and the Mighty-Five Tour (courtesy of Utah Symphony Orchestra)

- Upper Colorado River Scenic Byway
- Indian Creek
- Trail of Ancients National Scenic Byway
- Capitol Reef Country
- Scenic Byway 12 - All-American Road
- Utah’s Patchwork Parkway
- Beaver Canyon
- Mount Carmel
- Zion Park
- Dead Horse Mesa

BLM Back Country Byways
 While most BLM- designated [Back Country Byways](#) are native surface or gravel base roads, they are identified as falling into one of four category types:

- Type 1: Roads that can accommodate normal touring cars.
- Type 2: Roads which require high-clearance type vehicles.
- Type 3: Roads which require 4-wheel drive vehicles or other specialized vehicles such as dirt bikes, all-terrain vehicles (ATV’s), etc.
- Type 4: Trails that are managed to accommodate dirt bike, mountain bike, snowmobile or ATV use.

| BLM National Back Country Byway | Brief Description (BLM) | Travel Conditions (BLM) | Date of BLM Designation |
|--|---|--|-------------------------|
| Bull Creek Pass National Back Country Byway | The route ascends from the desert floor, traversing badlands, and buttes, canyons and cliffs, through slopes of spruce and ponderosa to the alpine elevations of Bull Creek Pass of the Henry Mountains. | This remote Backway is a single-lane road for 68 miles with a dirt surface. There are numerous rough sections, steep grades, and blind curves. Portions may require a 4-wheel drive vehicle. (Road Type 3); | June 21, 1989 |
| Nine Mile Canyon Backway | Nine Mile Canyon, with the greatest abundance of well-preserved rock art in the west, is often referred to as the “world’s longest art gallery.” (78 mile Backway) | Twelve miles from Highway 6 (past the Soldier Creek Mine) and the 7.5 miles from the north are paved. The Byway is a narrow dirt road with several blind corners. (Type not identified by BLM) | June 21, 1989 |
| Pony Express Trail National Back Country Byway | Relive a dramatic part of the West’s history as you travel the same trail that Pony Express riders covered over 100 years ago. (National Historic Trail) | The first five, and the last two miles are asphalt. In between lie 126 miles of maintained gravel and dirt road. The route is open throughout the year; however, the best and safest seasons for travel are spring and fall. (Road Type 2) | April 27, 1992 |
| Silver Island Mountain National Back Country Byway | Scenery and attractions include opportunities for camping, hiking, photography, rock collecting, geologic study, and sightseeing of the rugged Silver Island Mountains and expansive Bonneville Salt Flats. | May be traveled in any type of vehicle; however, a four-wheel drive vehicle is recommended and necessary to explore any of the rocky canyons, washes or gullies of the range. All motorized vehicle travel is currently restricted to existing routes (Road Type 2). | May 6, 1992 |
| Smithsonian Butte National Back Country Byway | The route takes visitors from the Virgin River floodplain in Rockville, up through the pinyon- juniper woodlands topping out at an elevation of 4,920, and then back down to the sagebrush desert | A Type I byway, roads are paved or have an all weather surface and have grades that are negotiable by two-wheel drive vehicles and passenger cars. | June 21, 1989 |
| Transcontinental Railroad Back Country Byway | The 90-mile route begins west of the Golden Spike National Historic Site (NPS) and interprets remnants of railroad camps, towns, and trestles (National Historic Trail). | Portions of this byway may require a high-clearance type vehicle. (Road Type 2) | August 16, 1993 |



BLM's Connecting with Communities program is intended to introduce visitors to nearby recreation opportunities—an effort to “reposition resources (recreation setting management and visitor services, program funding, operational knowledge and skills, and the BLM culture and brand) in support of community values while optimizing benefits for the public.” (<http://www.blm.gov/style/medialib/blm/wy/programs/recreation/strategy.Par.78200.File.dat/ConnectingWithCommunitiesExSummary.pdf>)

BLM recently initiated a new program called “Connecting with Communities,” which provides opportunities for collaboration and partnering with scenic byway organizations. BLM’s vision is that “by increasing and improving collaboration with community networks of service providers, the BLM will help communities produce greater well-being and socioeconomic health and will deliver outstanding recreation experiences to visitors while sustaining the distinctive character of public lands recreation settings.” One of BLM’s strategic focus areas is recognizing that the ease of accessibility to the back country from the backyard is a strength on which the BLM should capitalize. Byways are a strong asset from which to facilitate and encourage access to a variety of settings and recreation opportunities.

USDA Forest Service (USFS) has also been involved with many of Utah’s scenic byways. The USFS established the National Forest Scenic Byways program in May 1988 after determining that scenic driving is the most popular form of outdoor recreation on national forests. The original ten byways have grown to one hundred forty-four nationally. In Utah USFS involvement includes the active management and support for the following byways:

- Logan Canyon National Scenic Byway
- Ogden River
- Big Cottonwood Canyon
- Little Cottonwood Canyon
- Provo Canyon
- Mirror Lake
- Flaming Gorge - Uintas National Scenic Byway
- Nebo Loop National Scenic Byway
- Fish Lake
- Scenic Byway 12 - All-American Road
- Markagunt High Plateau
- Cedar Breaks



Grand Staircase-Escalante National Monument
Cannonville Visitor Center, Scenic Byway 12



Flaming Gorge National Scenic Byway Geology Tour

- Patchwork Parkway National Scenic Byway
- Beaver Canyon
- Energy Loop: Huntington & Eccles Canyon National Scenic Byway

Nationally, the U.S. Forest Service’s partnership program, according to its web-page at <http://www.fs.usda.gov/prc>: is valued at “nearly \$1.3 billion—in the 2012 fiscal year, the agency entered into more than 7,700 grants and agreements with partners who contributed \$535 million, leveraged by \$779 million in agency contributions. In addition, volunteer organizations return an average of 1,933 person-years of volunteer service each year, valued at over \$88 million.” Additional efforts are needed for byway organizations to take advantage of these opportunities. Byway organizations might benefit from one of three USFS congressionally chartered non-profit partners:

- National Forest Foundation (NFF)
- National Fish and Wildlife Foundation (NFWF)
- National Environmental Education Foundation (NEEF)

The Moose Pond Nature Trail along the Flaming Gorge National Scenic Byway is an example of the benefits of the USFS partnership efforts. The work involved extensive volunteer effort but coordinated with agency staff, helping to ensure a successful volunteer outcome as well as a high quality result (see sidebar, this page).

USFS also takes a leading role in the management of several byways (including the Flaming Gorge) in partnership with their state and local government partners and non-governmental support organizations. Both types of contributions—volunteer coordination and taking a leading role on the corridor management team for a Byway—are significant contributions to Utah’s scenic byway program and are essential if the economic, community and agency benefits described in the section “Benefits and Values” on page 10 are to be fully captured.

Best Practice: Moose Pond Nature Trail

Partnerships were key to the successful completion of the Moose Pond project along the Flaming Gorge National Scenic Byway:

- Flaming Gorge – Uintas National Scenic Byway—coordination, organization, securing funds
- Federal Highway Administration—National Scenic Byways Program grant funds
- Ashley National Forest—administration, funding, materials, construction, labor, design
- Utah Division of Wildlife Resources – funding, interpretation, stocking of fish, public outreach
- Intermountain Natural History Association – interpretation, shuttle service at dedication, labor
- Utah Department of Transportation (UDOT)—construction, planning, labor and equipment
- Uintah County Impact Mitigation Special Service District – sponsor of Y.C.C. crew providing labor

Numerous volunteers helped construct the trail. Boy Scouts organized and constructed the log worm fence and footbridge. Local businesses and radio stations donated prizes for the dedication event.



Moose Pond Nature Trail, Flaming Gorge National Scenic Byway (USFS Partnership Program)



Mirror Pond Scenic Byway is a popular byway destination (Matt Morgan)

Although the **National Park Service** does not have a specific scenic byway program, it has worked and been involved with a number of Utah scenic byways including but not limited to:

- Scenic Byway 12 - All-American Road
- Capitol Reef Country
- Cedar Breaks
- Zion Park
- Kolob Fingers Road



The National Park Service is allowed under 16 USC 1 through 4 (Organic Act) to participate in tourism initiatives that are mutually beneficial to NPS and other entities including tribal governments and states. The Utah Office of Tourism has been effectively promoting the “Mighty Five” national parks across the southern tier of the state and a number of scenic byways help to link together these routes. There is a strong interest expressed throughout the planning process to facilitate those linkages through additional designations.

The National Park Service has been aggressively pursuing and promoting the benefits of active partnerships to accomplish mutually beneficial goals. One example of a regionally scaled partnership is the “Outside Las Vegas” Partnership, which includes both a partnership among four federal agencies as well as the non-profit Outside Las Vegas Foundation. (http://www.nps.gov/partnerships/outside_las_vegas_partnership.htm).



NPS's “A Call to Action” has direct benefits for Utah's byways that lead or connect to National Parks. Efforts need to be made at the state level to ensure that byways are fully utilized in the NPS centennial effort. The National Park Foundation also presents opportunities for byways to increase access to Utah's National Parks.

The National Park Service centennial offers additional opportunities to link communities with National Parks using the state's system of scenic byways. America's Great Outdoors program has a proposed FY2016 budget of a total of \$2.7 billion for NPS as part of the Administration's initiative to reconnect Americans to the outdoors. The NPS budget request states that “This proposal provides NPS with the resources to meet the expectations of the 21st century visitor for recreational and educational opportunities and programming, while conserving important cultural and natural resources at parks as well as with partners at non-Federal sites.”



Springdale, Utah serves as a gateway to Zion National Park along the Zion Park Scenic Byway



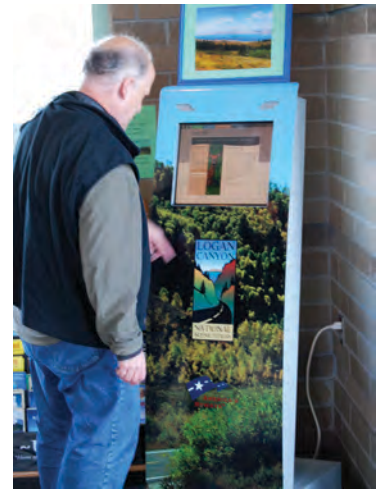
Cedar Breaks National Monument is along the Patchwork Parkway National Scenic Byway

Western States Tourism Policy Council MOA

A Memorandum of Understanding was signed in June of 2014 recognizing that travel and tourism on federal lands, waters and shores provide significant economic, health, educational, and recreational benefits for the United States in general and rural communities in particular. The MOU may provide opportunities for byways with extensive involvement of federal lands (USFS, BLM and NPS) as well as Tribal lands to seek out federal agency involvement in the management of byways, given that management and organizational needs are a significant gap in the scenic byway program.

The MOU states that: "Visitors to federal lands, waters and shores and residents of rural areas in the United States can be better served if the Agencies and the WSTPC work together toward mutually beneficial objectives." The following were identified in the MOU:

- Develop and distribute information about travel, tourism, and recreational opportunities in the western United States.
- Provide assistance to travel and tourism organizations in planning, development, marketing, and management of travel and tourism on federal lands.
- Organize, encourage, and participate in community activities that enhance understanding about the use of travel and tourism to diversify the economic base of communities.
- Organize and conduct assessments and educational programs that enhance the ability of Agencies to manage travel and tourism activities in balance with stewardship responsibilities.
- Coordinate with private entities and tribal, state, and local governmental entities to provide tourism opportunities.
- Promote sustainable management practices to conserve natural, historic, and cultural resources on federal lands, waters and shores and encourage complementary strategies in communities and on non-federal lands, waters and shores.
- Meet with WSTPC at least two times a year to develop recommended actions, a research plan, and coordinate work plan priorities for the following year.



Informational kiosks installed along the Logan Canyon National Scenic Byway are available 24 hours a day, 7 days a week. Interactive touch screens offer directions, natural and cultural history interpretation, and information about services. The project was funded through a cooperative agreement between the Wasatch-Cache National Forest, Cache and Rich counties, and the Utah Department of Transportation with National Scenic Byway Program funding.



Trail of the Ancients National Scenic Byway (Matt Morgan)



Newspaper Rock, Indian Creek Scenic Byway (Matt Morgan)



Escalante Interagency visitor center along Scenic Byway 12 (BLM, USFS, NPS)

From a strategic planning point of view, involvement in byways enabled by this MOU should be actively pursued given the amount of federal lands associated with byways in Utah.

Associations of Government (AOG)

In addition to their early role in the formation of the program (see page 1), AOGs have been involved in helping byways prepare corridor management plans, pursue funding for implementation projects, prepare nominations for national designation and continue to assist with the ongoing planning and management of individual byways. The continued role in coordinating activities between and among the multiple local governments that are involved with the management of byways is crucial to the program's continued success.

Destination Marketing Organizations (DMO)

A key partner in marketing and promoting Utah's scenic byways are the DMOs. DMOs manage tourism oriented web sites, maintain events calendars, promote events, print and distribute collateral materials, operate local visitor centers, and actively track visitor statistics, spending habits, and other important factors in identifying the economic benefits of byway travel. More can be done with DMOs in helping byway marketing efforts stay up to date and keeping track of usage statistics that help byways demonstrate their economic value.

Business Community

Currently, many businesses, especially the hospitality related businesses that are part of the many byway organizations in Utah, provide an important resource for the operational side of byway organizations as well as a strong, visitor-oriented point of view. Business partners also provide planning skills, creativity and other less quantifiable resources in support of the byway community. Corporate partners usually have a vested interest in local communities (such as banking and real estate)



Cache Valley Visitor Center, Logan, Utah



Visitor information kiosk in Payson (Nebo Loop Scenic Byway)

or businesses whose customers are interested in travel and heritage tourism (such as recreational equipment, recreational vehicles, motor vehicles, hotels, media communications, and others).

Universities

Many of Utah’s active scenic byway organizations have partnered with Utah’s higher education community to conduct research, assist in planning, and to develop concepts and ideas for byway enhancement projects. Partnering with the higher education community sometimes involves cost sharing as well as recognizing that the objectives of the institution may require some adjustments in the goals on both sides.

Non-governmental Organizations

Utah’s non-profit and advocacy organizations also offer opportunities for support. Most notable are the organizations that promote activities that make use of byways such as adventure cycling and bicycle clubs. Many of Utah’s scenic byways follow river corridors, offering opportunities to partner with river conservation and recreation groups.

Participation in byway planning and management by arts and cultural groups also benefits both organizations in that linking programming and events with byway travel experiences can extend a visit for both types of visitors and enrich the experience for both. The Utah Symphony’s recent “Mighty Five” tour is an example of how byway travel could be coupled with performance artists as well as studio artists looking for gallery or studio tour itineraries and support.

Other opportunities exist to collaborate with non-governmental organizations by sharing resources. For example, the National Parks Conservation Association maintains a “Gateway Community Forum” web site that addresses many common issues with byways and the forum provides an opportunity to share ideas and information about those common issues. The idea of sharing the platform and leveraging resources to keep it up to date is an example of the kind of collaboration that can help fill gaps in the scenic byway programs needs while supporting the mission and interests of related organizations.



Cache Valley Visitors Bureau brochure family



Capitol Reef Inn and Cafe, Torrey, Utah (Capitol Reef Scenic Byway and Scenic Byway 12)

Stage One of the 2015 Tour of Utah utilized the Logan Canyon National Scenic Byway and portions of the Bear Lake Scenic Byway. Scenic byways present outstanding opportunities for bicycle touring and coordinating with future tours presents an outstanding opportunity to showcase scenic byways and scenic places in Utah to a new and sympathetic audience.



Photo by daverphoto.com



Stage 1 of the Tour of Utah follows the Logan Canyon and Bear Lake Scenic Byways

GOALS AND STRATEGIES

The following goals and strategies provide an overall organizational structure needed to achieve the vision. Each goal helps to break down the overall vision into specific elements that form the basis for implementing the strategic livability plan. The statements are then followed by recommended strategies and actions to help achieve the vision and goals.

1. PROTECT INTRINSIC QUALITIES

1.1 Increase awareness of Utah's scenic byways and scenic places

Rationale: Utah is one of the most scenic states in the country. The scenic qualities attract visitors from around the world. Sustaining the economic benefits associated with the attractiveness of Utah's scenic byways and places is contingent upon the stewardship of the unique qualities that contribute to that scenic quality—including the contribution of historic, cultural, archeological, natural and recreational qualities. Stewardship of scenic qualities must start with awareness of the values and how they contribute to the livability of a community and attractiveness of Utah's scenic landscapes to visitors worldwide.

- A. Communicate to residents, visitors, businesses, non-profit organizations and government agencies that Utah's scenic byways are special and that they provide safe and attractive access to the state's natural and cultural heritage, its historic communities, and nature-based recreation opportunities.
- B. Expand relevance of byway program mission to a larger audience by relating scenic values associated with byways as a critical ingredient to tourism and economic development based upon stewardship values.
- C. Increase partnerships with organizations whose mission is similar to or overlaps with the stewardship needs for scenic byways.
- D. Identify and link byways together that share major watersheds or ecoregion boundaries for the purpose of expanding opportunities for collaboration among byways and stewardship-based organizations.

Actions to Increase Awareness

- Develop itineraries and marketing tools focused on byways and stewardship opportunities – including educational and volunteer-based stewardship opportunities
- Work with local and state agencies and organizations to link scenic byway management with river corridor and/or mountain range conservation; utilizing byways associated with particular landscape features (e.g. Scenic Byways of the Wasatch Mountains)
- Work with Utah's State Historic Preservation Office and related state and federal agencies, national historic trails, and heritage areas to gain recognition of Utah's heritage and history as experienced along Utah's scenic byways
- Pursue funding and support for the development of historic context statements and multiple property document forms for use in increasing opportunities for recognition of historic resources along scenic byways



Colorado River Scenic Byway (part of the Dinosaur Diamond National Scenic Byway)



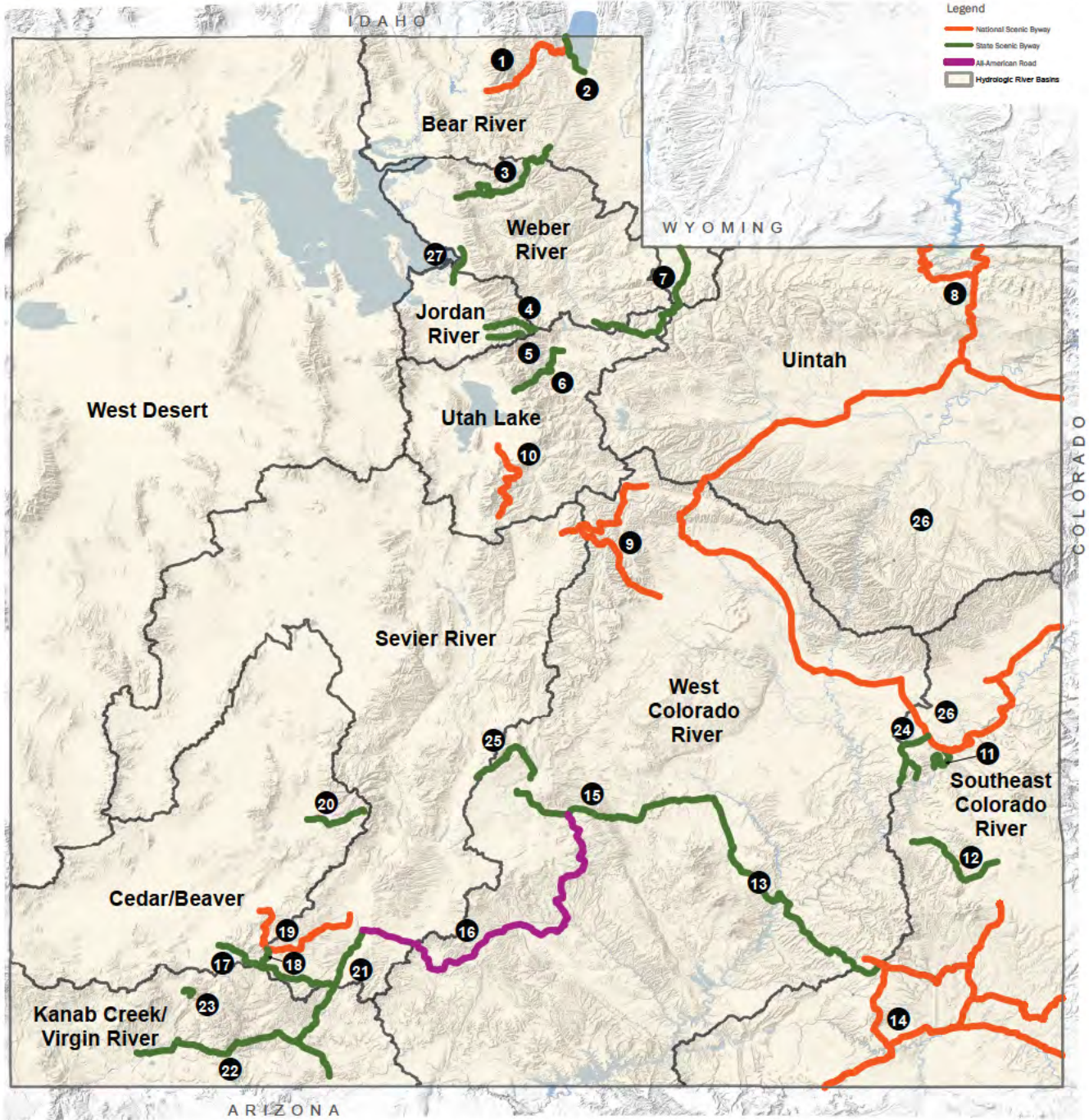
Ogden River Scenic Byway through Ogden Canyon

UTAH SCENIC BYWAYS

- 1 Logan Canyon National Scenic Byway
- 2 Bear Lake Scenic Byway
- 3 Ogden River Scenic Byway
- 4 Big Cottonwood Canyon Scenic Byway
- 5 Little Cottonwood Canyon Scenic Byway
- 6 Provo Canyon Scenic Byway
- 7 Mirror Lake Scenic Byway
- 8 Flaming Gorge - Uintas National Scenic Byway
- 9 Energy Loop: Huntington & Eccles Canyon National Scenic Byway

- 10 Nebo Loop National Scenic Byway
- 11 Potash - Lower Colorado River Scenic Byway
- 12 Indian Creek Scenic Byway
- 13 Bicentennial Highway
- 14 Trail of Ancients National Scenic Byway
- 15 Capitol Reef Country Scenic Byway
- 16 Scenic Byway 12 - All-American Road
- 17 Markagunt High Plateau Scenic Byway
- 18 Cedar Breaks Scenic Byway
- 19 Utah's Patchwork Parkway National Scenic Byway

- 20 Beaver Canyon Scenic Byway
- 21 Mount Carmel Scenic Byway
- 22 Zion Park Scenic Byway
- 23 Kolob Fingers Road Scenic Byway
- 24 Dead Horse Mesa Scenic Byway
- 25 Fish Lake Scenic Byway
- 26 Dinosaur Diamond Prehistoric Highway - National Scenic Byway
- 27 Great Salt Lake Legacy Parkway



DRAINAGE AREAS

Utah's scenic byways in relationship to watershed basins



1.2 Facilitate individual byway efforts to protect intrinsic qualities

Rationale: Byway sponsors typically include representation from the federal, state and local agencies that are responsible for making land use and policy decisions. Corridor management plans have been developed for fourteen of the scenic byway corridors. The plans provide guidance for protecting intrinsic qualities and need to be updated on a regular basis to reflect ongoing priorities and changing circumstances.

- A. Work with byway sponsoring organizations to inventory (or re-inventory) the existing conditions of each byway's intrinsic qualities that qualified it for designation.
- B. Working with byway partners, establish a coordinated approach for monitoring changes to each byway's intrinsic qualities.
- C. Identify approaches to address areas where intrinsic qualities have declined or are highly vulnerable to change.

1.3 Coordinate protection efforts and priorities with local, state and federal agencies and non-governmental organizations

Rationale: Many of the values that comprise the qualities of Utah's scenic byways overlap with the priorities of sister agencies and organizations at the local, state, and federal level.

- A. Integrate scenic byway corridor management plans with local, state, and federal land use and resource management plans and policies.
- B. Identify resources and opportunities for partnerships with regional and statewide conservation organizations to facilitate private conservation actions with willing property owners.
- C. Work with partner organizations to ensure that scenic byways and byway corridors are considered for future conservation actions within each organization's identified priorities.

Actions to Facilitate Byway Protection of Intrinsic Qualities

- Link inventories of scenic byway intrinsic qualities to state-level GIS databases
- Develop a GIS-based set of tools to monitor changes in land use and make that tool easily accessible to byway sponsoring organizations (on-line mapping tool)
- Work with partner organizations to develop new communication tools to work with agencies, property owners and others to incorporate byway considerations early in the planning and design decision-making process when land use changes are being considered.

Actions to Coordinate Protection Efforts

- Facilitate efforts to reference designated scenic byways and their Corridor Management Plans in land use and resource management plans of local, state and federal governments
- Develop model language for use by localities to reference scenic byways in planning documents
- Monitor USFS, BLM and NPS resource management, foundation, interpretive, and other federal NEPA documents to ensure that byways are included and referenced
- Establish a standing committee for stewardship of the state's scenic byways that combines byway leaders with conservation leaders (both public and private sector) as a means of facilitating conservation actions

Actions to Increase Livability of Byway Communities

- Establish strategic investment priorities for rural economic development that link together programs involved with scenic byways historic preservation, arts and culture, outdoor recreation
- Establish strategic and targeted investment priorities for related state grant programs by linking together scenic byways, pedestrian and bicycle programs, recreational trail programs, state historic preservation programs, arts and cultural programs
- Grant program funding availability and selection criteria should be coordinated among partner agencies so that additional points are awarded for coordination between byways, heritage areas, trail sponsors, participating sites/attractions along a scenic byway
- Engage discussion with sister agency grant programs to determine if preference points can be added for scenic byways and scenic byway communities on related grant applications
- Identify opportunities for technical assistance to byway communities to establish policies that promote place-making and heritage- or nature-based friendly tourism communities

2. INCREASE LIVABILITY OF COMMUNITIES

2.1 Use byways as a means of enhancing the quality of life for residents

Rationale: Utah's byways play an important role in the livability and quality of life in the many communities that are located along these well-traveled routes.

- Increase the awareness of local government and stakeholders in the role that active byway management can play to enhance the overall livability of their community.
- Utilize the scenic byway program to attract more visitors to each community through marketing, tours and special events.
- Assist byway communities in increasing the visibility of things to see and do in existing communities, encouraging longer visitor stays and attracting new residents.
- Assist byway communities in increasing local employer awareness of the special qualities found along the byway and the role such can play in attracting new employees and residents.

2.2 Link the management needs of byways with the transportation and recreation needs of byway communities

Rationale: There is a strong connection between aspirations of communities to improve the quality of life and sense of place and the management of scenic byways that they are part of. Byways can serve as a means to create more livable corridors by supporting balanced transportation options, safer roadways, vibrant activity centers, arts and culture, and more accessible attractions.

- Identify opportunities to fund and finance projects that:
 - Increase the connectivity and extent of pedestrian and bicycle facilities between byway communities and nearby sites and attractions
 - Increase multi-modal transportation opportunities as part of the byway travel experience



Quilt Walk Park, Panguitch (<http://www.quiltwalk.org/historic-main-street-walk.html>)



Moab Area Transportation Hub (gateway to Arches NP, Colorado River, and three scenic byways)

- Promote pedestrian and bicycle safety
- Increase environmental quality
- Promote economic revitalization

B. Assist byway communities in identifying priority projects and funding sources.

2.3 Encourage community-based efforts that promote byway communities as destinations for experiencing authentic places

Rationale: The sponsoring organizations for Utah’s scenic byways provide an important role in facilitating and coordinating marketing efforts among its partner communities. Utah’s scenic byway program, in a similar way, provides an important role in linking the marketing needs of individual byways and their communities with state programs. Establishing a recognition program for those scenic byway communities that have visitor infrastructure in place to support increased visitation while retaining their authentic qualities can support those efforts.

- A. Use “Scenic Byway Community” designations to identify communities with sites and attractions related to the byway themes, and that meet minimum levels of visitor services.
- B. For certain grants supported by participating agencies, provide bonus points for designated communities.

3. SUPPORT THE ECONOMY

3.1 Increase opportunities for small businesses along byways through promotion, marketing, signage and technology

Rationale: Utah’s scenic byways provide an opportunity for small businesses to capture more revenue from the increased visitation to their communities associated with scenic byway visitors (see “Increased Spending in Communities” on page 13). Visitors to scenic byways tend to be from out of state, tend to support local businesses and typically spend more money per visit than typical travelers.



Legacy Nature Preserve, Legacy Parkway



Garden City bicycle and pedestrian enhancements, Bear Lake Scenic Byway

Actions to Support the Heritage- and Nature-based Tourism Business

- Byway sponsoring organizations maintain and update active business listings and contacts
- Data consolidated into a common data base (potentially maintained by UOT)
- Survey business partners to determine common promotional and marketing opportunities related to the byway travel experience
- Pursue funding from US EDA or USDA for rural business development to target business assistance to young firms in the tourism, culinary arts and technology industries at their earliest stage of development, providing critical early stage support.
- Develop support program for targeted heritage and nature-based businesses to utilize the TODS program (e.g. small grants program to pay for sign fees on a graduated scale)

- Use the byway program to link together cooperative advertising and promotions through UOT and DMOs.
- Use exhibits and displays at local visitor centers and state welcome centers to promote heritage and nature-based businesses (e.g. Buy Local, Made in Utah, Grown in Utah, etc.).
- Increase business and community awareness of the experiential qualities of Utah's scenic byways through hospitality training; workshops on promoting and telling byway stories, etc. (see strategy 3.2 on page 34).
- Work collaboratively to identify and monitor economic performance of target markets and audiences for business development, promotions and marketing.
- Implement the TODS program and identify cooperative programs that can be utilized to support locally-owned businesses to take advantage of the TODS program.
- Initiate or partner with rural tourism initiative counties to prepare a market study identifying heritage- and nature-based tourism business development opportunities and specific programs to help existing and/or new businesses pursue those opportunities.
- Develop or take advantage of existing web and mobile-based technologies to link businesses to potential customers using the State's system of scenic byways.

3.2 Work with communities to become more "tourism friendly"

Rationale: Byway travelers seek authentic experiences when traveling, including activities that connect them with the outdoors (hiking, bicycling, wildlife viewing, camping, outdoor photography, stargazing, etc.) coupled with other authentic experiences such as dining in unique, locally owned restaurants, purchasing wares that are locally produced and sold, and taking part in activities that are unique to an area or region. Access to these types of authentic experiences requires a unique set of skills and visitor support services that go beyond traditional tourism—welcoming all visitors and providing positive experiences through service and hospitality.

- Engage the tourism industry and byway communities as tourism ambassadors through hospitality training.



Mesa Farm Market on Capitol Reef Scenic Byway east of Torrey



Red Cliffs Lodge and Castle Creek Winery along the Colorado River Scenic Byway

- B. Establish a network for sharing information among hospitality, heritage and nature-based tourism businesses and community development organizations.
- C. Establish and designate “Scenic Byway Communities” (see 2.3 on page 33 for related actions) that demonstrate a supportive environment for visitors and provide a minimum level of visitor services (visitor information center and outdoor kiosk, interpretive information, restrooms, food and lodging).

3.3 Coordinate information and resources to promote year-round visitor opportunities

Rationale: The system of state and nationally designated scenic byways provides an opportunity to link well-established destinations with those offering a less crowded and/or more in-depth visitor experience. The byway designation and related support services provide visitors with more confidence that the extended experience will be a worthwhile investment of their time and money. Utah’s byways can be utilized to extend the seasons that are attractive to visitors.

- A. Use the state system of byways to extend the travel experience beyond the core destinations (National Parks and Monuments, Ski Areas, Salt Lake City).
- B. Develop programs, events and coordinated interpretation timed for shoulder seasons.
- C. Use ephemeral events and niche audiences that benefit from out of season conditions to market and attract new visitors (e.g. night sky, botany, geology, etc.)

3.4 Protect the current quality of life in Byways communities

Rationale: In order to sustain the benefits of increased visitation, coordinated efforts are needed to ensure that the necessary visitor infrastructure are put in place to support that increased visitation.

- A. Continue to monitor and update corridor management plans to ensure that measures identified to protect community quality of life are implemented.
- B. Continue efforts to fund visitor infrastructure and support.

Actions to Enhance Visitor Readiness AND Community Quality of Life

- The Utah Office of Tourism is planning to implement a new hospitality-coaching program in 2015. Research is under way to develop a program that can be distributed digitally
- Establish an online forum for byway organizations, businesses and sites/ attractions located along a byway (or utilize an existing form such as the Utah Gateway Community forum sponsored by NPCA)
- Increase visitor readiness of byways through targeted investments in training, low interest loans, direct aid and other means to keep seasonal hospitality businesses open longer in shoulder seasons
- Coordinate byway programming with ski areas, national and state parks, public lands and other destinations to provide critical mass for hospitality businesses and other sites/ attractions to stay open
- Using CMPs and work plans, identify preservation and enhancement projects that contribute to the livability of existing communities along byways for the purpose of collaboration on funding and implementation efforts



Fairview is a gateway community for the Energy Loop Scenic Byway (aka Skyline Drive)



Payson is a gateway community for the Nebo Loop National Scenic Byway

Actions to Improve the Visitor Experience

- Using CMPs and work plans, identify common heritage- and nature-based tourism development needs and opportunities for the purpose of collaboration on funding and implementation efforts
- Consult with byway sponsoring organizations on a regular basis to identify events associated with byway communities and incorporate into UOT events calendar (minimize overlap)
- Coordinate culture and arts programming on a statewide level to give potential visitors a central resource for information on the arts
- Support “Arts to Zion” (<http://www.artstozion.com>) effort to link touring route as a scenic byway linking to scenic, natural, historic and recreational experiences as a pilot program for other byways to build upon
- Increase visitor readiness of byways through targeted investments in multi-lingual byway travel information (both print and web-based)
- Emphasize byways that are logical extensions of National Park visits (e.g. Mighty Five)
- Incorporate nationally-designated and actively managed byways into international marketing efforts
- Update UDOT maps/data base showing popular bicycle routes <http://uplan.maps.arcgis.com/apps/PublicGallery/index.html?appid=eab60f3437d3478f91f5f90816ddacef&group=3b0d54153dbc46709a38b0cdc44c58e0>

4. IMPROVE THE VISITOR EXPERIENCE

4.1 Provide an excellent experience for all users including area residents and out-of town visitors

Rationale: Visitor infrastructure must be continually updated and refreshed to continue to be attractive to visitors and to encourage them to return and stay longer. Economic benefits as demonstrated for SB 12 will accrue more strongly for a well-managed byway, including programming of events, integration of culture and the arts into the travel experience and increasing exposure to authentic experiences that are expressive of the community’s values.

- A. Collaborate on a regional basis for heritage- and nature-based tourism development.
- B. Establish regional priorities for a common capital improvement program for scenic byway tourism development (projects and programs).
- C. Seek funding from both governmental and non-governmental sponsored sources.
- D. Coordinate Existing Programming and Events through UOT.
- E. Utilize byways as a tool to increase access to the arts and culture to increase cultural tourism opportunities statewide.

4.2 Expand services that meet the unique needs of international travelers

Rationale: Scenic byways can extend the travel experience for international visitors that come for the primary destinations but want to get a better sense of the “American Experience” by providing trip planning and information in other languages and formats.

- A. Incorporate nationally designated scenic byways into UOT international tourism promotion efforts – especially Scenic Byway 12 (All-American Road).
- B. Utilize BrandUSA to promote nationally designated scenic byways as part of regional heritage and nature-based tourism experiences.
- C. Develop or adapt existing web-based travel planning tools for use by byways to facilitate travel planning for international visitors.
- D. Develop or adapt existing itineraries suitable for international travelers.

4.3 Expand multi-modal opportunities for users along Utah Scenic Byways

Rationale: Utah is attractive to those that are interested in active transportation, bicycle tourism, and to younger travelers that may or may not have an automobile by choice. Investing in multi-modal opportunities broadens the range of visitors (both age and interest groups).

- A. Work with UDOT and pedestrian and bicycle user groups to identify scenic byway corridors as high priorities for pedestrian and bicycle safety and enhancement programs.

- B. Develop (or adapt from existing resources) a guide for byway sponsoring organizations on creating more comfortable and friendly communities and byways for walking and bicycling.
- C. Coordinate with state program on developing bicycle friendly business strategies.
- D. Identify opportunities for linking together rail and bus access to byways with vendors that provide auto and bicycle rentals in byway communities.

4.4 Provide comprehensive information about byway resources in multiple formats

Rationale: Travelers get their information about scenic byways from many different sources, but the shift towards web and mobile-based technologies is clearly the majority and becoming the standard (see “Travel Planning Information Sources” on page 14.)

- A. Focus on web-based materials.
- B. Redesign the printed guide in newsletter/tabloid format for annual publication.
- C. Combine into a “Utah Touring Guide” with heritage trails, heritage areas, bicycle tourism, arts and cultural trails, historical sites, state and national parks, USFS and BLM recreation opportunities, and related events that promote the idea of “connecting communities and public lands” and/or “connecting communities and nearby nature.”

4.5 Develop and promote byway and backways as easy access to nature, outdoor recreation, history, culture and the arts

Rationale: Utah’s scenic byways and backways provide attractive access to some of the most beautiful places on earth that are experienced in a variety of ways. Linking these experiences together along scenic byways and Backways helps to increase the length of visitor stays and draw new visitors to a wider range of experiences. Byways can introduce visitors to those experiences and then encourage returning for a more in-depth travel experience based upon that initial introduction.

- A. Use the byway program as a tool to encourage creative placemaking—strengthening the social, physical, and economic fabric of a community through arts and culture.
- B. Work with state and local arts organizations to link together byways with studio tours, touring performers, traveling museum exhibits, arts education and by extension extending the reach of these programs to rural and under-served areas.
- C. Work with NPS/BLM/USFS to develop educational programs related to resource educational tours (e.g. botany, ecology, geology, astronomy, history, etc.) and by extension with the Utah Education Network.
- D. Work with state and national bicycle touring organizations to link byways with long distance touring opportunities (Strategy 4.3 on page 36).
- E. Review Backways on a regular basis to determine ongoing suitability for promoting as access to back country recreation opportunities.

Actions to Support the Economy

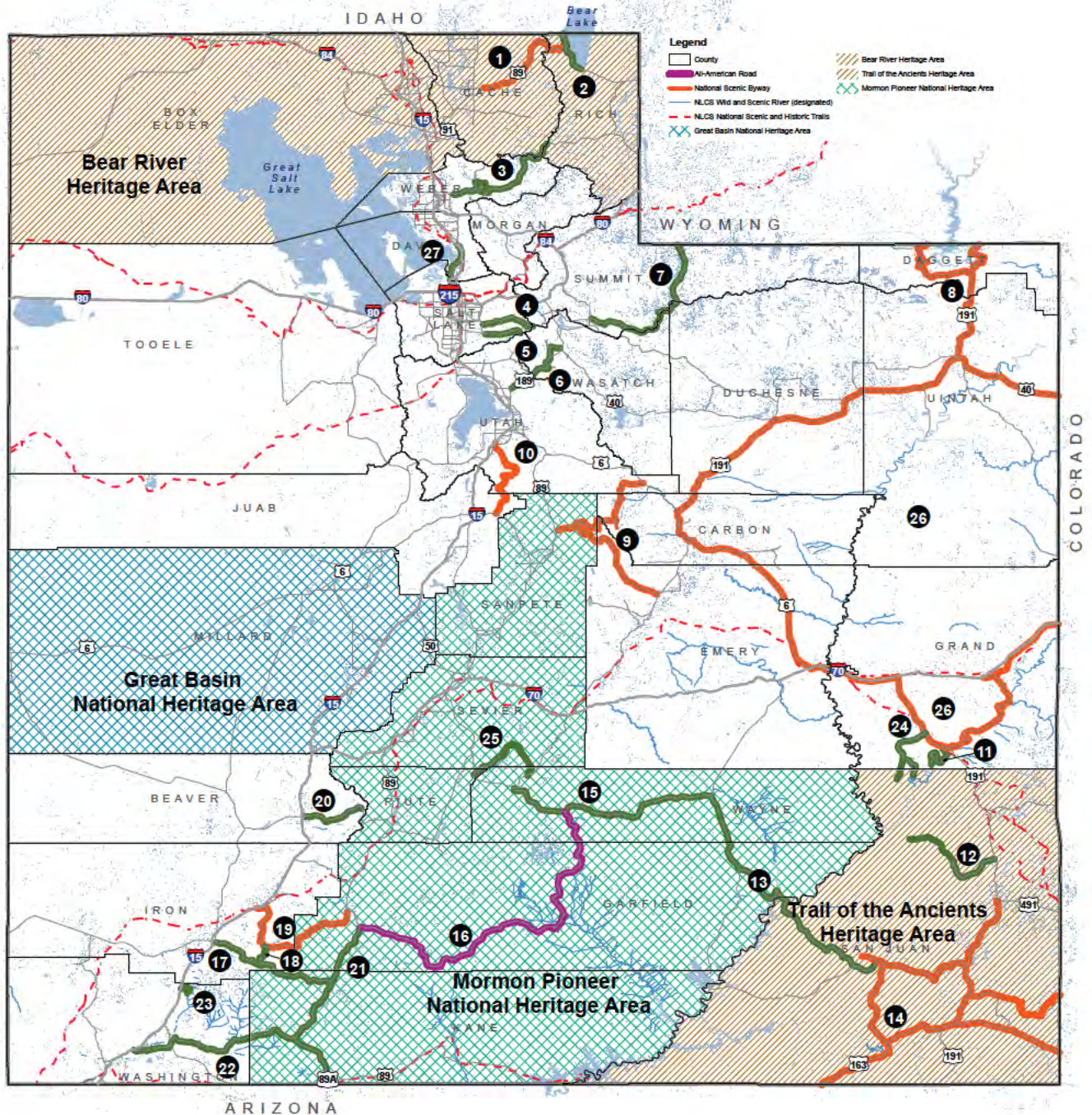
- Position the Utah Touring Guide as an access guide to Utah’s great outdoors in line with agency efforts with the same goals
- Coordinate with BLM regarding its “connecting with communities” program and NPS strategic initiative “A Call to Action: Preparing for a Second Century of Stewardship and Engagement” that includes an emphasis on “Connecting People to Parks”
- Use the guide to position scenic byways as the primary access to public lands (USFS/BLM/NPS/State Parks and Forests/Wildlife Management areas) as an introduction to Utah’s great outdoors
- Using CMPs and work plans, identify common heritage, nature, and outdoor recreation-based programming and development opportunities for the purpose of collaboration on funding and implementation efforts
- Consult with byway sponsoring organizations on a regular basis to identify events associated with byway communities and incorporate into UOT events calendar (minimize overlap)
- Coordinating culture and arts programming on a statewide level to give potential visitors a central resource for information on the arts
- Promote backway routes as an introduction to Utah’s back country emphasizing those routes that begin from a designated scenic byway and that are suitable for Type 1 or 2 vehicles
- Build backway trailheads on selected byways to provide travel safety and interpretive information in advance of travel choices

UTAH SCENIC BYWAYS

- 1 Logan Canyon National Scenic Byway
- 2 Bear Lake Scenic Byway
- 3 Ogden River Scenic Byway
- 4 Big Cottonwood Canyon Scenic Byway
- 5 Little Cottonwood Canyon Scenic Byway
- 6 Provo Canyon Scenic Byway
- 7 Mirror Lake Scenic Byway
- 8 Flaming Gorge - Uintas National Scenic Byway
- 9 Energy Loop: Huntington & Eccles Canyon National Scenic Byway

- 10 Nebo Loop National Scenic Byway
- 11 Potash - Lower Colorado River Scenic Byway
- 12 Indian Creek Scenic Byway
- 13 Bicentennial Highway
- 14 Trail of Ancients National Scenic Byway
- 15 Capitol Reef Country Scenic Byway
- 16 Scenic Byway 12 - All-American Road
- 17 Markagunt High Plateau Scenic Byway
- 18 Cedar Breaks Scenic Byway
- 19 Utah's Patchwork Parkway National Scenic Byway

- 20 Beaver Canyon Scenic Byway
- 21 Mount Carmel Scenic Byway
- 22 Zion Park Scenic Byway
- 23 Kolob Fingers Road Scenic Byway
- 24 Dead Horse Mesa Scenic Byway
- 25 Fish Lake Scenic Byway
- 26 Dinosaur Diamond Prehistoric Highway - National Scenic Byway
- 27 Great Salt Lake Legacy Parkway



HERITAGE AREAS

Utah's scenic byways in relationship to Nationally and Locally designated Heritage areas



5. STRENGTHEN THE SCENIC BYWAY PROGRAM

The Scenic Byway Program is built upon the strength of each individual byway and upon the way in which the byways are perceived as a travel destination and community building enterprise. Capturing the benefits of managing scenic byways for heritage- and nature-based tourism, for enhancing community livability, and for increasing awareness of the stewardship needs for Utah’s scenic landscapes and places is dependent upon the leadership of the scenic byway program. The program can help byway communities in their efforts to capture the economic benefits, quality of life benefits, and stewardship benefits by implementing the following strategies.

5.1 Strengthen and enhance the Utah Scenic Byways identity and brand

Rationale: While each of the eight nationally designated scenic byways have developed their own brand and identity through corridor management planning and implementation over the past decade, there needs to be some common elements that help to link the byways together as a system of scenic byways. The nineteen state designated byways need to refresh their image to increase their attractiveness as important gateways to Utah’s scenic, natural recreational and cultural wonders. To accomplish this strategy, the following actions are recommended:

- A. Adopt visual and graphic identity for the scenic byway program consistent with the “Life Elevated” branding; apply branding and identity to achieve the following:
 - Consistent identity established for web based travel planning
 - Consistent application of a common visual and graphic identity for Byway map and guides (for use on web, print media, or wayside/ kiosk exhibits)
 - Development of a common gateway treatment such as a unifying kiosk design
 - Consistent application for Byway route marking logos (state, USFS or America’s Byways)



- Actions to Strengthen Byway Identity / Brand**
- Adopt updated scenic byway program logo and link with UOT “Life Elevated” brand
 - Incorporate logo into UOT home page linking to updated scenic byway program page
 - Pursue funding from FLAP (likely announcement in January 2016) for signage program to refresh scenic byway gateways, route markers, wayfinding, visitor center exhibits, etc.
 - Work cooperatively with CVBs to incorporate identity; link to byway pages; and to utilize logo
 - Work cooperatively with UDOT, USFS (District Rangers and Forest Landscape Architect), BLM and NPS land managers to gradually refresh interpretive panels using adopted priority list for each byway
 - Publish a package of brand and identity materials for use by private sector web sites that promote scenic byways



Recommended Byway map with overview and detail designed for application on mobile devices

Actions to Increase Connectivity

- UOT to work with existing byway sponsors to identify potential regional itineraries
- Work with existing byway sponsors to identify list of potential and desired connections

Actions to Maintain Quality

- Proactively confirm and or adopt criteria for determining what is scenic and "non-scenic"
- Proactively confirm the criteria used for de-designation of scenic byway routes that no longer meet the qualities
- Address segmentation issue in a proactive way including:
 - Develop a conservation easement program to provide landowners with viable income options
 - Provide technical assistance to assist rural landowners with other landowner assistance programs

- Development of a common sign type for marking a Byway related site that will also work with existing agency site sign systems

- Develop a master list of branding, identity and signage needs, priorities, and sponsorship opportunities.
- Work with scenic byway sponsors (both localities and agencies) to maintain the quality of the branding and identity applications.

5.2 Establish greater connectivity between byways

Rationale: The organic way in which byways evolved through grass roots efforts to gain designation, while built through strong local support, has resulted in a fragmented travel experience. Linking the byways together regionally by physiography will increase continuity in the visitor experience and provide a more focused approach to marketing that experience.

- Group byways into regions based upon Utah's distinct landscape physiography.
- Use other designated routes (National Historic Trails, Heritage Highway 89,) along with scenic byways to establish themed region-based itineraries.
- Seek additional state scenic byway designations for portions of routes that provide additional connectivity to support region-based itineraries.
- Identify byways suitable for designation as associated bicycle routes to promote multi-modal use of byways and build upon the visitor infrastructure already established by the byway designation.



New gateway signs are needed to help establish a distinct identity for state-designated scenic byways that will work within the roadway clear area (far left) and outside the clear area (right)

5.3 Create standards to help ensure all Byways provide a high quality experience

Rationale: The quality of the byway experience is dependent upon maintaining the character defining features that qualified a byway for designation to begin with. If a byway begins to lose those qualities, they are no longer attractive to visitors or contribute to the livability of communities. The values that established the byway have changed and where those values are no longer evident, the byway should be considered for de-designation. The issue is best addressed through corridor management planning. Awareness of the values of stewardship and livability lead to local support for maintaining and enhancing the intrinsic qualities of the byway. The issue of segmentation is also best addressed through education and awareness campaigns that communicate the values of the byway to both residents and businesses throughout the byway corridor.

- A. Confirm and reestablish a designation and de-designation process for addressing changes in land use or roadway condition that is not consistent with the desired heritage- or nature-based travel experience.
- B. Work with localities to increase awareness of the byway’s values (economic and community).
- C. Develop model guidelines and best management practices that allow for new development while maintaining the character defining features of each byway for consideration and adoption by localities.
- D. Work with agencies to ensure that future management activities recognize the byway’s intrinsic qualities.

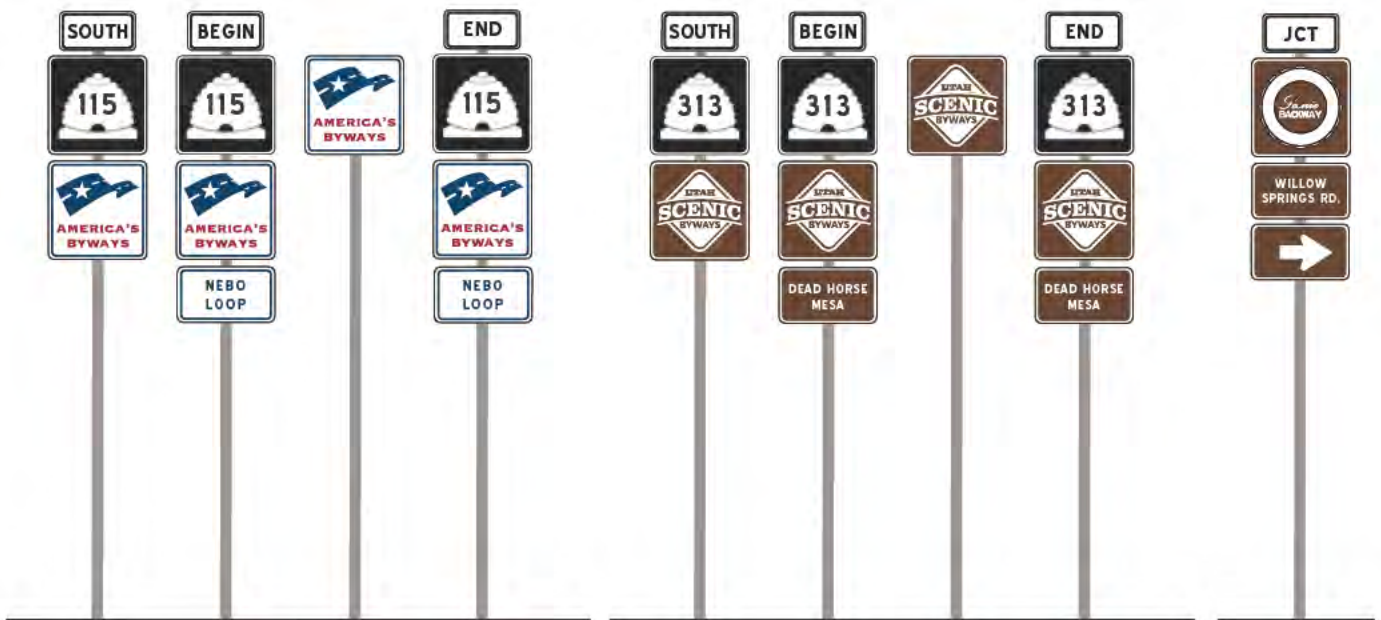
Actions to Help Communities Promote and Enhance Byways

Economic Tools

- Insert scenic byway elements into ongoing visitor research
- Byway sponsoring organizations and DMOs to identify data to be collected and a method for collecting that data in each byway County where a National Scenic Byway is being actively managed

Marketing Tools

- Designate “Discover Utah’s Scenic Byways Here” at state welcome centers and local visitor centers connected to all marketing materials
- Update and expand byway presence on Utah Office of Tourism website
- Organize and increase DMO promotion of byways
- Market byways in groups
- Develop a social media plan
- Connect visitor interests to byways: link programs of interest to potential scenic byway travelers using “niche markets”



While route marking signs are generally in place for National Scenic Byways (left), signs for State Scenic Byways need to be updated with the new logo and Backways need to be refreshed.

UTAH PROVO CANYON
www.VisitUTAH.com/provo



Consistent graphic standards for branding signature, color, typeface, layout, and placement

UTAH PROVO CANYON
www.VisitUTAH.com/provo



Interpretive content

Consistent placement of the branding signature on an interpretive panel

Application of the Brand Signature to graphic interpretive panel

5.4 Provide tools to help communities attract and grow resources for Byways promotion and enhancement

Rationale: Ongoing market research and economic analysis provide the rationale for investing in visitor and business support for scenic byway communities and corridors. Scenic byway research can be incorporated directly into ongoing tourism and economic development research for the tourism industry by inserting a limited number of questions into existing market survey tasks. Similarly tracking economic benefits associated with byway visitors can be done by adjusting how visitor statistics are captured and spending habits identified (see SB 12 economic impact study). The results of the SB 12 Economic Impact study provide the rationale for continuing to invest in visitor infrastructure, marketing, and traveler resources to increase the economic activity associated with byway travelers.

- A. Incorporate scenic byways into existing visitor research programs to address issues related to scenic byway awareness, travel planning, traveler demographics, related activities, and use of scenic byways by residents.
- B. Collect state level data to support economic impact evaluations of scenic byway travel (building on the Scenic Byway 12 economic impact study).
- C. Make scenic byway travel planning easier for visitors using welcome centers, local visitor centers, UOT website, DMO participation, and through social media.

5.5 Keep elected officials well-informed about the benefits and needs of the Byways program

Rationale: Support for byway related investments and activities requires constant renewal as community leaders change frequently and support can be easily taken for granted. Keeping community leaders up to date by describing the benefits of byway management to the communities associated with the byway will help to increase awareness and potential support for future funding.

- A. Develop ongoing annual reports on byway activities, promotions, and other successes.
- B. Produce an annual report of the Scenic Byways Committee that includes a summary of activities for the Committee, for actively managed byways, and for agencies with actively managed scenic byway partnerships.
- C. Maintain a presence at the annual tourism day on the hill sponsored by UTIA.
- D. Develop an ongoing list of budget and policy priorities (regionally or statewide).

Actions to Keep Elected Officials Informed

- Share annual reports with elected officials on an annual basis through the Scenic Byways Committee
- Share budget and policy priorities with elected officials on an annual or regular basis in advance in a timely way for consideration at next legislative session

Actions to Advocate on Behalf of Byways

- Consult with Utah Tourism Industry Association to identify common goals and potential opportunities in support of Utah's Scenic Byways
- Meet on a regular basis with related non-profit organizations that support common interests and identify policy and advocacy needs and priorities

5.6 Develop a well-organized tourism advocacy group

Rationale: There continues to be the need for advocacy in support of the grass roots efforts of byway organizations. Advocacy can focus attention on the benefits of byway management; on providing factual information to legislative leaders regarding what the byway designation and management means to the large group of constituents that need and benefit from the byway; and how byway management supports the quality of life of their constituents. Efforts also need to be made to directly address concerns of individual property owners and to demonstrate how the designation can increase property values and business opportunities.

- A. Develop an ongoing relationship with partner organizations with similar missions and goals (including organizations promoting access to outdoor recreation, access to nature, rural economic development, heritage and nature-based tourism, etc.)
- B. Establish a distinct/separate organization or partner with an existing 501c4 advocacy organization to lobby on behalf of byway related issues.



Downtown Provo serves as a gateway to the Provo Canyon Scenic Byway

6. PROMOTE COLLABORATION AMONG RELATED AGENCIES, PROGRAMS, AND REGIONS

6.1 Provide opportunities to work on common goals and objectives

Rationale: Loss of funding for byway management requires that individual byway sponsoring organizations make greater efforts to collaborate and work together to make better use of available resources.

- A. Each Byway should develop and maintain two-year action plans; sharing and updating those plans on an annual basis.
- B. Conduct an annual meeting of byway organizations at each annual Utah Tourism Conference.
- C. Coordinate with UOT and Conference Planning Committee to plan a track at the conference on topics of interest to byways, to rural tourism and/or heritage and nature-based tourism development.

6.2 Provide a mechanism to leverage existing human and financial resources through non-governmental organizational structure

Rationale: The sustainability of the current scenic byway program is dependent upon finding new sources of funding and identifying new ways to facilitate collaboration. Funding for the position of scenic byway coordinator will require a reallocation of existing funding on a collaborative basis across multiple agencies. As a first step, a position is needed to manage the program, raise its profile and pursue funding opportunities. In the long term, establishing a new independent organization with 501c3 status may provide the needed structure that can function across multiple government (local, state and federal) and non-governmental organizations to serve the needs of byway sponsoring organizations and the communities that benefit from the management of scenic byways for community-based economic development, livability, and stewardship goals.

A dedicated 501c(3) non-profit foundation is needed to support program needs, increase flexibility in pursuing funding streams, and expand the range of potential external funding avenues.

While there continues to be a broad range of resources and opportunities to pursue that can help fill gaps in byway program management and in bringing more resources to byway sponsors in their efforts to manage scenic byways, there continues to be one significant gap that is difficult to fill—that is the need for human resources.

- Who is it that actually pursues these opportunities and speaks on behalf of the byway community in their efforts to leverage more from these resources?
- Who helps byway organizations take better advantage of existing programs?
- Who helps them get organized to collaborate on a regional basis—making them more competitive for funding streams?

Actions to Identify Common Goals and Objectives

- Re-link byway annual meeting with annual tourism conference

Actions to Increase Leverage

- Byway groups sponsor and conduct an organizational meeting
- Evaluate the potential for establishing the Utah Scenic Byway Foundation
- Develop an overall mission for the organization and a strategic plan for its development
- Work with law schools or business partners to find pro bono support to develop 501c3 and potentially 501c4 organization filings.

Actions to Increase Competitiveness for Funding and Multi-Agency Cooperation

- Prior to the formation of the 501c3 organization, UOT to provide support for towards establish a self sustaining statewide organization (forming the organization is the top priority)
- Upon establishment of 501c3 organization, this becomes part of the job description for the director

- Who helps them coordinate their planning, marketing and management efforts?

The staff support provided within the Utah Office of Tourism contributes to some of these management needs—especially marketing—but not nearly enough. It would be very difficult to gain an additional dedication for either a Half- or Full-time Equivalent (FTE) employee to fill the gaps in funding and support needs.

However, if there was an external organization established that could receive some funding from individual agency partners as a contribution, as well as seek external funds from other grant making organizations, then it may be possible to fill the remaining gaps in administrative needs for the byway program, perhaps on a contract basis.

- A. Establish a statewide byway organization with 501c3 status to serve as the primary support organization for Utah's scenic byways and to provide a structure to solicit outside funding.
- B. Hire a coordinator (goal of full time, may be part time to start) shared among all byways (or two part-time regional coordinators) whose role is to serve as a circuit rider to assist byways with the following:
 - Increase awareness of program values
 - Coordinate among agencies to ensure that byways are incorporated into daily practices of agencies
 - Fundraising arm: conduit for individual byways that do not have their own 501c3 (would allow for a "donate now" on individual byway website that does not have a 501c3)
 - Grantsmanship: identify opportunities, work with byways to coordinate applications for statewide and/or regional efforts; and for a fee for service administer successful grant packages
 - Best practices/information sharing
 - Measuring and communicating success – economic impact, visitor research, etc.
- C. Reconfirm the roles and responsibilities of existing byway management entities and determine the number of committed volunteer and/or staff hours, going forward, that go towards managing each byway (for the purpose of matching funds).



Scenic byway leaders and stakeholders meeting in Springdale to develop program vision and goals

- D. Reconfirm roles and responsibilities of partner agencies in the overall management of the system of scenic byways (UOT, UDOT, DHA, UDNR, USFS, BLM, NPS).
- E. Reconfirm roles and contributing support from partner local government and non-governmental organizations.

6.3 Increase competitiveness for funding opportunities

Rationale: The majority of potential funding opportunities require that the requesting organization demonstrate its capacity for project management and administration; that funding requests are broadly supported; and that the project will have lasting value in line with the mission of the funding provider. Given the multi-agency and multi-community reach of the sponsoring organizations, byways provide an important opportunity to extend the competitiveness of local projects by linking those projects to larger regional efforts through the scenic byway sponsoring organization. At the same time, the state scenic byway program provides an opportunity to extend the competitiveness of an individual byway to a regional or statewide priority through the multiple state agencies that participate in the byway program.

- A. Link participating Scenic Byways Committee agencies with grant programs to establish joint priorities for projects of mutual interest.
- B. Link byway funding priorities to regional funding priorities through regional planning organizations, local government and state and federal agency plans and programs.
- C. Seek funding for grants administration and support on a collaborative basis (circuit rider approach).

6.4 Enhance the ability of agencies to work together seamlessly to efficiently and effectively administer and implement projects

Rationale: The Scenic Byways Committee, authorized by the grants of rulemaking authority and provisions of Utah Code: Title 63G, Chapter 3; and the Designation of Highways Act, Title 72, Chapter 4, provide an opportunity for agencies to work traditional boundaries to implement projects and programs that are mutually beneficial for achieving each individual agency mission.

- A. Use Scenic Byways Committee to coordinate byway related programs and projects.
- B. Coordinate efforts as part of the annual byway meeting.

6.5 Work collaboratively to adopt new technologies to better serve visitors and residents alike

Rationale: New technologies for delivering visitor services and infrastructure are rapidly changing. Communication, mobile and web-based services, social media, mapping, data analysis (analytics) and the advancement of sharing technologies for transportation and lodging all provide new ways to service the traveling public. The scale and pace that these technologies are evolving demand a high level of

Actions to Increase Use of New Technologies

- Prepare an evaluation of the access constraints associated with using mobile- and web-based technology to provide information for travelers along scenic byways
- Develop a priority list of places where broadband access needs to be increased
- Develop a list of potential locations and itineraries for electric vehicles as part of EV capacity and priority locations for increasing that capacity

maintenance and support. Linking the scenic byway program with other statewide (governmental and non-governmental) is the most efficient way to deliver and maintain these services.

- A. Participate in and support broadband efforts to increase access and establish a reliable source of web-based and mobile technology travel information.
- B. Develop a coordinated system of visitor information kiosks linking byway facilities to the UOT website (and at welcome centers and local visitor information centers).
- C. Coordinate the provision of social media infrastructure related to the state's system of scenic byways with the Utah Office of Tourism's efforts to mobilize, connect, influence, grow and engage positive social media conversations about Utah.
- D. Work on a statewide basis to develop approaches for providing Electric Vehicle (EV) charging capacity linked with byway community visitor infrastructure.
- E. Develop EV capable travel itineraries for byway routes.



Byway page optimized for mobile devices or mobile applications



Scenic Byway Landing Page

BLUEPRINT FOR IMPLEMENTATION

The recommended management strategies identified on the previous pages list potential actions that can be taken to implement those strategies. The next step in implementing the goals and strategies is to translate the potential actions into specific program initiatives supported by the necessary resources to achieve the desired goals.

Successfully managed scenic byways are the result of the bridging of a range of disciplines (tourism, transportation, interpretation, community development and resource management) and the linking together of communities that share an asset but may or may not share common goals. A statewide program provides the necessary platform and access to resources so that its byway communities can work together in a cooperative manner to succeed.

The following are the recommended programmatic initiatives that will help to build the platform needed to support byway sponsoring organizations in their efforts to protect and promote Utah's nationally significant scenic byways and places. The platform of support includes the following four primary initiatives:

- Develop a Work Plan for the State Scenic Byways Committee
- Establish Sustainable Program Management Support Structure
- (Re) Define the Utah Scenic Byways Brand and Identity
- (Re) Build Destinations

SCENIC BYWAYS COMMITTEE

The existing Scenic Byways Committee represents each of the potential partner agencies that should be involved in the management of the scenic byway program. In addition, it includes representatives from a byway sponsoring organization, the state legislature, and a byway community. The Scenic Byways Committee should take on the following roles to help build up the necessary cooperative efforts to achieve the vision for the scenic byway program over the next ten years. One approach to accomplishing this would be to form committees with responsibilities for implementing each of the four initiatives.

Best Practice: Maryland Scenic Byways Program

Now that dedicated federal funding has been frozen, Maryland's Scenic Byways Program maintains its twenty-seven years of investments by broadening responsibilities through State and Federal agency partnerships and regional collaboration among local



governments. Examples include:

- Organize byways into regions to coordinate marketing, promotion, interpretation, etc.
- Gain adoption of corridor management plans within comprehensive plans
- Communicate long-term roadway design objectives to transportation departments on a regular basis
- Develop coordinated interpretive frameworks for byways, heritage areas, national historic and scenic trails, recreational trails and historic Main Streets
- Link protection priorities with regional organizations
- Collaborate to establish and fund new byway facilities and programs by linking byway needs with other regional priorities (i.e. recreational access, pedestrian bike safety, environmental quality and economic revitalization of Maryland communities)

Implementation Priorities

The following priorities emerged from the strategic planning process:

- Stronger utilization of resources
- Establish funding model
- Marketing benefits and marketing to agencies/political leaders
- Update web site
- Collaboration statewide and interagency coordination
- TODs/signage
- Branding
- Identify model leadership
- Other: National Byway designation; grants; new state designations; outreach and education; adopting new technology; sustaining Byway programs and projects

Strengthen Existing Partnerships:

Implementing the goals and strategies outlined in this plan will help to fill some of the gaps left open as a result of changes to the National Scenic Byway Program and reflecting the need to place the program in context with other Utah economic development, tourism, state outdoor recreation, natural resource, heritage, arts and related federal initiatives. Some program functions can be filled by strengthening existing partnerships and by making better use of existing programs. The following steps should be undertaken as a high priority to confirm existing support and identify new and creative approaches to filling some of the gaps identified above.

- Establish a Memorandum of Understanding (MOU) confirming the role of each of the agencies that are part of the Scenic Byways Committee (see "Agency and Non-Governmental Partners" on page 18).
- Based on the MOU, expand the efficient use of each of the agency's programs by recognizing scenic byway projects and programs as an eligible activity under that agency's responsibility and/or funding programs.
 - UOT: Tourism Marketing Performance Fund (TMPF)
 - UDOT: Transportation Alternatives Program, Recreational Access Program, Local Assistance
 - UDHA: Utah Arts & Museums Grants
 - UDNR: Utah's Land and Water Conservation Fund Apportionment
 - FHWA: Utah's Federal Lands Access Program Apportionment
 - Permanent Community Impact Fund
 - UOPB: LeRay McAllister Critical Land Conservation Fund
 - GOED: Utah Rural Development Grant
 - USDA: Community Facilities Direct Loan & Grant Program Utah Apportionment
 - Other grant programs
- Proactively seek the involvement of federal agencies and tribal councils in the active management of byways where that engagement is mutually beneficial (as supported by the June 2014 Memorandum of Agreement signed by the participants in the Western States Tourism Policy Council (WSTPC) that "establishes a general framework for cooperation between the FS, ITA, NOAA, BIA, BLM, BOR, FWS, NPS, FHWA, the Corps, ACHP, and the WSTPC to work together to achieve the common goals of advancing the domestic and international public's awareness of travel and tourism on federal lands, waters and

shores and to encourage use of these travel and tourism opportunities in an environmentally and culturally sensitive manner, using natural resources to produce long-term economic, business development, educational and recreational benefits, especially in rural areas.”

Quality Management

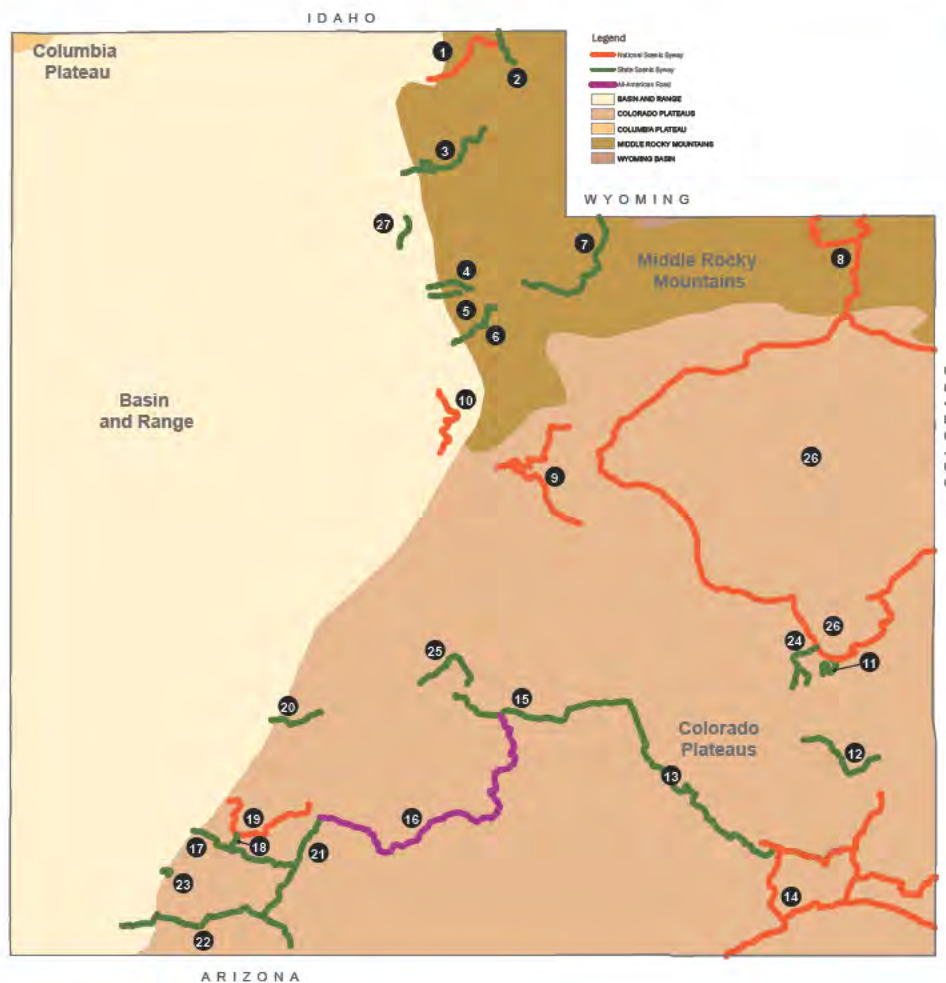
The Scenic Byways Committee is and should continue to be responsible for maintaining the list of qualified scenic byways in the State.

- Evaluate and make recommendations regarding new designations including extending existing designations to link byways together into a more cohesive network (ongoing responsibility).

| UTAH SCENIC BYWAYS | | |
|---|---|---|
| 1 Logan Canyon National Scenic Byway | 10 Nebo Loop National Scenic Byway | 20 Beaver Canyon Scenic Byway |
| 2 Bear Lake Scenic Byway | 11 Potash - Lower Colorado River Scenic Byway | 21 Mount Carmel Scenic Byway |
| 3 Ogden River Scenic Byway | 12 Indian Creek Scenic Byway | 22 Zion Park Scenic Byway |
| 4 Big Cottonwood Canyon Scenic Byway | 13 Bicentennial Highway | 23 Kolob Fingers Road Scenic Byway |
| 5 Little Cottonwood Canyon Scenic Byway | 14 Trail of Ancients National Scenic Byway | 24 Dead Horse Mesa Scenic Byway |
| 6 Panguitch Scenic Byway | 15 Capitol Reef Country Scenic Byway | 25 Fish Lake Scenic Byway |
| 7 Mirror Lake Scenic Byway | 16 Scenic Byway 12 - Al-American Road | 26 Dinosaur Diamond Prehistoric Highway - National Scenic Byway |
| 8 Fleming Gorge - Uintas National Scenic Byway | 17 Markagunt High Plateau Scenic Byway | 27 Great Salt Lake Legacy Parkway |
| 9 Energy Loop: Huntington & Eccles Canyon National Scenic Byway | 18 Cedar Breaks Scenic Byway | |
| | 19 Utah's Patchwork Parkway National Scenic Byway | |



View of Bear Lake from the Logan Canyon Scenic Byway illustrating the character of the Middle Rocky Mountains Physiographic Province



PHYSIOGRAPHIC PROVINCES

Utah's scenic byways in relationship to the state's physiography



View from overlook at along the Nebo Loop Scenic Byway illustrating the character of the Basin and Range Physiographic Province



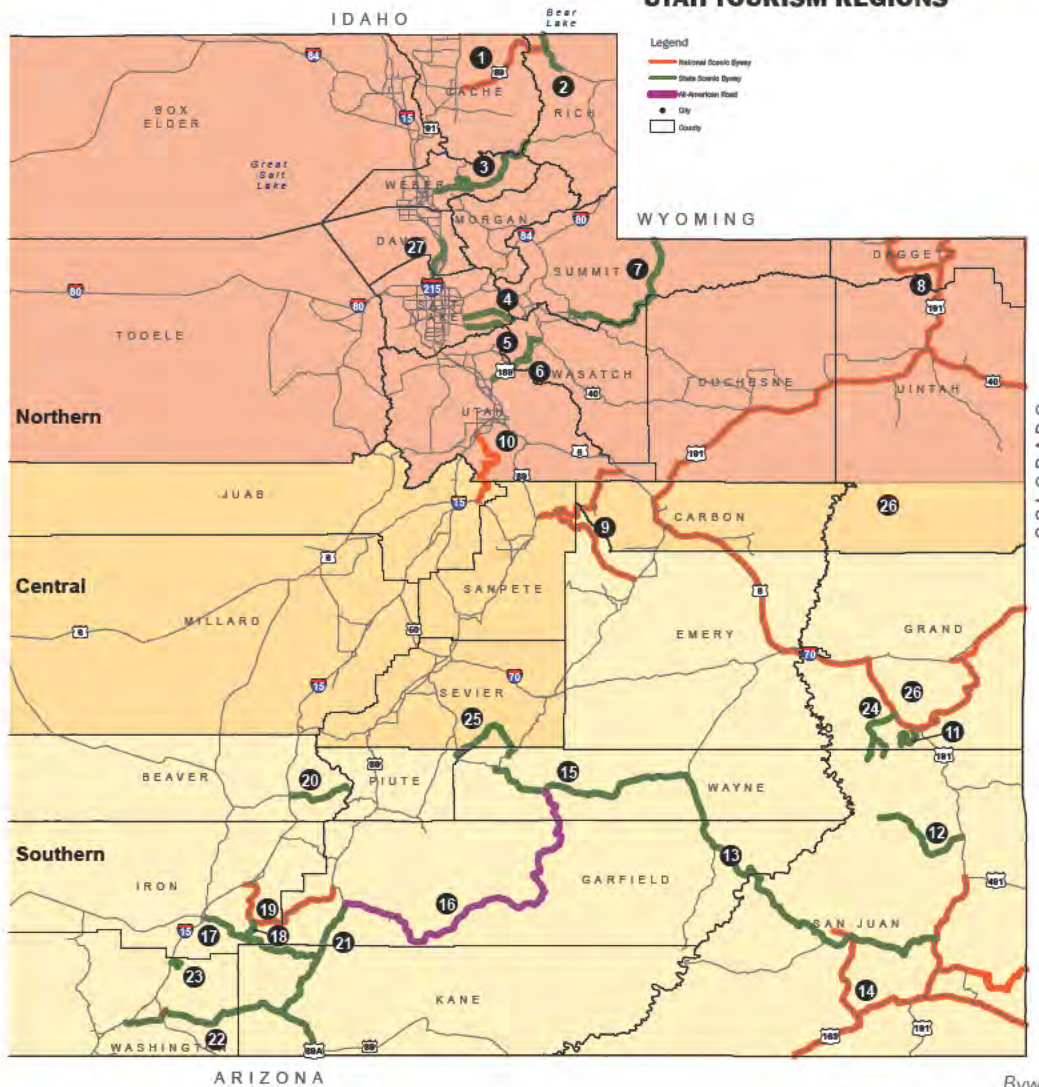
View from overlook at Bryce Canyon National Park along Scenic Byway 12 illustrating the character of the Colorado Plateau Physiographic Province

- Confirm and adopt a public process for the nomination of a new scenic byway that is consistent with Paragraph 7204-303 "Powers and duties of the Utah State Scenic Byways Committee – Requirements for designation – Segmentation – Rulemaking authority – Designation on state maps – Outdoor Advertising
- Evaluate and make recommendations regarding quality of byway experience including segmentation issues and de-designation (ongoing responsibility).
- Serve as liaison to ensure that byway management is reflected in ongoing agency management planning, capital programs, and interagency cooperation (including coordination of grant programs) as an ongoing responsibility.

UTAH SCENIC BYWAYS

- | | | |
|---|---|---|
| 1 Logan Canyon National Scenic Byway | 10 Nebo Loop National Scenic Byway | 20 Beaver Canyon Scenic Byway |
| 2 Bear Lake Scenic Byway | 11 Potosi - Lower Colorado River Scenic Byway | 21 Mount Carmel Scenic Byway |
| 3 Ogden River Scenic Byway | 12 Indian Creek Scenic Byway | 22 Zion Park Scenic Byway |
| 4 Big Cottonwood Canyon Scenic Byway | 13 Bicentennial Highway | 23 Kolob Fingers Road Scenic Byway |
| 5 Little Cottonwood Canyon Scenic Byway | 14 Trail of Ancients National Scenic Byway | 24 Dead Horse Mesa Scenic Byway |
| 6 Provo Canyon Scenic Byway | 15 Capitol Reef Country Scenic Byway | 25 Fish Lake Scenic Byway |
| 7 Mirror Lake Scenic Byway | 16 Scenic Byway 12 - All-American Road | 26 Dinosaur Diamond Prehistoric Highway - National Scenic Byway |
| 8 Flaming Gorge - Uintas National Scenic Byway | 17 Markagunt High Plateau Scenic Byway | 27 Great Salt Lake Legacy Parkway |
| 9 Energy Loop: Huntington & Eccles Canyon National Scenic Byway | 18 Cedar Breaks Scenic Byway | |
| | 19 Utah's Patchwork Parkway National Scenic Byway | |

UTAH TOURISM REGIONS



Byways by Tourism Regions

72-4-303. Powers and duties of the Utah State Scenic Byways Committee --Requirements for designation -- Segmentation -- Rulemaking authority --Designation on state maps -- Outdoor advertising.

(4) In accordance with Title 63G, Chapter 3, Utah Administrative Rulemaking Act, the department shall make rules in consultation with the committee:

- (a) for the administration of a scenic byway program;
- (b) establishing the criteria that a highway shall possess to be designated as a scenic byway, including the criteria described in Subsection (1)(b);
- (c) establishing the process for nominating a highway to be designated as a state scenic byway;
- (d) specifying the process for hearings to be conducted in the area of proposed designation prior to the highway being designated as a scenic byway;
- (e) identifying the highways within the state designated as scenic byways; and
- (f) establishing the process and criteria for removing the designation of a highway as a scenic byway.

Designation Process

Under paragraph 4 (c), the following updated process is recommended for adoption by the Scenic Byways Committee for nomination of a scenic byway:

1. Any individual, governmental or non-governmental organization or agency may nominate a route for consideration as a scenic byway or backway. However, the nomination must be endorsed by letter or resolution from all local government entities through which the byway passes.
2. Nomination Requirements
 - 2.1. Submit a statement of significance (1000 words or less) describing the qualities of the proposed scenic byway (criteria a).
 - 2.2. Submit a byway map and description of the proposed route as it should be listed in State legislation (criteria b); include locations of scenic views, and supporting sites and destinations as referenced in the nomination statement of significance.
 - 2.3. Submit between 10 and 15 photographs of the qualities for which the route is being nominated. Photographs should be of high quality and suitable for use in promotional materials developed for the byway (Selected photographs should support views, sites and attractions identified on scenic byway map).
 - 2.4. Submit a letter from the UDOT District Region Director (or if federal road, Administrator of Federal Land Unit) indicating that UDOT (or agency) has reviewed the existing travel conditions of the route and supports its nomination - (criteria c and e).
 - 2.5. Submit letters or resolutions in support of the designation (criteria d) from local governments with jurisdictional responsibilities for lands adjacent to the route.
3. Contact Information
 - 3.1. Sponsoring Organization or Entity Contact
 - 3.2. Destination Marketing Organization Contact (s)
 - 3.3. UDOT Region Contact
4. Submit nomination materials in PDF format 8 1/2 x 11 pages to the Scenic Byways Committee c/o the Director, Utah Office of Tourism
5. The Committee or its appointed representatives will review the information for completeness, and if necessary travel the route to review. Upon completion of the Committee review, a decision will be made based upon a majority vote of the Committee to recommend forwarding the nomination to the legislature for action.

Regional Coordination

Several recommended strategies call for greater regional coordination and cooperation among byways including the development of regional itineraries and potentially for sharing byway management responsibilities where appropriate. The Scenic Byways Committee should initiate regional coordination efforts in the following ways:

- **Association of Governments (AOG):** Convene a meeting with each AOG (or seek an agenda item on a meeting where AOG representatives will all be in attendance) to confirm participation of each AOG in byway management activities. These meetings should be continued on an annual basis to update AOG members on the status of the byways in their respective regions.
- **Utah Department of Transportation (UDOT):** Confirm individual Engineering District responsibilities and establish specific contacts for coordination of transportation planning, roadway work on byways and signage. Incorporation of byways on the state highway map is another issue that needs monitoring. An official map of designated Backways to be incorporated into state-level GIS databases is also a need, since the previous GIS data is no longer available and cannot be found.
- **Public Lands:** Where federal agencies have smaller administrative units within a larger one (e.g. the multiple Ranger Districts of the Uinta-Wasatch-Cache National Forest, Ashley National Forest, etc. and individual forests within USFS Intermountain Region 4), confirm and establish ongoing regional/district contacts for each agency (BLM, USFS, NPS). State agencies with public land management responsibilities (primarily DNR Division of State Parks and SITLA) do not have identifiable regions for the purpose of land management. Utah DNR's Division of Wildlife Resources does have regional offices with land management and regulatory operations, but there has been less involvement with scenic byways in the past. Continuing to ensure that each agencies maintains a specific contact for each byway is also a critical need given the changes in funding.
- **Utah Office of Tourism Regions:** Byway information is distributed statewide at the six Welcome Centers, each with their own geographic coverage. In the past, regional travel planners have been produced (north, central, and southern). Travel planners should be organized by the distinct identity that is best expressed through the physiographic regions and place names that help establish that identity. An adjustment in the three tourism regions are recommended to better assist in travel coordination and to achieve better coordination with the Associations of Government.
 - Northern (Bear River, Wasatch Front and Mountainlands)
 - Eastern (Uintah Basin and Southeastern)
 - Southern (Six County and Five County)

Five County Association of Governments

Designation of Scenic Byway 12 as Utah's First All-American Road in 2002 solidified the region as one of the most appealing vacation destinations in the nation. With funding from the National Scenic Byways Discretionary Grants program, Five County AOG provided leadership and technical assistance in developing the management plan required as part of the national byway designation process. Five County staff facilitated public involvement, coordinated with other agency partners and developed award winning document layouts.

Using a similar process, Five County helped Highway 143, Utah's Patchwork Parkway receive designation as a National Scenic Byway. The AOG is currently working on designation for Highway 9, the route into Zion National Park.

Best Practices: Discover the Desert



Discover the Desert is a promotional campaign designed to highlight California's desert landscapes managed by the BLM and to showcase the resources on public lands and in the surrounding area. Promoting Route 66, is a key component of the campaign's strategies to introduce new visitors to the California desert.

A "Connecting People to the Desert" committee was formed as a subgroup of the California Desert Advisory Council to make recommendations to connect youth and adults with the desert, to identify topics and locations for interpretation and education and to identify opportunities for outreach. The group includes representatives from the arts, recreation, archaeology, history, biological sciences and other disciplines.

The effort was designed to implement the US Department of Interior's "Connecting Communities" initiative. Route 66 is also supported by the National Park Service's Route 66 Corridor Preservation Program

ESTABLISH SUSTAINABLE PROGRAM MANAGEMENT SUPPORT STRUCTURE

One of the most critical issues facing Utah's Scenic Byway Program is the need for management support. A successful scenic byway program such as Utah's—one that was established before the federal program—needs to recapture the grass-roots, collaborative spirit and statewide enthusiasm used to establish the program as a means of drawing travelers away from the interstate system and into Utah's spectacular scenic landscapes and communities.

The elimination of the allocated funding for scenic byway programs and projects has reduced the amount of time that agency personnel at the local, state and federal level are providing for byway management (including working with an individual byway committee on management activities, and seeking additional sources of funding, among other activities).

Yet, the twenty-five plus years of investments of time and money that have been made in Utah's scenic byways have successfully served the needs of the many partners that are interested in bringing more economic activity to the state by providing safe and attractive access to some of Utah's most scenic, natural and cultural landscapes, its historic towns and outstanding outdoor recreational areas.

Collaboration is a strong element of all of Utah's agencies core mission and values, especially as a means of improving the economy and the quality of life for all of Utah - both rural and urban. But building the partnerships through collaborative efforts that helped achieve the economic results of the byway program—as demonstrated by the Scenic Byway 12 Economic Impact Study—did not happen by itself. Scenic Byway 12's efforts were the result of a strong collaborative effort among local, state and federal agencies, working together, with the support of a strong statewide scenic byway program. Without the program support and leadership of a dedicated staff position, many of the grassroots organizations that have managed Utah's eight nationally designated scenic byways have lost momentum.

To recapture that momentum, a list of program management needs was developed through the strategic planning process by working with the leaders, stakeholders, and agency representatives on the Scenic Byways Committee (see the list starting on page 15). The agencies involved in the scenic byway program and their contributions to the management of the program over the past twenty-five years (either directly or indirectly) are summarized on pages 16-24.

Based upon this analysis, the following steps should be undertaken as a high priority to more aggressively seek and maintain ongoing agency and non-governmental organization support as a means of filling some of the identified management gaps.

Establish a multi-agency supported program manager position

The position of a program manager needs to be reestablished at a minimum part-time level funded through contributions by partner agencies. Given the history of the program's formation, the overall vision and goals, and the recommended strategies for achieving those goals, both UOT and UDOT should play a leading role in supporting the position, with additional support from other partners. Federal partners may be able to use the Western States Tourism Policy Council MOA to develop a partnership agreement with UOT or UDOT to support the program goals, as they are consistent with agency goals. Alternatively, federal agencies have established partnerships with non-profit organizations including funding) to support projects of mutual interest.

The manager would be responsible for advancing the Scenic Byway Program in the following ways:

- **Increase awareness of program values:** to maintain continuity and continued involvement among byway leaders and stakeholders
- **Coordinate among agencies:** to ensure that byways are incorporated into daily practices of agencies
- **Determine the feasibility of establishing a non-profit 501c3 organization:** to support individual byway management efforts: (evaluating different options such as the models presented by the Friends of Utah's State Parks, or the Utah Humanities Council)
- **Fundraising:** seek out major corporate and non-profit foundation support and redistribute to byways (coordinated to increase leverage)
- **Grantsmanship:** to identify opportunities, work with byways to coordinate applications for statewide and/or regional efforts and for a fee for service manage the implementation of successful grant packages
- **Best practices/information sharing:** support an annual meeting of byway leaders, stakeholders and related organization to provide new and updated information on best practices, as well identify potential collaborative opportunities through action plans
- **Measuring success:** coordinate gathering of information on economic impact, visitor use and spending patterns, etc.

Support for a program manager should be at a minimum of at least 0.5 FTE (could be contract employee), but the manager must have partnership building skills, grantsmanship skills, and communication skills. The collaborative nature of work involves engaging with representatives from multiple agencies with similar interests and responsibilities (UOT, UDOT, DNR, Culture and Arts, USFS, BLM and NPS, among others); but those same representatives have other responsibilities that compete for attention. The position be funded as a collaboration among partner agencies and housed under the Utah Office of Tourism, funded with contributions from each partner agency relative to their involvement in and responsibilities for program functions.

Utah Humanities Council

Utah Humanities Council (UHC) is a not-for-profit corporation supported through corporate, foundation and private gifts, and grants from the National Endowment for the Humanities (NEH), the State of Utah, and other government programs for the purpose of empowering individuals and groups to improve their communities through active engagement in the humanities.

The Utah Humanities Council started through the support of the National Endowment for the Humanities (NEH), Division of State Programs in 1970, that supported efforts in all fifty states. In Utah, the Utah Endowment for Humanities was established in 1975 and became the Utah Humanities Council in 1990 to reflect its expanded role both bringing in new sources of funding.

During its first fifteen years, UHC brought over \$6,500,000 into the state to promote the humanities and locally generated, over \$13,000,000 of in-kind and cash contributions.¹

During the first fifteen years, UHC awarded approximately 1,400 grants and promoted over 4,500 programs that have reached every county and corner of the state. .

¹ Source: http://www.uen.org/utah_history_encyclopedia/u/UTAH_HUMANITIES_COUNCIL.html

What are the steps involved in setting up a nonprofit organization?

1. Choose a name for the nonprofit organization.
2. Establish a steering committee or core group to develop a mission.
3. Form an incorporating Board of Directors.
4. Write Articles of Incorporation and submit them with the required fee to the State.
5. Obtain a Federal Employer Identification Number.
6. Develop organizational bylaws.
7. Hold the first Board meeting and take minutes.
8. Once you receive State nonprofit status, file appropriate IRS documents to apply for 501(c)(3) Federal tax exempt status and pay appropriate fees.
9. Register as a charity within Utah.
10. Check if Utah requires a separate tax exemption.

Evaluate the Feasibility of Forming a 501c3 Support Organization

Establishing an official charitable foundation would provide a mechanism that allows for tax-deductible contributions to flow directly to the protection, enhancement and promotion of scenic byways and related projects and programs. At a minimum, the foundation should also be set up so that it is qualified to administer federal and state grants. Finally the foundation should be structured so that administrative costs are within normal ranges suitable for attracting external funds from non-governmental organizations (typically less than 15%, although many funding sources do not allow for administrative charges at all). The following general steps should be considered in evaluating the feasibility for and for forming the organization:

- Confirm the ability of Utah State Agencies to contribute support to the establishment of a foundation with mutually beneficial goals (see 79-4-206. *Support of a nonprofit corporation or foundation* (for the Division of State Parks). Seek supporting legislation if necessary for partner agencies in the longer term.
- Identify additional partners from other like-minded organizations to grow the statewide foundation including the state's heritage areas, trail organizations, outdoor recreation, "Main Street" organizations, support organizations for National Parks, National Forests, National Monuments and National Historic Trails.
- Establish a Board of Directors and Organizational Structure.
- Develop operating procedures and policies (including bylaws) and file for 501c3 status (or amend existing organization's bylaws).
- Identify corporate and business partners and form a business council to support the mission and programs.
- Establish a priority list for projects that are not supported through existing sources including such statewide initiatives as state scenic byway signing and wayfinding; distributing a coffee-table version of "Utah's Scenic Byway and Highways"; increasing the number of things to see and do (destinations); or packaging recreation, arts and cultural events with byway travel promotions and programming.

One example of a statewide organization in Utah that could serve as a potential model for how to organize and structure a scenic byway foundation for Utah is the Utah Humanities Council. In looking at the early history of the Council (page 57) it was initiated through strong federal funding (NEH) and then began to broaden their base of support. The Council still relies on federal funding (about two-thirds of their income), but the model may be worth examining in more detail.

Both federal and state partners already use a "foundation-based" approach to increase support. Some Utah examples include:

- Grand Staircase-Escalante Partners, Inc. (BLM/multi-agency partner)
- Zion Natural History Association (NPS partner)
- Canyonlands Field Institute (independent)

- Utah Humanities Council (State partner)
- Utah Arts and Cultural Coalition (independent)
- Friends of Utah State Parks (State partner)
- Scenic Byway 12 Foundation

Startup funding for the foundation would need to first be established through volunteer effort or through the support of a non-governmental agency partner. Agency partners can generally contribute time for participation in meetings, for planning activities, for communicating the needs of the partner agency, etc. One of the important values of Utah's Friends of State Parks organization, for example, is that it provides an opportunity for more of a one on one relationship with park supporters and their nearby state park—a critical factor for garnering additional volunteer support for that park.

The startup of a non-profit support organization can be challenging. In order for the program to be a success, it would likely have to partner with like minded organizations such as Utah's heritage areas, trail and outdoor recreation groups, and park partners. Such partnerships would help to create a more robust organization that truly captures the essence of Utah's unique nature- and heritage-based travel experience coupled with its authentic sense of place and community.

Advocacy

A 501c3 non-profit organization is not allowed to lobby on its behalf. However, there continues to be a strong need for better communication about the benefits of scenic byway designation and management, especially to state and local leaders. This can best be served by combining efforts with other like-minded organizations with similar needs. The Utah Tourism Industry Association (UTIA) is the trade association for the tourism industry in the state of Utah. The overall mission of UTIA is to serve as the coordinating body for the combined interests of associations, chambers, organizations, businesses, and individuals engaged in serving and developing tourism in Utah. UTIA is an organization that focuses on issues of concern to all organizations involved in tourism and has in the past been involved with and supported the Utah Scenic Byways program.

Restart Annual Meetings and Legislative/Community Updates

One of the important roles of a new support organization could be to conduct an annual meeting and produce an annual report to legislators and community leaders that describes the progress of the scenic byway program in meeting its vision and goals, as well as, highlighting success stories from byway sponsoring organizations.

An annual meeting of byway sponsoring organizations (both leaders and stakeholders) should be conducted as part of the statewide tourism conference. Each byway should provide a written update on its progress

How does a nonprofit partner apply for Federal funds for partnership activities and projects?

A Federal agency and its nonprofit partner can transfer funds or resources through the use of a:

- Financial assistance agreement (a cooperative agreement or a grant agreement) and modification;
- contract;
- contributed funds agreement; or
- reimbursable agreement.

The process of applying for Federal funds now includes one additional step—requiring the nonprofit partner organization to apply for Federal monies by using the electronic clearinghouse, "grants.gov."



Existing America's Byways logo (top); proposed Utah Scenic Byways logo application for print and web (middle); and proposed Scenic Byway Logo adapted for roadside application with the existing scenic backway roadside application remaining the same (bottom)

including all projects initiated and completed, upcoming events associated with that byway, and planned projects for which funding is being sought. An annual report should be compiled from these reports.

REFRESH THE SCENIC BYWAY BRAND

Critical to the success of raising the profile of the scenic byway program in a manner consistent with the high quality of visitor experiences available along them, is to update and refresh the scenic byway branding and identity as perceived by the traveling public. This is especially true for the state designated byways, many of which have signs that have not been replaced since installed in the early 1990's.

In addition, Utah's "Life Elevated" branding was introduced and its use reaffirmed by the Utah Office of Tourism. The Scenic Byway branding has been designed to be consistent with the Life Elevated brand and to work at a similar level to the "Mighty Five" campaign for Utah's five National Parks.

Increasing access to federal lands is a high priority for all three of federal agencies that manage the majority of land associated with state and nationally designated byways. The Bureau of Land Management's "Connecting Communities", the USFS Partnership Programs, and the National Park Services' "Action Plan for the Next 100 Years" all stress the importance of partnership building and in reaching out to better link public lands with the communities and people that they serve.

Byways, including and especially the state designated byways, offer an important link to these federal lands and can and do serve as gateways. Establishing a more coherent branding and identity will provide a stronger and more welcoming gateway to Utah's extensive recreational, educational, and resource management opportunities associated with these primarily public lands and serve to reinforce the goals of increasing recreational access and awareness of these public lands.

As an early action element in the strategic plan, a manual has been prepared to refresh and coordinate the branding, graphic identity and signage for state and nationally designated scenic byways and Backways (see Appendix 4). The manual includes quality management recommendations for web, mobile, print and signage applications.

The following actions should be undertaken as a high priority to build brand awareness and identity and to introduce travelers seeking out access to Utah's nationally significant scenic, natural, recreational and cultural landscapes:

- Using the manual as part of the submission, prepare and submit an application to the Federal Lands Access Program (due mid-January 2016, pending reauthorization of the transportation bill). The

application should focus on state designated scenic byways (gateway signage, route marking and markers for roadside pulloffs and interpretive waysides as illustrated in Appendix 4).

- Update the scenic byway program landing page to be organized around and include regional itineraries (building upon the 2015 Scenic Byway Travel Planner to develop additional regional itineraries for publishing, including updated links to byway pages).
- Update the scenic byway map to increase flexibility for use on line and with mobile applications (Appendix 4).
- Coordinate with NPS Centennial projects in support of the development of a mobile application (find your park) by linking scenic byways travel itineraries to the Mighty Five, as well as other National Parks and Monuments.
- Guide including new collateral materials, photography, and updated inventory of sites and attractions.
- Coordinate with BLM managers in developing print and web-based materials in support of using byways and Backways to introduce new visitors BLM recreation opportunities through the Connecting with Communities initiative.
- Coordinate with USFS partnership programs to refresh existing and now well-worn interpretive signs along USFS managed byway routes.

A design manual will provide guidance for enhancing the Utah Scenic Byway Brand with primary emphasis on refreshing signage for the 19 state designated scenic byways. The excerpt below shows a gateways sign for roadside signs within the clear area of the roadway (left) and for applications outside the clear area (right)



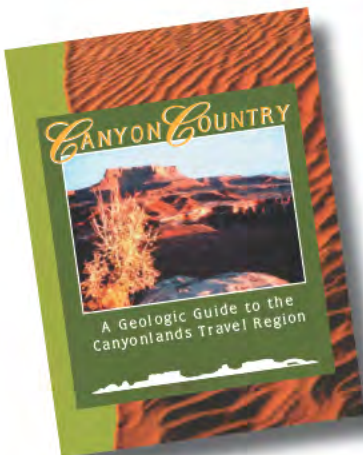
DESTINATIONS

While the marketing and promotion of Utah’s wealth of travel opportunities is the responsibility of the Utah Office of Tourism, the development and management of visitor infrastructure and services in support of increasing visitation is the responsibility of many different governmental and non-governmental organizations. Coordination of visitor infrastructure and development throughout the state is done on a County or in some cases a multi-county basis through the existing Destination Marketing Organization or Convention and Visitor Bureau, and typically on an informal basis.

Byways are unique in that visitor infrastructure and development is coordinated through a corridor management plan (CMP). Fourteen of the twenty-seven byways designated across the state have prepared CMPs that support the coordinated development of visitor infrastructure (signing, interpretation, visitor use facilities, visitor information, and visitor support facilities).

Byway corridors should be recognized statewide among local, state and federal agencies, as a destination offering coordinated opportunities for attracting both in- and out-of-state visitors and providing a high quality travel experience. Nationally designated scenic byways have the highest level of visitor infrastructure and support, with state designated byways offering an introduction to back country experiences and scenic Backways offering safe and managed access to the more remote parts of the state for more experienced back country travelers.

With their track record of coordinated planning, Byways can and should continue to be a primary focus for helping the state to fill its gaps in visitor infrastructure—whether through coordinated programming, the need for hospitality training, the expansion of private sector hospitality businesses or the development of new or enhancement of existing visitor sites and attractions.



Geologic guides were developed in the mid-1990's that could be refreshed and linked with scenic byways, culinary travel, recreational opportunities, and/or educational travel.



Coordinated Programming

Developing new physical infrastructure for visitor sites and attractions is challenging. However, attracting new visitors using existing infrastructure is more readily done through coordinated programming and planning. Utah's Scenic Byways Program should support and facilitate the following collaborative efforts to increase visitation to Utah's rural areas and enhance the livability of those rural communities.

- Utilize byways to increase access to the arts and culture in rural areas
 - Pursue funding from ArtPlace America to utilize byways as a means of increasing access to the Arts in rural Utah
- Utilize byways to introduce and increase access to nature and outdoor recreation for urban and suburban residents and visitors
 - Work with BLM, USFS and NPS to utilize byways to increase access to nature and outdoor recreation through partnership building as exemplified in the America's Great Outdoors Initiative
- Utilize byways to increase access to educational opportunities associated with ephemeral phenomenon such as night sky, desert ecology and blooms, nature photography emphasizing light and color, geological and archeological features, etc.
 - Pursue funding from corporate sponsors (REI, Keen Footwear, for example) or from partnerships with academic institutions looking to expand educational offerings to a broader audience.



The Annual Escalante Canyons Art Festival includes a Plein Air Competition linking artists to landscape and Scenic Byway 12 (Photographs ©Allysia Angus, reprinted with permission)



Utah's Patchwork Parkway has developed an Interpretive and Signage master Plan that provides a blueprint for new installations to help tell the byway story. Implementing the plan will result in a distinctive destination for travelers.

Scenic Byway Communities

Hospitality training was identified throughout the planning process as a critical missing link in visitor infrastructure throughout the state. Past efforts for training were constrained by high turnover and cost. Designating communities as official "scenic byway communities" is one way to send a message to visitors that a community is ready for them and has a minimum level of services to meet their needs. Scenic byways are can and should be used as a framework for future training.

- Link with GOED/UOT rural tourism efforts by advocating for and participating in a new generation of hospitality training to byway communities and offer special designations for communities that undergo and maintain the level of services and hospitality appropriate to their size
 - Develop custom tailored hospitality training materials for each byway region that define itineraries, provide interpretive and educational resources, and establishes an updated list of sites and attractions.

Heritage and Nature-based Tourism Business Development

Fifteen byways are either completely within or partially within Utah's two nationally designated heritage areas, or the two regionally managed heritage areas. Fifteen byways are also associated with major nature-based and recreation-based tourism destinations (Moab, Bryce, Provo, Odgen, Mighty Five, among others).

Opportunities existing to link byways to support related heritage and nature-based tourism destinations. This should be accomplished by:

- Coordinating with the Statewide Comprehensive Outdoor Recreation Plan (SCORP) and ensuring that byways are identified as contributing to increasing recreational access to many nature-based recreational areas.
- Develop a best practices manual to identify specific byways that are suitable for long distance bicycle travel and tourism initiatives (Bicycling on Byways).
- Develop a business certification program for hospitality oriented scenic byway businesses (including the development of pilot program that encourages visitors traveling scenic byways to patronize local business by offering special coupons and interpreted exhibits or information about the area's natural or cultural history inside the shops).

Sites and Attractions

Individual sites and attractions along byways all benefit from the coordinated programs noted above. They also benefit from support organizations that provide direct and indirect assistance in their preservation and enhancement. Enhancement to individual sites and attractions are dependent upon existing agency budgets or the support from non-governmental organizations such as the various associations that support National Parks and Monuments (such as Grand Staircase-Escalante Partners, Inc. (BLM and multi-agency partner) or Zion Natural History Association (NPS partner). Stronger efforts are needed in



Communities such as Huntsville (left) serve travelers on the Odgen River Scenic Byway and Price (right) that serve travelers on the Dinosaur Diamond National Scenic Byway should be recognized for their efforts to support and provide services to visitors and their contributions toward providing an authentic travel experience.

support of the many small museums and historic sites that are limited by the availability of volunteers.

- Pursue funding from the National Endowment for the Humanities and Utah Humanities Council for the Museum Assessment Program and as part of that program encourage active coordination and partnerships to train docents and volunteers to increase access.
- Expand and update geology tours working collaboratively with Utah Geological Survey and University Program organized around major landscape scale features (similar to "Canyon Country").
- Refresh existing interpretive tours, such as the Logan Canyon Interpretive Tour, by replacing panels and updating technology using existing already developed artwork and facilities.
- Extend existing byways and link them together to create expanded network of recreational, educational, and culinary trails with multi-modal itineraries that combine bicycle routes, trails, river access, and interpreted guides.



Download the podcasts on our website:
www.logannature.org

Stokes

P.O. Box 4204

Introduction
 Stokes Nature Center (SNC) is proud to present the History & Lore of Logan Canyon tour and podcast. Take a tour through Logan Canyon and learn about its amazing history and fascinating lore! This brochure is designed to be used along with the History & Lore of Logan Canyon podcast series, which can be downloaded off the SNC website www.logannature.org. Or visit an mp3 player at SNC with the program already downloaded. Each podcast (or audio-recorded story) is linked to a specific site in the canyon where you can listen to the story while experiencing a piece of the history or lore that still exists.

How this Brochure is Organized
 Each entry begins with the title of a podcast in the series, followed by the site to which it is linked. After this, there are GPS coordinates of the site and directions, beginning at the mouth of Logan Canyon. Refer to the map on the next page to see the general location of each site within the canyon (match the number on the map to the number of the podcast). The podcasts are listed in an order that will take you on the most direct route through the canyon. Doing them all at once will make for a very full day. Go in order or pick your own path. Unless otherwise noted, roads are paved and there are no fees to park. All mileages are approximate.

Where to Begin
 The tour begins at the Logan Range District and then heads east into Logan Canyon from Logan, Utah. For directions to Logan, Utah, visit mapquest.com.
Directions to Logan Canyon: From 400 N. and Main Street in Logan, Utah, travel east on 400 N. This road will curve up past Utah State University, and you will see the Logan Range District on your right just before heading down the hill into Logan Canyon.



Older Byways such as Logan Canyon National Scenic Byway implemented podcast tours and interpretive site installations. Interpretive signs are worn out (above right) and need replacing - something the USFS may be able to accomplish in a phased manner at relatively low cost.

PARTNERSHIP DEVELOPMENT AND FUNDING

Appendix 5 includes a complete table of funding opportunities organized by goal and strategy. The implementation table includes an identification of potential partners and recommended phasing priority. The strategic livability plan is intended to be a working document that lays out a coordinated set of strategies for implementation over a ten-year period. Priorities for implementation are necessarily dependent upon the ability of the program to hire at least a part time program manager and for that program manager to take the initiative to bring in outside funding to help UOT to exceed statewide goals for economic development through heritage tourism.

EARLY ACTIONS

The Utah Scenic Byways Strategic Livability Plan recommends the establishment of a multi-agency supported program manager. The position should have the following responsibilities and attributes:

- Increase awareness of program values: to maintain continuity and continued involvement among byway leaders and stakeholders
- Coordinate among agencies: to ensure that byways are incorporated into daily practices of agencies
- Determine the feasibility of establishing a non-profit 501c3 organization: to support individual byway management efforts: (evaluating different options such as the models presented by the Friends of Utah's State Parks, or the Utah Humanities Council)
- Fundraising: seek out major corporate and non-profit foundation support and redistribute to byways (coordinated to increase leverage)
- Grantsmanship: to identify opportunities, work with byways to coordinate applications for statewide and/or regional efforts and for a fee for service manage the implementation of successful grant packages
- Best practices/information sharing: support an annual meeting of byway leaders, stakeholders and related organization to provide new and updated information on best practices, as well identify potential collaborative opportunities through action plans
- Measuring success: coordinate gathering of information on economic impact, visitor use and spending patterns, etc.

Support for a program manager should be at a minimum of at least 0.5 FTE (could be contract employee), but the manager must have partnership building skills, grantsmanship skills, and communication skills. The collaborative nature of the work involves engaging with representatives from multiple agencies with similar interests and responsibilities (UOT, UDOT, DNR, Culture and Arts, USFS, BLM and NPS, among others); but those same representatives have other responsibilities that compete for attention. The position should be funded as a collaboration among partner agencies and housed under the Utah Office of Tourism, funded with contributions from each partner

agency relative to their involvement in and responsibilities for program functions.

Priority Funding Opportunities

There are four specific funding opportunities that should be aggressively pursued as early actions:

- **Federal Lands Access Program (FLAP)** - funds should be pursued to replace existing state scenic byway signs on eighteen of the nineteen state-designated byways (Legacy Parkway has existing route marking signage). Each of the eighteen state-designated byways provide access to federal lands linking gateway communities with USFS, BLM, and NPS lands (see “Table 1 – Existing State and Nationally Designated Scenic Byways” on page 6.) In addition to replacing the route marking signs, the application should request funds to provide gateway signs to each of the eighteen state byways (see page 61). Funding should also be requested to develop a “backway trailheads” at each of the locations where a backway intersects with a scenic byway. The trailhead should provide critical visitor use information including the type of vehicle, emergency preparedness, and where to find other backways that may be suitable for other types of vehicles.
- **Rural Business Development Grants** - funding should be requested to develop the “Byway Community” program aimed at increasing the capacity of existing communities to support visitors. A “Scenic Byway Community” is a community that provides the goods and services to support visitors traveling along the scenic byway. When a byway traveler passes through a community, they need information about the visitor services and experiences available in that community to facilitate their travel decision-making process. Upon entering the byway community, the traveler then needs some means of identifying goods and services relevant to their interests and location. A byway community is one which has taken this into account, and has maximized the positive experience for the traveler so that they will spend some time and money in the community, recommend it to their friends, and return to repeat the experience. Funding from USDA’s Rural Business Development Grant (RBDG) can be utilized to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas that have fewer than 50 employees and less than \$1 million in gross revenues. Of particular note is the application of these funds for training and technical assistance, such as project planning, business counseling/training, market research, feasibility studies, professional/technical reports, or product/service improvements. An application should be prepared to develop the byway community designation program and a companion hospitality training program that would support the designation. Institutional partners should be particularly sought to provide the training and assistance including insitutions of

higher learning (universities and colleges) and service organizations such as SCORE where they exist.

- **US Economic Development Administration's (EDA) Public Works and Economic Adjustment Assistance Programs** - EDA supports development in economically distressed areas of the United States by fostering job creation and attracting private investment. According to EDA, grants made under these programs are designed to leverage regional assets to "support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America's ability to compete in the global marketplace."

Most of the counties that host scenic byways are eligible for this program through qualifying criteria that a County has 80 percent or less of the national average per capita income

Funding should be to provide business assistance to young firms in the tourism, culinary arts and technology industries at their earliest stage of development, providing critical early stage support—using a business incubator model to connect experienced former business executives with these companies as consultants to give advice, executable strategies and hands-on expertise, allowing firms to avoid mistakes that might otherwise be fatal to sustaining, growing or expanding businesses in the food, technology, and hospitality industry.

- **Bicycle and Pedestrian Program Funding** - to develop a bicycling facility development guide for Utah's Scenic Byways that are interested in promoting their byway for bicycle touring. There are twelve federal transportation programs that support bicycle and pedestrian facilities.

In addition to the program-wide funding opportunities noted above, individual byways should be encouraged and supported in making applications for byway program funding that emphasizes tourism development:

- **Transportation Alternative Program** - for streetscape enhancements, enhancements to roadside pull-off areas and other roadway related projects
- **ArtPlace America** - for the integration of arts and culture into community planning, focusing on gateway communities
- **Tourism Marketing Performance Fund (UOT)** - for developing experienced based itineraries
- **Recreational Trails Program** - for developing trailheads along byways that introduce visitors to backcountry recreation and on urban byways increase urban residents to nearby nature

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For more information about the strategic planning process:

Jim Klein at 1-800-337-1370 or e-mail:
Utah_byways@lardnerklein.com

For more information about the Utah Scenic Byway Program

Kaitlin Eskelson, Director of Partner Relations,
Utah Office of Tourism
801.538.1401 or e-mail: keskelson@utah.gov

