

COLORADO FRONT RANGE TRAIL COMPREHENSIVE IMPLEMENTATION PLAN



February 2007



Prepared by:



GREENPLAY LLC
*The Leading Edge In Parks, Recreation
And Open Space Consulting*

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	2
EXECUTIVE SUMMARY	4
PAST, PRESENT, AND FUTURE THE PLANNING CONTEXT	20
Purpose of this Plan.....	20
The History of the Project	20
Vision, Principles, and Goals.....	21
Vision.....	21
Principles.....	21
Goals	21
Related Planning Efforts	21
Southern Colorado Front Range Trail Master Plan	22
Other Relevant Planning Efforts.....	22
Stakeholder Identification and Involvement	22
Trail Planning, Design Guidelines, and Alignment Changes.....	23
COLORADO FRONT RANGE TRAIL CORRIDOR CHARACTERISTICS.....	24
The CFRT Service Area	24
Demographics of Colorado’s Front Range.....	24
Population.....	25
Age Distribution	26
Ethnicity	27
Education	28
Household Income.....	28
Health and Obesity	29
INVENTORY AND ASSESSMENT OF THE CFRT TRAIL SYSTEM.....	30
CFRT Inventory and Assessment Database	30
General Inventory Findings	30
Trail Segment Assessments by Section (North, Middle, and South).....	32
CFRT North Section.....	32
CFRT Middle Section	40
CFRT South Section.....	48
Level of Service (LOS) Analysis for North, Middle, and South Sections.....	52
CFRT PRIORITIZATION PLAN.....	56

Overview of the Priority Segments	57
CFRT Development Council Input.....	57
Criteria for CFRT Priority Segments.....	57
Criteria for Allocating Local Development Funds.....	58
Criteria for Distribution of Funding.....	59
Application of Input to Enhance the Colorado State Trails Program Grant Evaluation Process	59
CFRT Priority Segments – North Section	61
CFRT Priority Segments – Middle Section.....	68
CFRT Priority Segments – South Section.....	72
CFRT MARKETING PLAN	75
CFRT Market Analysis	75
Market Demands and Preferences	75
Market Segmentation	80
Age Groups.....	80
Trail and Recreation Activity Types	80
Trail Use Frequency Categories.....	81
Economic Impact Analysis	81
Contingent Trip Model	81
Benefit-Transfer Method.....	82
Colorado Front Range Trail Economic Impacts	82
Additional Economic Benefits of the Colorado Front Range Trail.....	84
Marketing Strategies.....	92
Overview.....	92
Future Potential Trail Users	93
CFRT Communication Mediums and Marketing Tactics	93
Potential CFRT Marketing Brands and Themes.....	96
Desired Outcomes and Marketing Objectives	97
Goals	97
Objectives.....	97
Evaluation Criteria	97
CFRT Projected Marketing Costs.....	98
CFRT FINANCIAL STRATEGY	100
Overview	100
Financial Assumptions.....	100
Construction Costs	101
Operation and Maintenance Costs	108
CFRT Past and Present Funding.....	108

Colorado State Trails Program Funding.....	108
Funding for the Colorado Front Range Trail.....	110
Suggested Grant Allocation Strategies	111
Alternative Funding Strategies	113
Administrative Recommendations.....	118
REFERENCES.....	123

LIST OF TABLES

Table 1: CFRT Inventory and Assessment Recommendations.....	5
Table 2: <i>CFRT Prioritization Plan</i> Recommendations.....	5
Table 3: CFRT Priority Segments (Arranged by Section and Managing Authority).....	10
Table 4: <i>CFRT Marketing Plan</i> Recommendations	17
Table 5: <i>CFRT Financial Strategy</i> Recommendations	19
Table 6: CFRT County Population Projections	25
Table 7: Ethnicity Comparisons for 2005	27
Table 8: Educational Attainment – 25 Years and Older (2000)	28
Table 9: CFRT Inventory and Assessment Recommendations.....	32
Table 10: North Section Completed Trail Segments	35
Table 11: North Section Planned and Envisioned Trail Segments.....	38
Table 12: CFRT Middle Section Completed Trail Segments	43
Table 13: CFRT Middle Section Planned and Envisioned Trail Segments.....	46
Table 14: South Section Completed Trail Segments.....	50
Table 15: South Section Planned and Envisioned Trail Segments	51
Table 16: <i>CFRT Prioritization Plan</i> Recommendations.....	56
Table 17: Ranking of Criteria for Determining CFRT Priority Segments.....	58
Table 18: Ranking of Criteria for Allocating Local Development Funds.....	58
Table 19: Ranking of Categories for Distribution of Funding	59
Table 20: Weighting of Criteria for Allocating Local Development Funding	60
Table 21: CFRT Priority Segments – North Section.....	63
Table 22: CFRT Priority Segments – Middle Section.....	70
Table 23: CFRT Priority Segments – South Section	74
Table 24: CFRT County Population Trends.....	76

Table 25: Recreation Activities for Adults 55 and Older	77
Table 26: Top Ten Activities for National Recreation Participation in 2004	78
Table 27: CFRT Economic Impacts (2005-2030)	83
Table 28: Regional State Parks Comparison.....	85
Table 29: Marketing Targets, Strategies, and Potential Partners.....	92
Table 30: Projected Marketing Costs	98
Table 31: <i>CFRT Marketing Plan</i> Recommendations	98
Table 32: Existing Trailheads.....	102
Table 33: Planned and Envisioned Trailheads.....	102
Table 34: Construction Cost Estimates for Existing Trail Segments (<i>Known</i> Surface Types)	103
Table 35: Construction Cost Estimates for Existing Trail Segments (<i>Unknown</i> Surface Type) ...	103
Table 36: Construction Cost Estimates for Planned and Envisioned Trail Segments (<i>Known</i> Surface Type)	104
Table 37: Construction Cost Estimates for Planned and Envisioned Trail Segments (<i>Unknown</i> Surface Type)	104
Table 38: Incremental Estimated Construction Costs for Planned and Envisioned Trail Segments by Section	105
Table 39: Estimated Construction Costs for Priority Segments (2006-2010) (<i>Known</i> Planned/Envisioned Surface Type)	106
Table 40: Estimated Construction Costs for Priority Segments (2006-2010) (<i>Unknown</i> Planned/Envisioned Surface Type)	107
Table 41: Annual Estimated Cost to Construct Priority Segments (2006-2010).....	107
Table 42: Estimated Operation and Maintenance Costs for Existing, Planned, and Envisioned Trail Segments by Section	108
Table 43: Grant Categories for the Colorado State Trails Program.....	109
Table 44: State Trails Program Grant Funding Sources.....	110
Table 45: CFRT Grants Awarded through the State Trails Program	111
Table 46: Recommendations for Revisions to the State Trails Program Grants Process.....	111
Table 47: The CFRT Development Council’s Suggested Division of Grants.....	113
Table 48: Alternative Funding Strategies.....	113
Table 49: Administrative Recommendations	118
Table 50: Summary of Financial Strategy Recommendations	121

LIST OF FIGURES

Figure 1: CFRT Priority Segments – North Section.....	7
Figure 2: CFRT Priority Segments – Middle Section.....	8
Figure 3: CFRT Priority Segments – South Section	9
Figure 4: Colorado Front Range Trail and Affected Counties.....	24
Figure 5: Population Projections 2005 to 2010.....	26
Figure 6: Age Grouping Comparisons	27
Figure 7: Household Income Comparisons.....	28
Figure 8: Prevalence of Overweight - Colorado (1990-2003)	29
Figure 9: Prevalence of Obesity - Colorado (1990-2003).....	29
Figure 10: CFRT North Section – Completed, Planned, and Envisioned Trail Segments	33
Figure 11: CFRT Middle Section – Completed, Planned, and Envisioned Trail Segments	41
Figure 12: CFRT South Section Completed, Planned, and Envisioned Trail Segments.....	49
Figure 13: North Section – Level of Service Map.....	53
Figure 14: Middle Section – Level of Service Map	54
Figure 15: South Section – Level of Service Map	55
Figure 16: CFRT Priority Segments – North Section.....	62
Figure 17: CFRT Priority Segments – Middle Section.....	69
Figure 18: CFRT Priority Segments – South Section	73
Figure 19: Colorado Tourism Expenditures by Sector.....	84

ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

OVERVIEW

The purpose of this planning effort is to develop a five-year *Colorado Front Range Trail (CFRT) Comprehensive Implementation Plan (CFRT Plan)* for Colorado State Parks (State Parks). The *CFRT Plan* includes a detailed assessment of existing trail segments along Colorado's Front Range, as well as marketing and financial strategies to facilitate completion of the CFRT. Important steps in the year-long planning process included collecting data, developing a comprehensive database and Geographic Information Systems (GIS) coverages, and establishing a framework to identify trail construction priorities.

The *CFRT Plan* is intended to be implemented through collaborative efforts between State Parks and the CFRT Development Council. The information and recommendations in the plan should serve as a resource and guide not only for State Parks, but also for members of the CFRT Development Council and local stakeholders. The success of the CFRT development and promotion is dependent on the cooperation between all agencies and stakeholders.

Pertinent information related to the completion of the trail should be updated every two years. Tracking the progression of segments from "envisioned" to "planned," as well as identifying new or revised alignments and loops are critical to monitoring the completion of the trail.

The CFRT Service Area

The Front Range serves as the primary service area for this analysis and includes 14 counties, 15 major cities, and many smaller towns and communities. Colorado's Front Range closely follows the eastern fringe of the Rocky Mountains in a north-south direction from Wyoming to New Mexico. The CFRT serves over 80% of Colorado's population and runs through some of the most rapidly growing communities in the state.

INVENTORY AND ASSESSMENT OF THE CFRT SYSTEM

Stakeholder Identification and Involvement

During 2005-2006, Colorado State Parks worked with over 500 stakeholders from local communities, state and federal agencies, non-profit organizations, recreation retailers, and the tourism community to continue the collaborative efforts necessary to complete the CFRT. The Consultant Team solicited feedback from all of the 35 managing agencies involved in the trail through a survey; 29 of those agencies responded. (Managing agencies are defined as land management agencies through which the CFRT passes and whom are responsible for overseeing the planning, construction, and maintenance of the trail). The stakeholder involvement process occurred over a five-month period through in-depth interviews and reviews of maps that identified completed, planned, and envisioned trail segments. This information was compiled into the *CFRT Inventory and Assessment Database* (Database) and was also used to identify the CFRT Priority Segments.

Inventory Findings

Currently, there are 35 managing agencies responsible for overseeing the construction, operation, and maintenance of completed, planned, and envisioned segments of the CFRT. Of those 35 agencies, 29 responded to the survey conducted by the Consultant Team including the federal government, two state agencies, seven county governments, 16 municipal governments, and three private non-profit organizations. At the time of this inventory, 67% of the trail is paved (primarily with concrete), 28% is soft surface, and 4% is of unknown surface type. The majority of planned and envisioned trails are hard surface - primarily concrete. Approximately 56% of the existing trail, or 164 miles, is known to be Americans with Disabilities Act (ADA) accessible.

CFRT Inventory Findings
<ul style="list-style-type: none"> • 295 Miles of Completed Trail (34% of the Total Trail) • 93 Miles of Planned Trail (11%) • 488 Miles of Envisioned Trail (55%) • 876 Total Miles of Trail • 110 Trailheads

Table 1 depicts the highest priority recommendations related to the inventory and assessment process. The priority level associated with each recommendation indicates the urgency for implementation and was determined by the Consultant Team, based on information gathered from the Project Team and the Development Council.

Table 1: CFRT Inventory and Assessment Recommendations

Recommendations	Priority (High, Medium, Low)
Update the inventory every two years	High
Track volunteer hours for trail development and maintenance	High
Track location and managing agency of newly placed CFRT signs	High
Work with the Development Council to identify managing agencies to take responsibility for “undetermined” CFRT segments	High

CFRT PRIORITIZATION PLAN

Priority Segment Findings

Approximately 170 miles of trail represented in 63 sections have been designated as Priority Segments. These 63 Priority Segments have been deemed critical to complete because they are the essential missing links that will connect the major cities and population centers along the CFRT corridor including: Ft. Collins, Loveland, Boulder, Denver, Colorado Springs, and Pueblo. **Table 3** identifies details of each CFRT Priority Segment while **Figures 1, 2, and 3** illustrate the Priority Segments on maps of the CFRT North, Middle, and South Sections. Of the 35 managing agencies involved with the CFRT, 26 of these oversee the planning, construction, and maintenance of Priority Segments. (Adams County manages segments in both the North and Middle Sections, and therefore is only counted once in the number of agencies overseeing Priority Segments). These Priority Segments represent nearly one-third of the total miles of planned and envisioned segments of the CFRT. Approximately 80 miles, or 47%, of the Priority Segments are considered to be in the planning stages with estimated completion dates.

Priority Segments were determined in collaboration with the CFRT Development Council, CFRT Steering Committee, and the Colorado State Parks Board. Stakeholder input clearly indicates that connecting existing trails is the most critical criteria for prioritizing trail construction and grant funding. These Priority Segments reflect the CFRT Development Council's highest priorities for allocation of funding: to strategically locate missing links, maximize quality of life benefits, and serve the maximum population.

Table 2: CFRT Prioritization Plan Recommendations

CFRT Prioritization Plan Recommendations	Priority (High, Medium, Low)
Work with the managing authorities to determine estimated completion dates, barriers to completion, and funding sources for all Priority Segments	High

Enhanced Grant Evaluation Process for CFRT Trail Segments

As part of the *CFRT Plan*, the Consulting Team developed an enhanced Colorado State Trails Program Grant Evaluation Process. CFRT grants will now be evaluated within their own separate category and will only compete with other CFRT grants.

Priority Segments by Section

Priority Segments in the North Section of the CFRT, as depicted in **Figure 1**, include about 108 miles of trail, or 67% of the total miles of Priority Segments, which will connect and maximize the use of existing facilities. When these Priority Segments are completed, they will add another 12% to the total mileage of the CFRT. There are 16 agencies responsible for managing these segments and are located primarily in developed areas. Weld County, Larimer County, and The Northern Colorado Water Conservancy District are the managing authorities for the most significant lengths of trail. There are two major barriers to completion in the North Section: acquisition or negotiation of easements and a lack of adequate funding.

The Middle Section priorities, as depicted in **Figure 2**, are primarily short segments that will serve as connectors to the existing trail network. This section has about 42 miles of 18 Priority Segments that involve nine managing agencies. When completed, these segments would add another 5% to the total miles of the CFRT. Estimated completion dates and projected construction costs are identified for the majority of these segments, including the pieces from the south Boulder County line to Golden, Brighton to Confluence Park, and from Castle Rock to the north El Paso County line. A few of the barriers to completion in the Middle Section include wildlife concerns, developer issues, environmental issues, and highway planning options.

The South Section has three Priority Segments totaling approximately 20 miles, as depicted in **Figure 3**, which are managed by two agencies. When completed, these segments will add another 2% to the total miles of the CFRT. Both of the planned sections are managed by the City of Pueblo while Pueblo County manages the 13 mile envisioned portion. No barriers to completion were identified.

Figure 1: CFRT Priority Segments - North Section

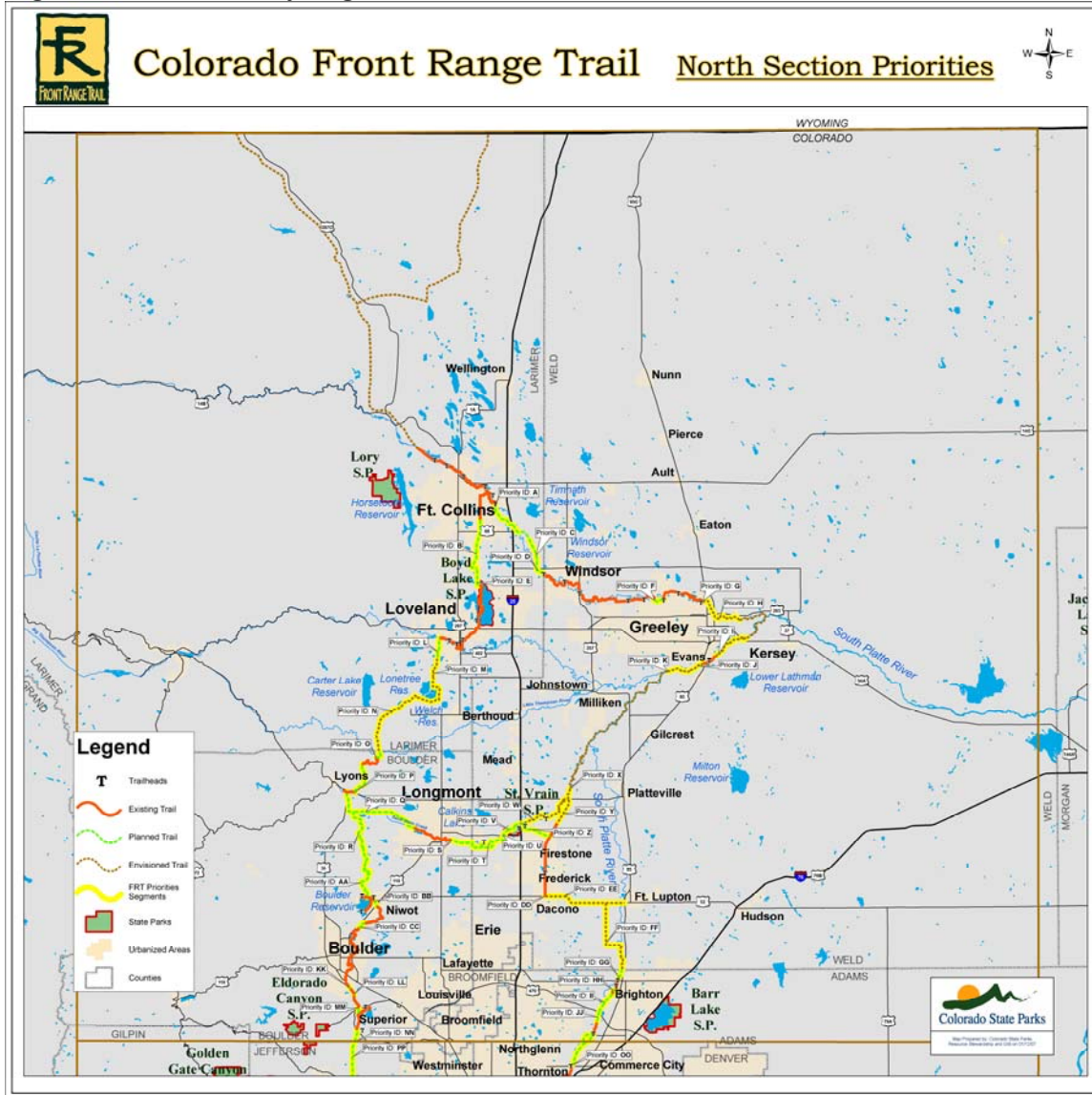


Figure 3: CFRT Priority Segments - South Section

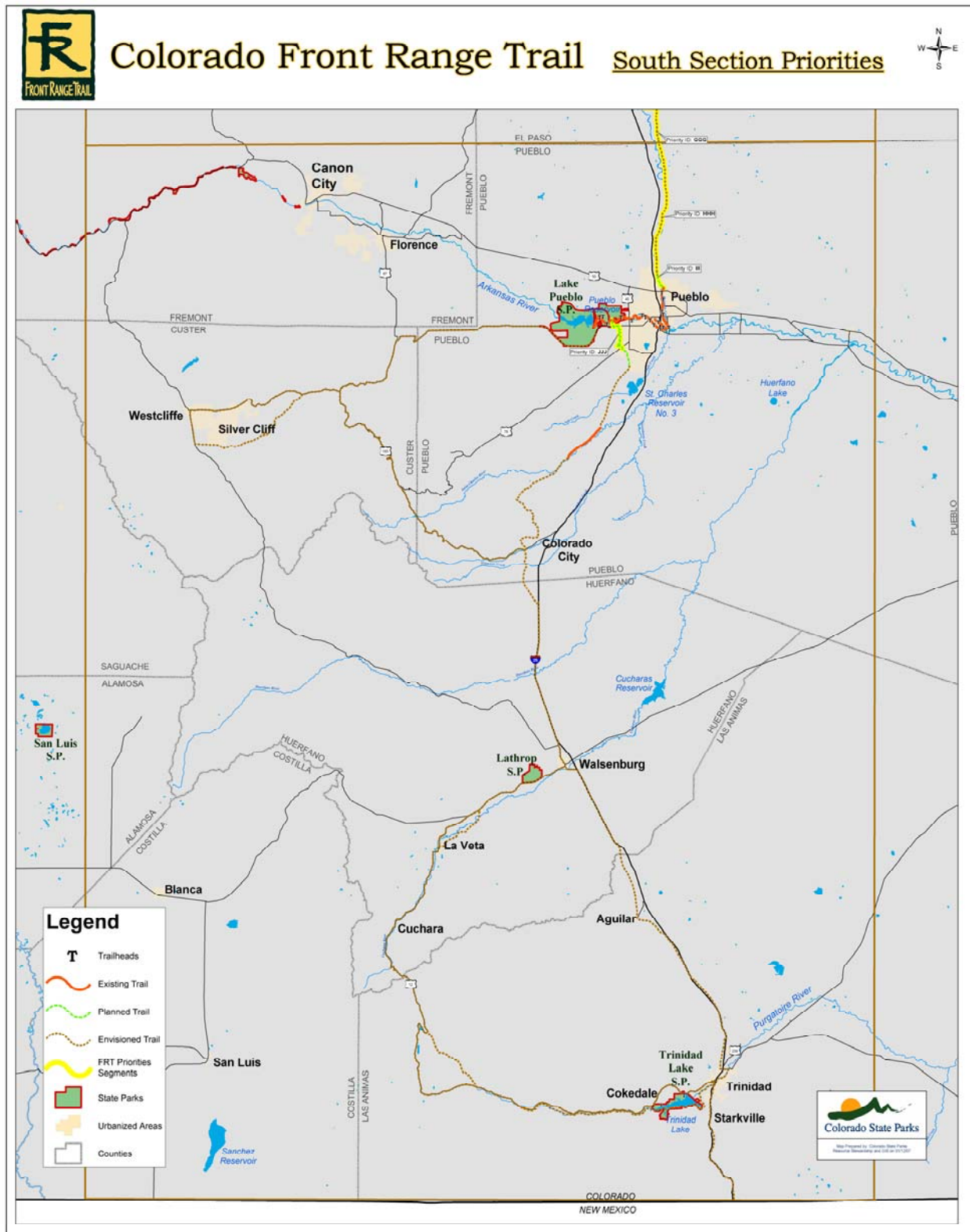


Table 3: CFRT Priority Segments (Arranged by Section and Managing Authority)*

**Managing authority may change as more information is obtained. Information is best available at the time of publication.*

Priority ID	Section	Trail Name (if known)	Managing Authority	Location Description	Length (in miles)	Anticipated Surface Type	Planned or Envisioned?
JJ	North Section	Undetermined	Adams County	From E-470 south to existing section of Platte River Trail	0.91	Undetermined	Planned
OO	North Section	Undetermined	Adams County	Section from trailhead on East 126th Ave. running S/SW to trailhead at 104th Ave.	5.13	Undetermined/Concrete	Planned
				<i>Total</i>	6.04		
O	North Section	Undetermined	Boulder County	South from county line to existing Indian Mesa Trail	0.97	Undetermined	Planned
P	North Section	Dakota Ridge Trail	Boulder County	From 53rd and St. Vrain Supply Canal to Route 66B	2.95	Undetermined	Planned
MM	North Section	Greenway	Boulder County	Short section running south to link up Marshal Rd. Trail and Greenbelt Plateau Trail	0.51	Undetermined	Planned
NN	North Section	Undetermined	Boulder County	From south end of Greenbelt Plateau Trail to Boulder/Jefferson County line.	1.05	Undetermined	Planned
				<i>Total</i>	5.48		
BB	North Section	Undetermined	City of Boulder	From 63rd St. running S/SE to route 119	0.62	Undetermined	Planned
CC	North Section	Undetermined	City of Boulder	From Orchard Creek Circle running S/SW to Jay Rd. and running .25 miles west along Jay Rd.	0.77	Undetermined	Planned
KK	North Section	Broadway Boogie	City of Boulder	Short section along CR 93 to link two existing sections from Albion Rd. to Grinnel Ave.	0.19	Undetermined	Planned

Priority ID	Section	Trail Name (if known)	Managing Authority	Location Description	Length (in miles)	Anticipated Surface Type	Planned or Envisioned?
LL	North Section	Greenway	City of Boulder	Short section along Marshal Rd. to link Broadway Boogie with south end existing trail	0.12	Undetermined	Planned
				<i>Total</i>	1.70		
GG	North Section	South Platte River Trail	City of Brighton	From 168th Ave. to existing trail almost in line with Brighton St.	0.77	Concrete	Planned
HH	North Section	South Platte River Trail	City of Brighton	Short section south of Jessup St. to link two existing sections of the Platte River Trail	0.30	Concrete	Planned
II	North Section	South Platte River Trail	City of Brighton	Section starting south of Bromley Ln.. running S/SW to C-470	1.81	Concrete	Planned
				<i>Total</i>	2.89		
J	North Section	Undetermined	City of Evans	Just west of 85 along Platte River	0.59	Concrete	Envisioned
				<i>Total</i>	0.59		
A	North Section	Undetermined	City of Ft. Collins	From end of Poudre River Trail at Boyd Lake Ave. SE Past I-25 ending at intersection of Main St.and CR 38 in Timnath	3.43	Concrete	Planned
B	North Section	Undetermined	City of Ft. Collins	Along Railroad from Horsetooth Rd. to CR 32	4.56	Concrete	Planned
				<i>Total</i>	7.99		
U	North Section	Undetermined	Colorado State Parks	2 separate segments on north and west side of St. Vrain State Park	1.20	Undetermined	Planned
				<i>Total</i>	1.20		

Priority ID	Section	Trail Name (if known)	Managing Authority	Location Description	Length (in miles)	Anticipated Surface Type	Planned or Envisioned?
DD	North Section	Undetermined	Dacono	From CR 13 between Frederick and Dacono running east along CR 14 to Frederick city limits	1.47	Undetermined	Envisioned
				<i>Total</i>	1.47		
Y	North Section	Undetermined	Firestone	Traveling south from CR 17 and Route 66 intersection to intersection of CR 15 and CR 26	2.43	Undetermined	Envisioned
Z	North Section	Undetermined	Firestone	From CR 2540 traveling E/SE to CR 24	3.11	Concrete	Planned
				<i>Total</i>	5.54		
C	North Section	Undetermined	Larimer County	From just north of CR 36 and CR 3 intersection to 392A	2.48	Undetermined	Planned
E	North Section	Undetermined	Larimer County	From CR 32 to Boyd Lake State Park	1.68	Concrete	Planned
M	North Section	Undetermined	Larimer County	From 18th St. south to CR 14	1.87	Crusher Fines or Concrete	Envisioned
N	North Section	Undetermined	Larimer County	From CR 14 SW to Larimer/Boulder County line	10.77	Undetermined	Envisioned
				<i>Total</i>	16.80		
S	North Section	Undetermined	Longmont	From confluence of St. Vrain and Left Hand Creeks east to CR 1 (county line)	1.69	Concrete	Planned
				<i>Total</i>	1.69		
L	North Section	Undetermined	Loveland	From just north of First St. south to 14th St.	1.56	Undetermined	Planned
				<i>Total</i>	1.56		
Q	North Section	St. Vrain Greenway Trail	Northern Water Conservancy District	From intersection of 36 and 66 to just east of Airport Rd in Longmont	7.64	Undetermined	Planned

Priority ID	Section	Trail Name (if known)	Managing Authority	Location Description	Length (miles)	Anticipated Surface Type	Planned or Envisioned?
R	North Section	Feeder Canal Trail	Northern Water Conservancy District	Running south from Hygiene Rd across Nelson Rd. to Stirrup Ln.	5.64	Undetermined	Planned
AA	North Section	Feeder Canal Trail	Northern Water Conservancy District	From Boulder Hills Rd. south to Dry Creek	4.66	Undetermined	Envisioned/Planned
				<i>Total</i>	17.94		
F	North Section	Poudre River Trail Proposed	PRTC, Inc.	Greeley - from 54th Ave. to Rover Run Trailhead	0.94	Undetermined	Planned
G	North Section	Poudre Trail Proposed	PRTC, Inc.	Greeley - from 11h Ave. and the Poudre to just east of Ash Ave.	2.47	Crusher Fines or Concrete	Envisioned
H	North Section	Poudre Trail Proposed	PRTC, Inc.	Greeley - just east of Ash Ave. to CR 45	2.07	Crusher Fines or Concrete	Envisioned
				<i>Total</i>	5.48		
I	North Section	Undetermined	Weld County	Just east of 34D and the Platte River SW to 1st. Ave. and the Platte River	4.11	Undetermined	Envisioned
K	North Section	Undetermined	Weld County	From CR 52 west along Platte River	2.89	Undetermined	Envisioned
T	North Section	Poudre Trail Proposed	Weld County	From CR 1 traveling east, forking north to trailhead and up to St. Vrain State Park	4.90	Undetermined	Planned
V	North Section	Undetermined	Weld County	Immediately northwest of St. Vrain park boundaries between two of the "U" priority segments	0.73	Undetermined	Planned
W	North Section	Undetermined	Weld County	From trailhead east of St. Vrain State Park traveling NE to route 66	5.63	Undetermined	Envisioned
X	North Section	Undetermined	Weld County	Traveling north from CR 17 and Route 66 intersection	0.80	Undetermined	Envisioned

Priority ID	Section	Trail Name (if known)	Managing Authority	Location Description	Length (miles)	Anticipated Surface Type	Planned or Envisioned?
EE	North Section	Undetermined	Weld County	From CR 14 along 52 to Ft. Lupton	5.31	Natural	Envisioned
FF	North Section	Undetermined	Weld County	From intersection of CR 23 and 52 running south to 168th Ave. and Route 85 intersection	6.91	Undetermined	Envisioned
				<i>Total</i>	31.27		
D	North Section	Undetermined	Windsor	From 392A to CR 901 and the Poudre River	0.85	Undetermined	Planned
				<i>Total</i>	0.85		
				Total for the North Section	108.48		
QQ	Middle Section	South Platte River Trail	Adams County	Short section (creating a shortcut on existing trail) just north of 89th Ave.	0.35	Concrete	Planned
				<i>Total</i>	0.35		
RR	Middle Section	Undetermined	Arvada	Section running south from SH 72 to city limits	1.53	Concrete	Planned
				<i>Total</i>	1.53		
VV	Middle Section	Undetermined	Aurora	Along Arapahoe Rd. to link Cherry Creek Trail at south of Cherry Creek State Park	0.73	Undetermined	Envisioned
WW	Middle Section	Undetermined	Aurora	Starting at the Cherry Creek Soccer Complex and running south to link existing section of Cherry Creek Trail	0.46	Undetermined	Envisioned
				<i>Total</i>	1.18		
ZZ	Middle Section	Castle Oaks Trail	Castle Rock	From Pleasant View Dr. along Castle Oaks Dr. to Valley View Dr.	2.71	Undetermined	Envisioned
AAA	Middle Section	Castle Oaks Trail	Castle Rock	From downtown Castle Rock linking both east and west routes of alignment down to Territorial Rd.	3.61	Undetermined	Envisioned/ Planned
				<i>Total</i>	6.32		

Priority ID	Section	Trail Name (if known)	Managing Authority	Location Description	Length (in miles)	Anticipated Surface Type	Planned or Envisioned?
XX	Middle Section	Plum Creek Trail	Douglas County	Long section from SE side of Chatfield to connect to Highline Canal Trail and south, nearly to Airport Rd.	3.35	Concrete	Planned
YY	Middle Section	Undetermined	Douglas County	From intersection of Scott Ave. and existing Cherry Creek Trail heading south creating a "shortcut" avoiding Syzmanski Rd.	0.51	Undetermined	Envisioned
BBB	Middle Section	Plum Creek Trail	Douglas County	From Territorial Rd. heading south along Plum Creek to Columbine Open Space trailhead and existing trail	3.68	Natural	Envisioned
CCC	Middle Section	Undetermined	Douglas County	From south end of Columbine Open Space Trail to Larkspur	3.02	Natural	Envisioned
EEE	Middle Section	Undetermined	Douglas County	From SE corner of Larkspur city limits south to Greenland Open Space trailhead and existing trail	3.46	Natural	Envisioned
				<i>Total</i>	14.02		
FFF	Middle Section	Undetermined	El Paso County Parks	From Hanson parking lot trailhead running south along Fountain Creek to existing Fountain Creek Regional Trail	3.77	Crusher Fines	Envisioned
GGG	Middle Section	Undetermined	El Paso County Parks	From south end of Fountain Creek Regional Trail following Fountain Creek to El Paso/Pueblo county line	8.07	Crusher Fines	Envisioned
				<i>Total</i>	11.84		

Priority ID	Section	Trail Name (if known)	Managing Authority	Location Description	Length (miles)	Anticipated Surface Type	Planned or Envisioned?
TT	Middle Section	Undetermined	Golden	Section along Salvia St. linking Grampasas Trail and Clear Creek Trail	0.26	Paved	Planned
				<i>Total</i>	0.26		
UU	Middle Section	Undetermined	Golden	Section along CR 93 linking Clear Creek Trail and 6th Ave. Trail	0.85	Concrete	Planned
				<i>Total</i>	1.11		
PP	Middle Section	Undetermined	Jefferson County	From county line running south along CR 93 to route 72	3.05	Concrete	Planned
SS	Middle Section	Undetermined	Jefferson County	Section running south from Arvada city limits to the Fairmont Trail	2.24	Concrete	Planned
				<i>Total</i>	5.29		
DDD	Middle Section	Undetermined	Larkspur	East side of Larkspur along Plum Creek	0.56	Natural	Envisioned
				<i>Total</i>	0.56		
				<i>Total for the Middle Section</i>	42.21		
III	South Section	Undetermined	City of Pueblo	From Pueblo city limits to existing Fountain Creek Regional Trail	1.48	Concrete	Planned
JJJ	South Section	Undetermined	City of Pueblo	From Arkansas River Walk Trail on east side of Pueblo State Park heading south to Route 78	4.63	Concrete	Planned
				<i>Total</i>	6.12		
HHH	South Section	Undetermined	Pueblo County	From Pueblo/El Paso county line running south along Fountain Creek to Pueblo city limits	13.39	Undetermined	Envisioned
				<i>Total</i>	13.39		
				<i>Total for the South Section</i>	19.51		
				TOTAL CFRT PRIORITY SEGMENTS	170.20		

CFRT MARKETING PLAN

The *CFRT Marketing Plan* analyzes the market demands and preferences of current and potential trail users. This analysis segments the market by age, trail and recreation type, and use frequency. The *CFRT Marketing Plan* also: 1) contains an analysis that estimates the economic impact of CFRT development over the next 25 years; 2) identifies potential marketing targets, strategies, and partners to help develop and promote the trail for Colorado State Parks and the CFRT Development Council; 3) includes key goals and objectives of the plan and recommended evaluation tools; and 4) projects marketing costs outlined for the 2006-2010 timeframe.

Colorado Front Range Trail Economic Impact

The total direct economic impact to the 14 counties along the CFRT ranges from approximately \$1.3 to \$2.0 billion over the next 25 years. The calculations used to determine the economic impacts of the CFRT are based on a 2003 Colorado State Parks *Market Assessment Study* which states that 74% of Colorado households use trails at least once a year in their town or city. As part of the total direct economic impact calculation, this percent is multiplied by individual county population projections from the Colorado Demography Office to come up with projected trail use. Finally, trail use calculations are multiplied by the annual spending estimates to generate the total economic impact (from an annual low of \$18.46/household to a high of \$29.23/household, based on *A Contingent Trip Model for Estimating Rail-Trail Demand*, and then discounted at a 5% rate to account for inflation).

Table 4 depicts major recommendations from the *CFRT Marketing Plan* for Colorado State Parks for 2006-2010. The priority level associated with each recommendation indicates the urgency for implementation and was determined by the Consultant Team, based on information gathered from the Project Team and the Development Council.

Table 4: CFRT Marketing Plan Recommendations

CFRT Marketing Plan Recommendations	Priority (High, Medium, Low)
Allocate funding as outlined in the <i>CFRT Marketing Plan</i> Budget for 2006-2010	High
Continue to implement the CFRT marketing strategies already in place	High
Develop and administer a CFRT user survey to establish direct economic impacts and spending	High
Encourage local managing agencies to use the economic impacts and additional benefits of the CFRT detailed in the plan to gain local support and alternative funding	High
Implement a CFRT retail and print media marketing campaign	High
Market to growth "hot spots"	High
Track Colorado trail activity demands and trends- support "trail counters" at the local level	High
Annually update economic development benchmarking communities	High
Update demographic and population numbers every two years	High
Promote visibility of CFRT through signage	High

<i>CFRT Marketing Plan Recommendations</i>	Priority (High, Medium, Low)
Coordinate state, national and international efforts with the Colorado Tourism Office	High
Annually track implementation and effectiveness of the plan using the goals, objectives, and evaluation criteria implementation	High
Share economic impact calculations and benefits with CFRT Development Council	High
Continue to gather economic impact data for various CFRT trail-related activities	Medium
Track locations and managing agencies of newly place CFRT signs	Medium
Identify cost-effective marketing opportunities to promote specific trail segments	Medium
Strategically implement additional, cost-effective strategies in the plan	Medium
Strategically market to adults 55 and older	Medium

CFRT FINANCIAL STRATEGY

The *CFRT Financial Strategy* examines estimated costs, historical and current funding, allocation strategies, and funding alternatives. These financial components are critical to the successful implementation of the CFRT. While the majority of the CFRT has been historically funded through Colorado State Trails Program grants and managing agency budgets, additional funding strategies must be pursued due to declining Land and Water Conservation Fund (LWCF) appropriations. Administrative recommendations are also identified to maximize both financial and human resources and assist with the management and organization of the project.

The total estimated cost of constructing the 876 miles of the CFRT is approximately \$273 million, based on 2006 dollars as shown in **Tables 32-37**. Approximately \$79 million has already been devoted to building the existing 295 miles of the CFRT. Completing the remaining 581 planned and envisioned miles is expected to cost \$157 million (sum of totals in **Table 36 and 37**). Constructing the 170 miles of Priority Segments will cost between \$36.8 and \$46.7 million or between \$7.4 and \$9.4 annually through 2010. The anticipated annual operation and maintenance cost of the entire CFRT is expected to cost between \$5.3 and \$8.8 million.

Successful implementation of the *CFRT Plan* will require commitment from the Colorado State Parks Board to establish internal, dedicated CFRT staffing and funding resources. These staff members and resources should be solely focused on implementing the recommendations in the *CFRT Plan* and supporting managing agencies in local planning and development of the trail. This commitment, as well as continued administrative and financial transparency, will illustrate State Parks' leadership and credibility to potential funders and the CFRT Development Council.

Another element for the successful implementation of the *CFRT Plan* is the continued engagement of the CFRT Development Council. The Council indicated its interest in decreasing the Quarterly meetings to Semi-annual meetings for 2007. This should be evaluated at the second meeting in 2007 for future years.

Table 5 depicts major recommendations included in the *CFRT Financial Strategy*. The priority level associated with each recommendation indicates the urgency for implementation and was determined by the Consultant Team, based on information gathered from the Project Team and the Development Council.

Table 5: CFRT Financial Strategy Recommendations

<i>CFRT Financial Strategy Recommendations</i>	Priority (High, Medium, Low)
Grant Allocation Strategies	
Create a CFRT grant category in the Colorado State Trails Program	High
Determine an appropriate percentage of Colorado State Trails Program grants to allocate to CFRT projects	High
Alternative Funding Strategies	
Develop a CFRT Funding Task Force	High
Form a CFRT Foundation or collaborate with the Foundation for Colorado State Parks to: <ul style="list-style-type: none"> • Conduct a capital campaign using the Colorado State Trails Program database and targeting relevant user groups • Offer “adopt-a-mile,” “in-memory of,” “in honor of” miles, trailheads, and amenities • Consider participating in the Colorado Combined Campaign or other workplace giving programs • Offer CFRT merchandise 	High
Pursue a federal earmark	High
Apply for another GOCO Legacy Grant	High
Pursue alternative funding sources for the Colorado State Trails Program	High
Consider incorporating advertisements into CFRT publications and the website	Medium
Investigate event sponsorship prospects	Medium
Explore cooperative marketing partnership opportunities	Medium
Continue to seek out and share additional alternative funding sources with the Development Council	Medium
Administrative Recommendations	
Enhance financial tracking and analysis abilities with a comprehensive Colorado State Trails Program database	High
Create a <i>CFRT Local Planning and Trail Development Guide</i> for local governments including funding opportunities such as: <ul style="list-style-type: none"> • a list of potential grant opportunities for managing agencies • a hotel bed tax/tourism tax • a dedicated portion of the local government’s sales tax to parks, trails, and open space • using volunteers, youth groups, and prison work or community service programs • working with collaborative partners 	High
Continue the appointment of a liaison between the State Trails Committee and the CFRT	High
Work with the National Park Service Scenic Rivers & Trails Conservation Assistance Program to support managing agencies with planning and implementation efforts	Medium

PAST, PRESENT, AND FUTURE THE PLANNING CONTEXT

Purpose of this Plan

The purpose of this planning effort is to develop a five-year *Colorado Front Range Trail (CFRT) Comprehensive Implementation Plan* for Colorado State Parks (State Parks). The *CFRT Plan* includes a detailed assessment of existing trail segments and trail development priorities along Colorado's Front Range, as well as marketing and financial strategies to facilitate completion of the CFRT. Important steps in the year-long planning process included collecting data, developing a comprehensive database and Geographic Information Systems (GIS) coverage, and establishing a framework to identify trail construction priorities.

The *CFRT Plan* serves as a resource for members of the CFRT Development Council, Colorado State Parks staff, and stakeholders. In particular, the *CFRT Plan* should be used as a guide for future CFRT planning and development efforts. The information provided in the plan will provide members of the CFRT Development Council with data, strategies, and planning mechanisms for collaborative efforts, marketing strategies, and funding sources. These resources can be used in organizing, planning, and developing the CFRT in each community.

The History of the Project

In 2002, Colorado State Parks embarked on an ambitious project to develop the CFRT: a multi-purpose trail corridor from New Mexico to Wyoming along Colorado's Front Range. The goal for the CFRT is to connect existing and planned trail systems with new trail corridors and create linkages with Colorado's growing population centers. The envisioned trail will link diverse communities, scenic landscapes, points of interest, parks and open space, and other recreation attractions. This CFRT will be a unique legacy that will enrich Colorado's tourism and recreation resources, heritage, and health.

To ensure local constituents were involved in the planning effort, a CFRT Stakeholder Group was established during the 2002 effort. This group included a trail representative from each county and major urban area along the Front Range, as well as representatives from specific agencies and interest groups. Support for the CFRT was strong all along the corridor. The results of this process were the *Colorado Front Range Trail Corridor Plan (CFRT Corridor Plan)* and the *Colorado Front Range Trail Guidelines*.

Building on the initial momentum that began in 2003, Colorado State Parks reconvened the stakeholders in December of 2005 and formed the CFRT Development Council to assist with the development of the *CFRT Implementation Plan*. The CFRT Development Council includes those stakeholders who participated in the planning process and serve as an advisory group to State Parks for the strategic implementation of the CFRT. Colorado State Parks collaborated with over 500 stakeholders who represent local communities, state and federal agencies, non-profit organizations, recreation retailers, and the tourism community to gather input for the *CFRT*

Plan. This plan will help State Parks prioritize trail construction and development and to implement marketing and funding strategies that promote trail development and use.

Vision, Principles, and Goals

Development of the *CFRT Plan* relied extensively on previous planning efforts devoted to the trail corridor in the *2003 CFRT Corridor Plan*. Foremost are the vision, principles, and goals identified in the *CFRT Corridor Plan* which continue to guide the *CFRT Plan* and are restated below.

VISION

"To link the Colorado Front Range's diverse communities and scenic landscapes with a multi-use trail from New Mexico to Wyoming."

PRINCIPLES

- All trail routes comprising the CFRT must be determined and approved by the local agencies through which they pass. The local agencies' land-use decision processes will determine the outcomes of all acquisition and trail development issues.
- The CFRT should be funded by a variety of long-term sources that build upon, rather than take away from, current trail funding sources. Additional resources that may facilitate completion of the CFRT should be pursued.

GOALS

- Form a trail corridor along Colorado's Front Range that links communities, points of interest and public lands.
- Create a safe, fun, attractive, continuous, interesting, diverse, and educational trail.
- Use existing and approved, proposed trails as the basis for the corridor.
- Create a fairly direct north-south route.
- Link to other trails, especially major east-west trails, along the corridor.
- Have a separated trail, away from highways and roads, when possible.
- Incorporate cultural, historical, and environmental themes that enhance educational opportunities.
- Identify and protect sensitive natural, cultural, and scenic resources when planning and constructing the trail.
- Create a trail corridor that enhances eco-heritage tourism along the Front Range.
- Incorporate alternatives and loops, so the trail offers a diverse range of trail uses.
- Involve youth programs and volunteers from the mixture of corridor communities for trail construction.

Related Planning Efforts

Multiple related planning efforts are taking place throughout the state affecting parts of the CFRT. Information from these sources has been integrated into the CFRT Database and incorporated in the *Marketing Plan* and *Financial Strategy* sections of the *CFRT Plan*. The following is a brief summary of these related planning efforts.

SOUTHERN COLORADO FRONT RANGE TRAIL MASTER PLAN

Thomas & Thomas, Planning, Urban Design and Landscape Architecture, Inc. is working with the South Central Council of Governments (SCCOG) to develop a master plan for the South Section of the Colorado Front Range Trail. This master plan will include two alternative trail alignments for the segment of the CFRT from Pueblo to Trinidad.

The SCCOG and Colorado State Parks have reviewed the preliminary alignment alternatives so that project partners, stakeholders, and interested parties may comment. The final master plan is scheduled for publication in early 2007.

Thomas & Thomas, the CFRT Consulting Team, and the Colorado State Parks staff have shared information, including input by stakeholders, recommendations for corridor alignment, and GIS maps. The *Comprehensive CFRT Implementation Plan* incorporates information that is relevant to this statewide effort.¹

OTHER RELEVANT PLANNING EFFORTS

- CFRT Trail Development Guidelines and GIS data gathering and mapping of the trail corridor;
- Current planning efforts to fill trail corridor gaps, including segments planned by individual communities and organizations (i.e. - 52-85 Trail Project, Poudre River Trail Inc., Trails and Open Space Coalition, etc.);
- Colorado Department of Transportation's (CDOT) Planning Regions' efforts along the corridor, and their associated Metropolitan Planning Organizations' efforts and Regional Transportation Plans;
- Colorado Historical Society's Colorado Front Range Trail History Project, funded by the Colorado State Trails Program;
- Denver Regional Council of Governments (DRCOG) Regional Pedestrian and Bicycle Plan Update;
- CDOT's Scenic Byways Program plans; and
- Colorado Tourism Office's marketing plans - particularly the new Colorado Heritage Tourism Strategic Plan.

Stakeholder Identification and Involvement

During 2005-2006, State Parks worked with over 500 stakeholders including local communities, state and federal agencies, non-profit organizations, recreation retailers, and the tourism community to continue the collaborative efforts necessary to complete this exciting project. For a complete listing of the organizations that comprise the CFRT Development Council and the CFRT Development Council Charter refer to Appendix A and Appendix B, respectively.

During the inventory and assessment phase of the *CFRT Plan*, the Consultant Team solicited feedback from 35 managing agencies through an in-depth interview and map-review process to identify completed, planned, and envisioned trail segments. This information was compiled into the *CFRT Inventory and Assessment Database* (Database) to be used for mapping and the

¹ "CFRT 1st Quarterly Newsletter," [Colorado State Parks](#). January, 2006.

determination of the CFRT Priority Segments. All maps and statistics are the results of the identification of trail segments, including trail length and characteristics, maintenance responsibilities, improvements needed, signage placement, and amenities.

Trail Planning, Design Guidelines, and Alignment Changes

The *Colorado Front Range Trail Development Guidelines* (Guidelines) were originally published in April 2003. The Guidelines included general goals for the CFRT, considerations for developing trail alignments, and design standards for construction of the trail. While the intent of this document remains unchanged, in the past three years trail use has become more prevalent and has spread to a broader segment of the population. As part of the public input process, the CFRT Development Council suggested that the Guidelines be reviewed in detail to ensure they meet current expectations and best management practices. In June 2006, the Guidelines were updated to include other standards, such as AASHTO, ADA, etc., as well as a recommendation for local managing agencies to abide by all applicable local, state, and federal regulations.

As part of a discussion session during the 3rd Quarterly Development Council meeting, participants also expressed concern over the process for trail corridor and alignment changes. They recommended that this be changed to a *notification* process rather than an *approval* process. Their concern was that the approval process was constraining and could jeopardize the goals of the project by causing delays. The document has since been revised to reflect this change.

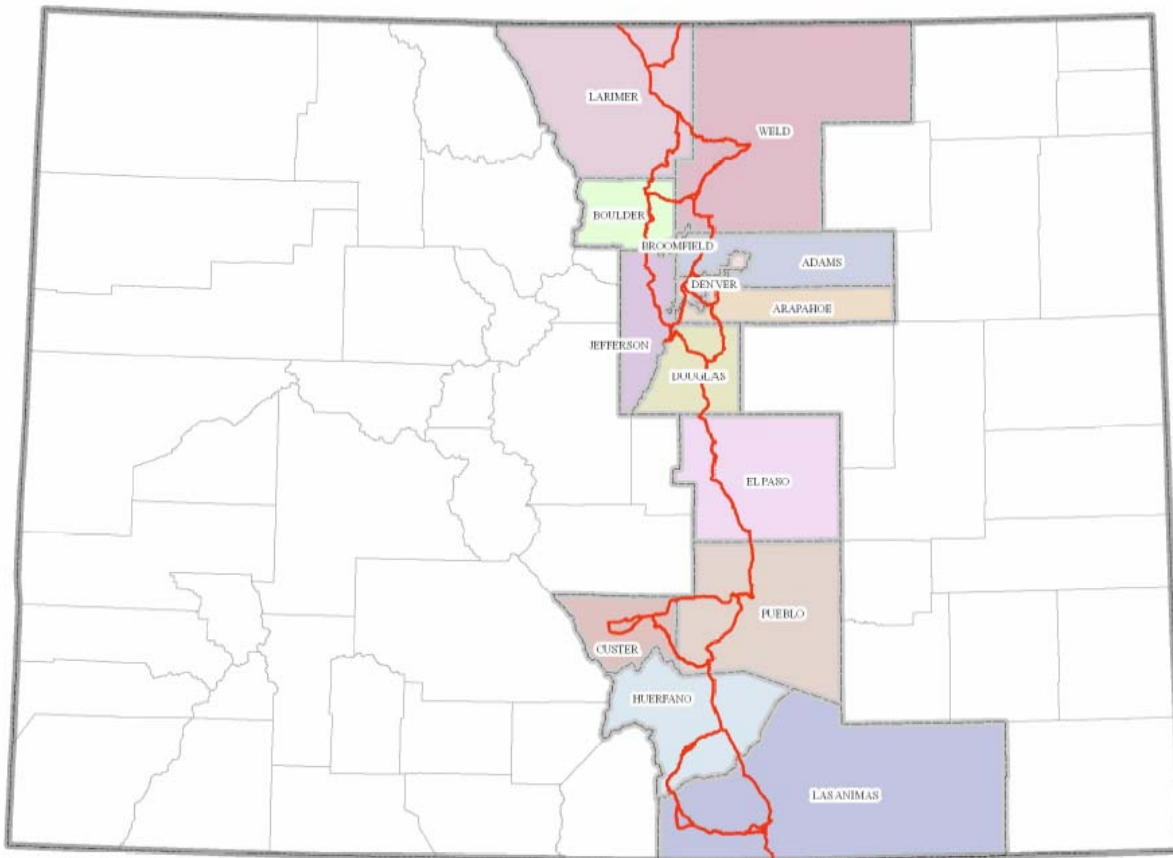
Updated versions of the *CFRT Trail Corridor Designation and Alignment Changes Processes* and the *CFRT Trail Development Guidelines* are found in Appendix C and Appendix D, respectively.

COLORADO FRONT RANGE TRAIL CORRIDOR CHARACTERISTICS

The CFRT Service Area

The CFRT closely follows the eastern fringe of the Rocky Mountains in a north-south direction from the Wyoming to New Mexico borders as depicted in **Figure 4**. The primary service area includes 14 counties, 15 major cities, and many smaller towns and communities.

Figure 4: Colorado Front Range Trail and Affected Counties



Source: CFRT Database, 2006.

Demographics of Colorado's Front Range

This section examines population trends and changing demographics in communities along the CFRT, to evaluate future recreation and trail needs. Using demographic information for recreation planning is important for determining a level of service standard for the population that currently is, and will be, served by the CFRT. For example, evaluating future population, age, and income levels for a given area can provide valuable information such as potential trail

demand and use, and ability to participate in and support trail activities and development. In addition, this information can be useful for determining appropriate funding strategies, trail development patterns, and marketing efforts. For additional information about the CFRT demographic forecasts and trends, please refer to the *CFRT Marketing Plan*.

Population

The CFRT serves over 80% of Colorado’s population and runs through some of the most rapidly growing communities in the state. **Table 6** illustrates the projected population growth of the counties served by the CFRT. ²

Table 6: CFRT County Population Projections

COUNTY	2005	2015	2030	2005-2030 % Growth
Weld	223,290	303,586	478,823	114%
Custer	4,062	5,674	8,266	103%
Douglas	245,112	352,031	474,786	94%
Adams	402,317	505,523	669,061	66%
Larimer	271,551	330,543	438,856	62%
El Paso	564,776	707,570	868,222	54%
Las Animas	16,517	19,988	24,679	49%
Pueblo	151,383	178,877	225,849	49%
Huerfano	8,183	10,006	12,129	48%
Broomfield	44,529	52,559	64,170	44%
Arapahoe	532,998	593,589	754,220	42%
Boulder	289,953	330,420	380,641	31%
Jefferson	538,556	605,399	693,198	29%
Denver	572,116	614,501	719,585	26%
COUNTY TOTAL	3,865,343	4,610,266	5,812,485	55%
COLORADO	4,720,772	5,705,646	7,325,138	55%

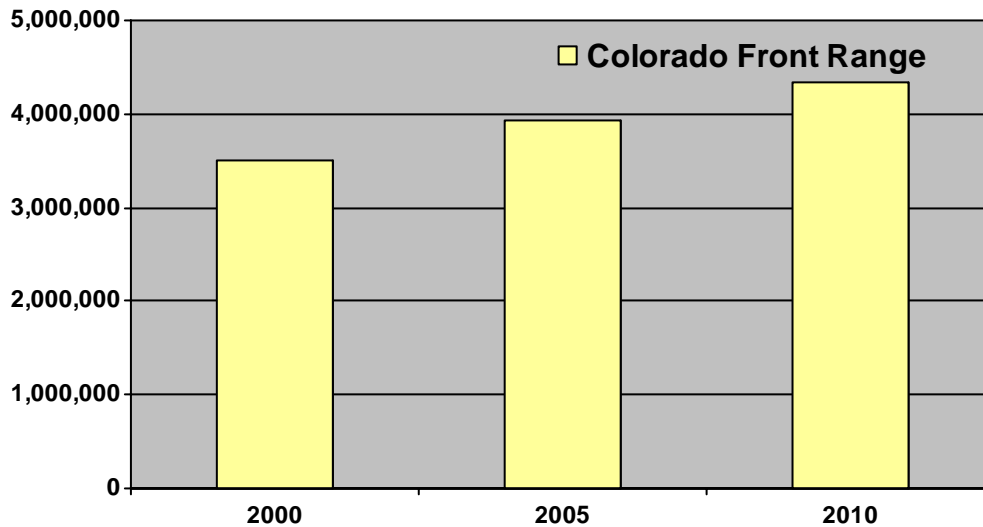
Source: Colorado Demography Office, 2005.

² “Preliminary Population Forecasts by County, 2000 - 2035.” *State Demography Office Population Totals*. Colorado Demography Office. November, 2005. [<http://www.dola.state.co.us/demog/Population/PopulationTotals/Forecasts/Counties5.xls>].

Population Forecasts

According to population projections provided by ESRI Business Solutions the population along Colorado’s Front Range is predicted to grow steadily over the next five years from 3.9 million people in 2005 to 4.4 million people in 2010 as illustrated in **Figure 5**. This annual increase of 2.02% is significantly higher than the national average of 1.22%.³

Figure 5: Population Projections 2005 to 2010



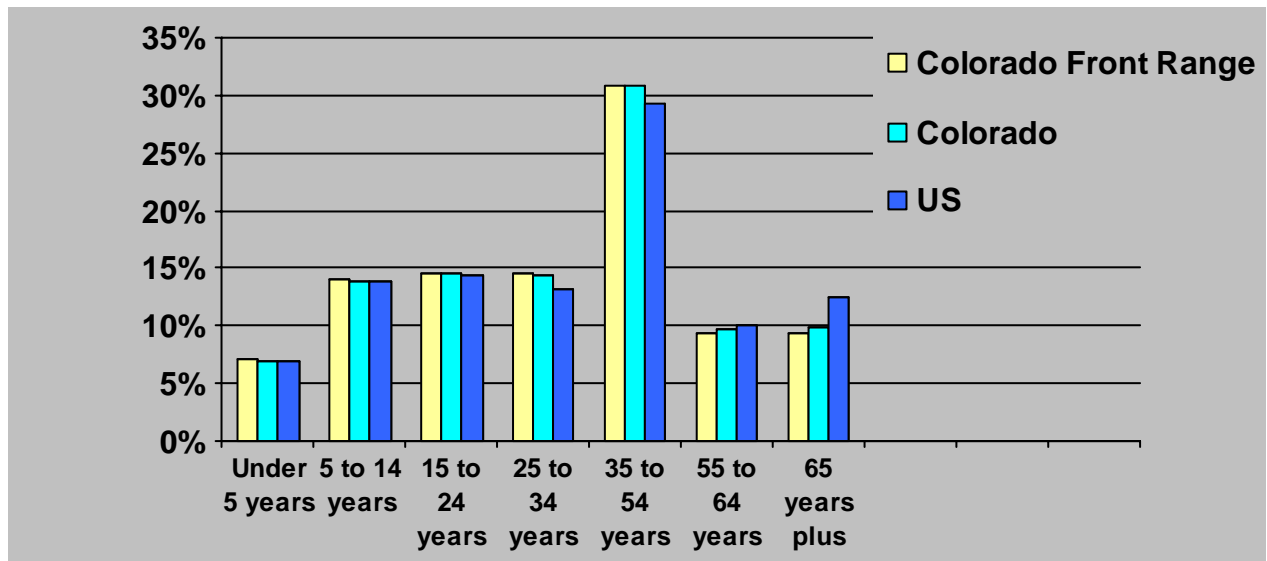
Source: ESRI Business Information Solutions, 2006.

AGE DISTRIBUTION

Figure 6 depicts that the age distribution of Colorado’s Front Range Population is generally similar to that of the nation as a whole. However, proportions of individuals in younger adult age brackets (ages 25-54) are slightly higher (approximately 2%) than the national average. The median age of Colorado’s Front Range population (34.8 years old) is also lower than the state (35.3 years old) and national (36.3 years old) median. Colorado’s population is consistently higher in the younger adult age-group categories. The State of Colorado is within 2% of the national average in all categories, except “65-years-plus” where Colorado has 2.6% less than the national average. This illustrates that the relatively “youthful” population along Colorado’s Front Range may correlate with a more active population, higher recreation demand, and increased use of trail and recreation opportunities.

³ “Colorado Demographic and Income Profile.” ESRI Business Solutions. (ESRI, 2006) 1-3.

Figure 6: Age Grouping Comparisons - Colorado Front Range, State of Colorado, and United States (2005)



Source: ESRI Business Information Solutions, 2006.

ETHNICITY

Table 7 shows the ethnic diversity of the Colorado Front Range. Caucasians represent the largest percentage of the population at 80.1% of the total. The population of “Hispanic Origin of Any Race” is 19.5% of the total Colorado Front Range population. This percentage is significantly higher than the national average of 14.5%. The high percentage of Hispanics may indicate the need for recreation opportunities and amenities that celebrate Latino heritage and culture. For additional information on recreation trends in the Hispanic community please review the Outdoor Industry Foundation’s *The Hispanic Community and Outdoor Recreation* report.⁴

Table 7: Ethnicity Comparisons for 2005*

Ethnicity	Colorado Front Range	State of Colorado	United States
White	80.1%	81.5%	78.3%
Hispanic Origin (Any Race)	19.5%	19.0%	14.5%
Other	11.3%	11.0%	9.0%
Black	4.5%	3.9%	12.5%
Asian	3.0%	2.6%	4.2%
American Indian	0.9%	1.0%	0.9%
Pacific Islander	0.01%	0.1%	0.1%

Source: ESRI Business Information Solutions, 2006

*Note: Totals are greater than 100% because some people are of more than one ethnic origin.

⁴ “The Hispanic Community and Outdoor Recreation.” Outdoor Industry Foundation Resources. Outdoor Industry Foundation. June, 2006. [<http://www.outdoorindustryfoundation.org/resources.research.hispanics.html>].

EDUCATION

According to ESRI Business Information Solutions, 34.4% of the population has either a Bachelor's or a Master's degree compared to 32.7% of the state population and 24.4% of the U.S. population. **Table 8** shows that 65.3% of the population of the Front Range has some college education compared to 51.7% nationally. The higher proportion of population with higher education along the Front Range may correspond with the area's high median income earnings and increased disposable income to participate in trail and recreation activities.

Table 8: Educational Attainment - 25 Years and Older (2000)

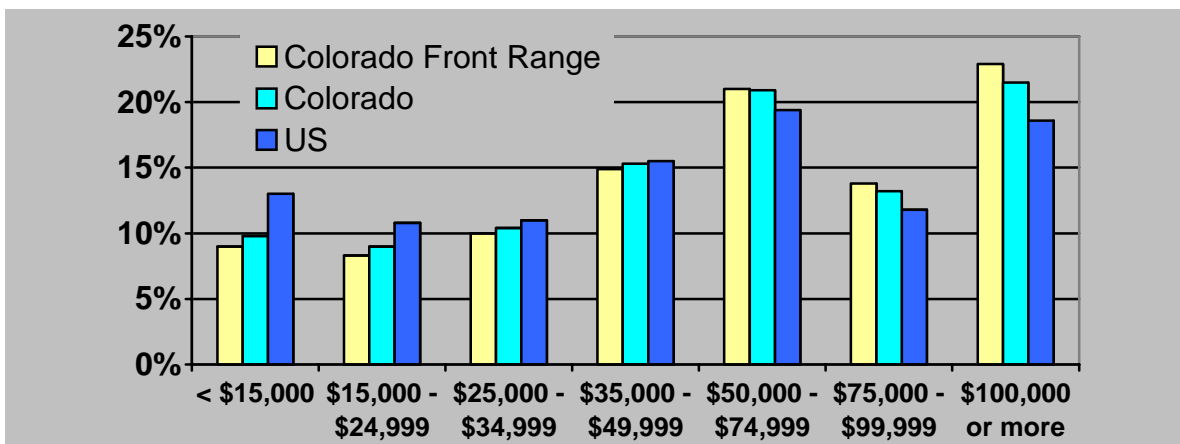
Degree	Front Range	Colorado	United States
Less than 9 th Grade	4.6%	4.8%	7.5%
9 th -12 th Grade, No Diploma	8.0%	8.2%	12.1%
High School Graduate	22.1%	23.2%	28.6%
Some College, No Diploma	23.8%	24.0%	21.0%
Associate	7.1%	7.0%	6.3%
Bachelor's	22.5%	21.6%	15.5%
Master's/Prof/Doctorate	11.9%	11.1%	8.9%

Source: ESRI Business Information Solutions, 2006.

HOUSEHOLD INCOME

Figure 7 illustrates that the Front Range of Colorado has considerably higher household incomes than both the state and the nation which may affect available disposable and investment income. The largest share of Colorado Front Range households (22.9%) earns \$100,000 or more, followed by those earning \$50,000 to \$74,999 (21.0%). The smallest percentage of the population (8.3%) earns between \$15,000 and \$24,999. This may translate into an increased ability to pay for recreation activities and a willingness to support additional trail infrastructure and services through fees or taxes.

Figure 7: Household Income - Colorado Front Range compared to CO and the US (2005)

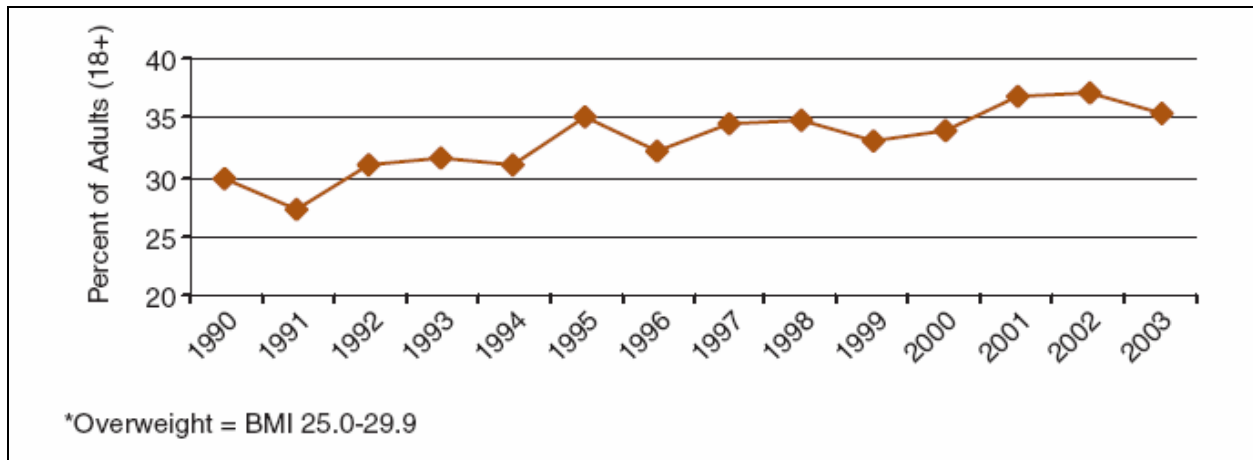


Source: ESRI Business Information Solutions, 2005.

HEALTH AND OBESITY

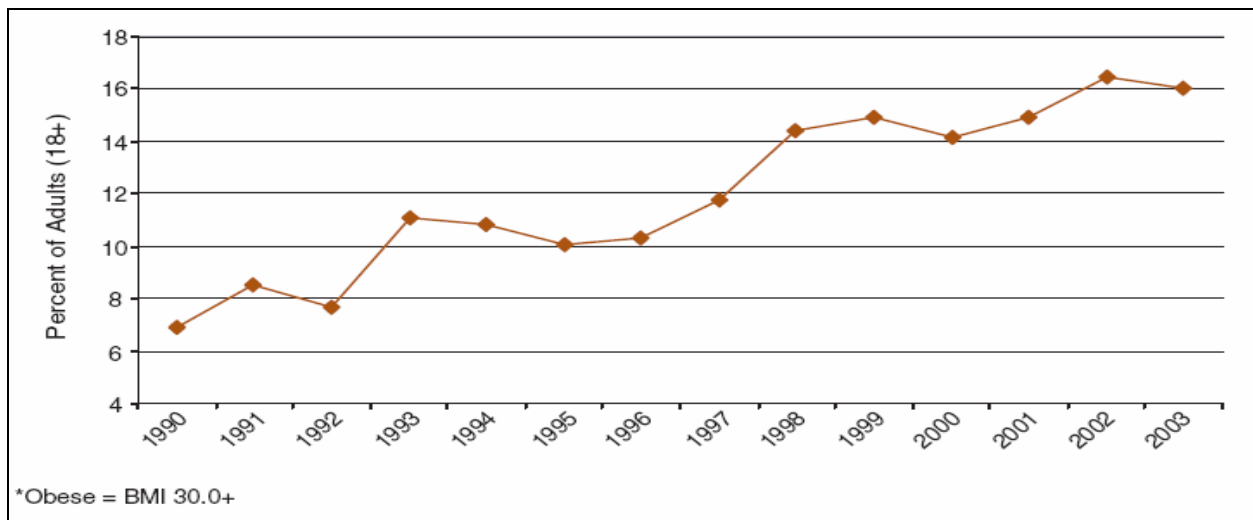
For many years, Colorado has had one of the lowest prevalence of obesity rates in the nation, although these rates have increased along with the rest of the country. In 2003, 16.0% of Colorado adults were obese compared to 32% nationally. Despite the relatively lower number of obese adults in Colorado, the *Colorado Physical Activity and Nutrition State Plan (2010)* indicates that if current trends continue, 47% of Coloradans will be overweight, 29% will be obese, and only 24% of the population will be at a healthy weight by 2020.⁵ Coloradans' access to trail and recreation activities can play a very important role in increasing physical activity and promoting the health of our state. **Figures 8 and 9**, respectively, show how the prevalence of overweight and obesity has risen in the state of Colorado from 1990 - 2003.

Figure 8: Prevalence of Overweight - Colorado (1990-2003)



Source: *Colorado Physical Activity and Nutrition Coalition, 2006.*

Figure 9: Prevalence of Obesity - Colorado (1990-2003)



Source: *Colorado Physical Activity and Nutrition Coalition, 2006.*

⁵ "Colorado Physical Activity and Nutrition State Plan 2010." *Colorado Physical Activity and Nutrition Coalition and Colorado Department of Public Health and Environment*. May, 2006. [<http://www.cdphe.state.co.us/pp/COPAN/2004stateplan.pdf>].

INVENTORY AND ASSESSMENT OF THE CFRT TRAIL SYSTEM

CFRT Inventory and Assessment Database

The primary purpose of the *CFRT Inventory and Assessment Database* (Database) is to describe the status of each Colorado Front Range Trail (CFRT) segment, including any barriers to completion for any planned or envision segments. The Database includes the following information, gathered and provided by the local managing agencies:

- completed trails, including trail length and characteristics, maintenance responsibilities, improvements needed, non-profit and volunteer involvement, and CFRT signage;
- trails planned for development, including completion timeline, trail length and characteristics, construction and maintenance responsibilities, improvements needed, non-profit and volunteer involvement, and signage;
- envisioned trail segments, including trail length and specifications, construction and maintenance responsibilities, route alternatives, and non-profit and volunteer involvement;
- environmental considerations, including ecologically sensitive areas, wildlife habitat, and different mitigation strategies;
- capital construction and maintenance costs associated with each segment; and
- status of official designation of trail segments.

GENERAL INVENTORY FINDINGS

Once completed, the CFRT will traverse a variety of Colorado landscapes, ecosystems, and economies. Even now, as the trail continues to be built, the inventory of constructed trail segments illustrate diverse landscapes and highlights the many methods that a can be employed to complete a trail of this magnitude. Completed trail segments have been funded by tax monies, grants, donations, volunteer labor, and impact fees associated with development. Agencies at all levels have been involved in the planning construction and maintenance of the CFRT. Currently there are 35 managing agencies responsible for overseeing segments of the trail. Of those, 29 responded to the survey conducted by the Consultant Team including the federal government, two state governments, seven county governments, 16 municipal governments, and three private non-profit agencies. As more information is obtained, the managing agency may change.

CFRT Inventory Findings

- 295 Miles of Completed Trail (34% of the Total Trail)
- 93 Miles of Planned Trail (11%)
- 488 Miles of Envisioned Trail (55%)
- 876 Total Miles of Trail

The number and type of managing agencies, as well as terrain and financial resource availability, has resulted in differing trail construction techniques and surface types providing for the needs of a wide variety of user-groups. This also allows for maintenance techniques to match the resources of the managing agencies. At the time of this inventory, 67% of the trail is paved (primarily with concrete), 28% is soft surface, and 4% is of unknown surface type.

The trail inventory is divided into three geographic sections: North, Middle, and South. The Middle Section runs through the most densely populated parts of the state, has the most miles of completed trails, and is the closest to being complete. The North Section is quickly developing trails and currently has a lot of momentum for connecting existing trails through growing areas. However, the northernmost segments of the trail run through largely rural areas that may be tougher to develop because of their distance from populated areas and lack of funding sources. The South Section is the least developed and has the most trail segments in rural areas. Because many of the trails are located far from populated areas, this section may take the longest to complete and may be the most challenging to fund due to tax or sales base from which to draw.

During the inventory process, information was collected through mailings, and phone and personal interviews, and has been relied upon in the priority-setting process. There are several areas of information that have been difficult to gather from the managing agencies that may be helpful in raising support and awareness. For instance, information about active and available volunteer and non-profit groups is limited.

Recommendation – The inventory should be updated at least every two years to coincide with the scheduled update of the plan.

Recommendation - A more comprehensive tracking of volunteer hours dedicated to trail development and maintenance efforts could be a valuable resource to local agencies in acquiring funding for the development and maintenance of the trail. This information should be tracked by local managing agencies and periodically shared with and/or collected by State Parks.

Entries of “undetermined” for both managing agency and surface type make it difficult to establish if and how these completed segments are in need of renovation. Additionally, a lack of information about barriers to completion may delay the development of the trail.

Recommendation - It is recommended that State Parks place a high priority on continuing to work with the Development Council to identify managing agencies to take responsibility for those segments of the CFRT that are currently “undetermined.”

Table 9 depicts major recommendations regarding the inventory and assessment process for the planning effort. The priority level associated with each recommendation indicates the urgency for implementation and was determined by the Consultant Team, based on information gathered from the Project Team and the Development Council.

Table 9: CFRT Inventory and Assessment Recommendations

CFRT Inventory and Assessment Recommendations	Priority (High, Medium, Low)
Update the inventory every two years	High
Track volunteer hours for trail development and maintenance	High
Work with the Development Council to identify managing agencies to take responsibility for “undetermined” CFRT segments	High

Trail Segment Assessments by Section (North, Middle, and South)

For each of the North, Middle, and South Sections of the CFRT, information is provided including:

- An overview of the section
- A map depicting completed, planned, and envisioned trail segments
- A chart of inventory findings
- Narrative and table describing characteristics of completed trail segments
- Narrative and table describing characteristics of planned and envisioned trail segments

Following the South Section information, is a Level of Service (LOS) analysis for existing trail segments in the North, Middle, and South.

CFRT NORTH SECTION

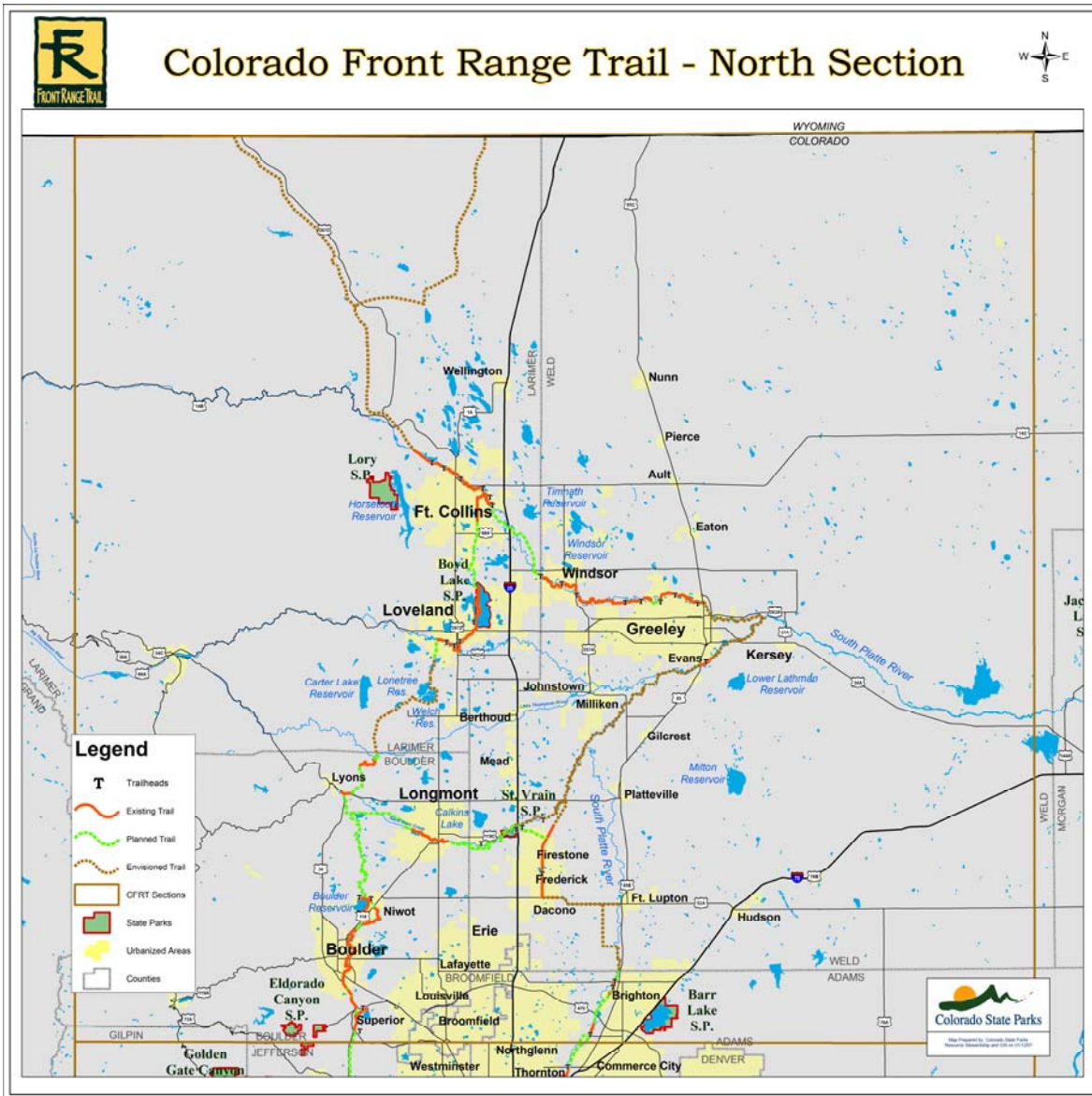
Overview

The CFRT North Section encompasses many well-established communities such as Boulder, Ft. Collins, Greeley, as well as a multitude of growing communities such as Longmont, Brighton, and Ft. Lupton. In addition, this section includes rural communities of the Front Range near the Wyoming border.

The western portion of this section includes the cities of Broomfield, Boulder, and the town of Lyons. These communities are situated within close proximity to the foothills and have strong trail and open space programs. The eastern portion of the area is in the plains and has large expanses of agricultural land dotted with many rural and suburban communities.

The completed CFRT segments in the North Section are primarily hard surface, multi-use trails for cyclists, hikers, and runners. The eastern loop of the North Section passes through historically agricultural lands of the Front Range. Although suburban development is occurring rapidly in this area, trail users can experience the farms, ranches, and agricultural history. Portions of the trail envisioned between Ft. Collins and Wyoming offer expansive views of vast open spaces with glimpses of the Mummy Range, wind farms, and smooth rock outcroppings.

Figure 10: CFRT North Section - Completed, Planned, and Envisioned Trail Segments



CFRT North Section

- 78 Miles of Trail Completed (30% of the North Section)
- 59 Miles of Trail Planned (23%)
- 125 Miles of Trail Envisioned (48%)
- 262 Total Miles of Trail
- 32 Trailheads

North Section Completed Trail Segments

The North Section of the CFRT is characterized by completed trail segments occurring in the established communities of Ft. Collins, Greeley, and Loveland, and in areas of rapid growth on the eastern Front Range such as Evans and Firestone. The North Section includes 11 managing agencies and 21 named trails. The North Section of the trail is unusual because the Poudre River Trail Corridor, Inc. (PRTC, Inc.), a non-profit agency, manages 18.3 miles of the trail, more miles than any other agency. The City of Boulder and Loveland are the next largest managing agencies with 13 and 10 miles of trail, respectively. There are 3.7 miles of completed trail that have no assigned authority which is part of the connector trail that extends along the South Boulder County line and the Community Ditch, Greenbelt Plateau, and Marshall Mesa. Completed trail segments are identified in **Table 10** and illustrated in **Figure 10**.

Non-profits such as the Poudre River Trail Corridor, Inc. as well as community organizations such as the 52-85 Trail Group, and the National Park Service, have all been major contributors to trail development in this area and can serve as examples for other parts of the state. Communities in this section also take advantage of a variety of volunteer groups and non-profits to help manage trails, fundraise, and elevate overall awareness of trails. Some of these volunteer groups and programs include scout programs, youth corps, various trail user group clubs, civic clubs, home owners' associations, and adopt-a-trail programs.

The majority of the existing trail is hard surface (81%) with soft surface trails occurring mainly in rural areas. There are 32 existing trailheads in this section and all major trail segments, with the exception of the St. Vrain Greenway, have access via trailheads. At this time, Loveland is the only agency that has trail segments marked with CFRT signage.

Several upgrades are expected in this area. Brighton plans to upgrade 1.2 miles of the South Platte River Trail (from asphalt to concrete; and construction is underway. In addition, the Town of Frederick is improving one mile of trail along the St. Vrain Valley Legacy Trail.

Table 10: North Section Completed Trail Segments

ID	Trail Names	Geographic Description	Managing Agency	Surface Type
2	Poudre River Trail	LaPorte To Poudre/South Platte	Poudre River Trail Corridor Inc., Ft.. Collins	Concrete, Paved
3	Eagle Wind Trail, Indian Mesa Trail, Loveland Recreation Trail, St. Vrain Creek Trail	Poudre River Trail To Connector	Loveland, Boulder Co.	Undetermined, Natural, Concrete, Crusher Fines
4	Riverside Park Trail	Highway 66 To Poudre/South Platte	Evans	Paved
5	Firestone Trail, St. Vrain Valley Legacy Trail	Highway 66 To Weld Co. Line	Firestone, Frederick	Natural, Concrete
6	St. Vrain Greenway	Highway 66 To Lyons	Longmont	Undetermined, Concrete, Crusher Fines
7	Bear Creek Greenway, Boulder Creek Path, Boulder Reservoir, Broadway Boogie, Community Ditch, Cottonwood Trail, Greenbelt Plateau, Lobo Trail, Marshall Mesa, Skunk Creek Greenway, Undetermined, Wonderland Creek Greenway	Connector To South Boulder Co. Line	City of Boulder, Undetermined	Concrete, Crusher Fines, Soft, Undetermined, Paved
8	S. Platte River Trail	Brighton To Confluence Park	Brighton, Adams Co.	Gravel, Asphalt, Concrete

Table 10: North Section Completed Trail Segments (continued)

ID	Trail Length (In Miles)	Trailhead Within 0.33 Mile	CFRT Sign Within 0.33 Mile	Intersecting Trail Connection	Upgrades Required?
2	26.64	Yes	No	Yes	No
3	13.44	Yes	Yes	Yes	No
4	1.73	Yes	No	No	No
5	6.29	Yes	No	No	Yes
6	3.89	No	No	Yes	No
7	18.86	Yes	No	Yes	No
8	2.57	Yes	No	Yes	Yes

North Section Planned and Envisioned Trail Segments

In the planning and construction of the next segments of the CFRT North Section, Colorado State Parks, Greeley, Larimer County, the Northern Colorado Water Conservancy District, and Weld County will likely become new managing agencies. They do not currently manage segments; however, they are involved in the planning efforts for future construction. Boulder County and Frederick have completed all of the segments under their authority and will be involved only in maintenance of existing trails. The North Section managing agencies continue to build trails in conjunction with the rapid growth that is occurring in that area.

As identified through an interview process during the CFRT assessments, managing agencies estimate that approximately 21 miles of trail will be added in the next five years. These agencies projected that approximately \$10,320,000 will be spent in planning and construction of these 21 miles. In the next year, 3.7 of the 21 miles of trail will be constructed at a cost of about \$2.6 million. This momentum will be continued in the following four years as an additional 18.5 miles will be constructed. At this time, .75 miles of trails are planned in the next 10 years but more will likely be added as trail segments move from the “envisioned” to the “planned” category. Funding sources for the anticipated construction are listed as GOCO grants, taxes, developers, and private sources such as the medical community. About 31% of these planned trails list some barriers and potential delays to completion of these trails. These barriers include landowner and easement negotiations, scheduling with other construction activities, and wildlife concerns.

The North Section also includes nearly 93 miles of trail that are listed in the “envisioned category” that have no managing agency identified. Like other parts of the project, most of these unassigned segments are located in rural areas. As the project grows and gains support and visibility, it will be important to keep these segments in mind. Finding a responsible managing agency for construction, operations, and maintenance for these segments should be a priority for long-term planning. Planned and envisioned trail segments are identified in **Table 11** and illustrated on the map in **Figure 10**.

Table 11: North Section Planned and Envisioned Trail Segments

ID	Trail Name	Geographic Description	Managing Agency	Planned Surface Type	Planned Trail Length (In Miles)	Estimated Completion Date
1	S. Platte River Trail, Undetermined	Wyoming Border To LaPorte	Brighton, Adams Co., Larimer Co., Undetermined	Undetermined, Concrete	56.43	2008& 2009 & 2011 & 2020
2	Undetermined, Poudre River Trail (Greeley)	LaPorte To Poudre/South Platte	Ft. Collins, Poudre River Trail Corridor Inc., Greeley, Larimer Co.	Concrete, Undetermined, Crusher Fines, Natural	16.53	2007 & 2011
3	Undetermined, Dakota Ridge Trail	Poudre River Trail To Connector	Ft. Collins, Firestone, Undetermined, Larimer Co., Loveland	Concrete, Undetermined, Crusher Fines	27.76	2009 & 2016
4	Undetermined	Highway 66 To Poudre/South Platte	Weld Co., Undetermined, Evans	Undetermined, Concrete	29.01	2011
5	Undetermined	Highway 66 To Weld Co. Line	Firestone, Undetermined	Undetermined	16.12	2016
6	Poudre Trail (Greeley), St. Vrain Greenway Trail, Undetermined	Highway 66 To Lyons	Northern Colorado Water Conservancy District, Longmont, State Parks, Firestone, Undetermined	Crusher Fines, Concrete, Undetermined	24.71	2007 & 2011
7	Feeder Canal Trail, Greenway, Undetermined	Connector To South Boulder Co. Line	Northern Colorado Water Conservancy District, Undetermined, City of Boulder	Undetermined	13.51	NA
8	S. Platte River, Undetermined	Brighton To Confluence Park	Brighton, Adams Co.	Concrete, Undetermined	5.80	2008 & 2009 & 2011 & 2020

Table 11: North Section Planned and Envisioned Trail Segments (continued)

Inventory ID	Estimated Construction Costs	Funding Source(s)	Estimated Annual Maintenance	Barriers To Completion	Special Site Considerations	Current Status
1	\$600,000, \$350,000, \$350,000, \$3,000,000, \$1,000,000	GOCO, Grants, Tax, Developer	NA	Funding, Negotiation required w/ Denver Water	Undetermined	Planned, Envisioned
2	\$500,000, \$300,000/Mi	GOCO & Grants, donations, medical community	NA	Easements, other construction	Undetermined	Planned, Envisioned
3	Undetermined	Undetermined	Undetermined	Funding	Firestone owns railbed	Envisioned
4	\$150,000	Undetermined	Undetermined	Easement	Undetermined	Envisioned
5	\$500,000 & \$1,600,000	GOCO	Undetermined	Wildlife concerns, Waiting for Mining Completion	Undetermined	Planned, Envisioned
6	\$100,000/Quarter Mi, \$300,000/Mi	GOCO & Grants	\$10,000/Yr	Funding, Coordination between jurisdictions		Planned, Envisioned
7	NA	Undetermined	Undetermined	NA	Undetermined	Planned
8	\$1,000,000, \$3,000,000, \$350,000, \$350,000, \$600,000	GOCO, Grants, Tax, Developer	NA	Negotiation required with Denver Water, Funding	Undetermined	Planned

*NA represents "Not Available"

CFRT MIDDLE SECTION

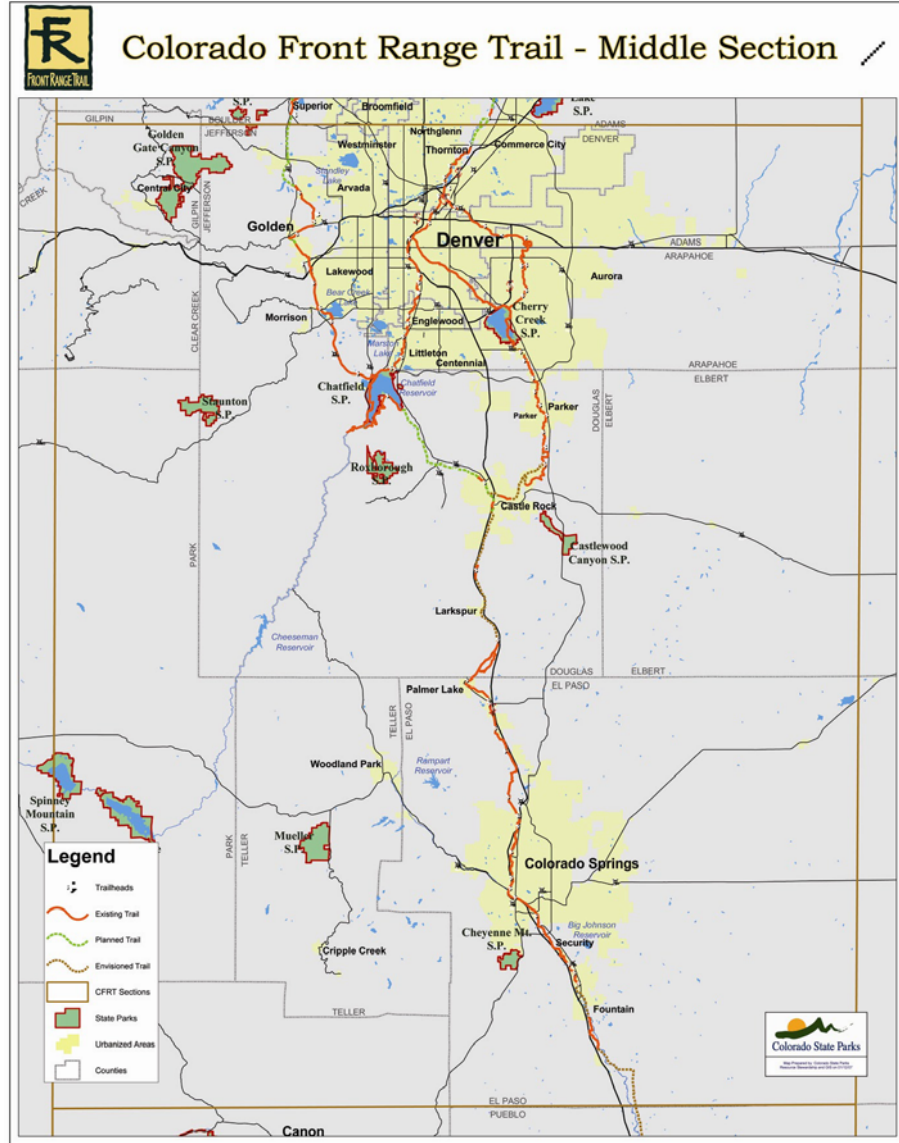
Overview

The Middle Section of the CFRT contains the highest population density of any of the sections. The Middle Section includes the Denver Metropolitan Area, Colorado Springs, and Castle Rock. The section runs from the northern part of Denver southward to the Pueblo County line.

El Paso County and Colorado Springs have significant segments of completed trail from Palmer Lake, south through the Air Force Academy and Colorado Springs and on to Fountain. These segments are the Pikes Peak Greenway and New Santa Fe Trail systems.

Douglas County and Castle Rock also have several segments of completed trail. Scenic mountain views, tree covered slopes, and unique landforms make the area a beautiful place for trail and recreation enthusiasts. In addition, historic ranches, rural communities, and extensive open space add to the user's experience.

Figure 11: CFRT Middle Section - Completed, Planned, and Envisioned Trail Segments



- CFRT Middle Section**
- 191 Miles of Trail Completed (77% of the Middle Section)
 - 26 Miles of Trail Planned (10%)
 - 32 Miles of Trail Envisioned (13%)
 - 249 Total Miles of Trail
 - 59 Trailheads

Middle Section Completed Trail Segments

Existing trail systems make up the majority of the trail system in the Middle Section, as identified in **Table 12** and illustrated on the map in **Figure 11**. There are 29 completed and named trails managed by 17 different agencies. The City and County of Denver manages the most trail, at 22 miles, while Douglas County and El Paso County Parks are each responsible for about 19 miles. There are about six miles of completed trail that have no assigned managing agency. This length occurs primarily as a part of the trail that extends from Chatfield State Park to Castle Rock. Once Highway 85 is widened, a bike lane will be constructed alongside the road. When complete, the bike lane will be managed by the Colorado Department of Transportation (CDOT) from south of the Boulder County line to Golden.

Agencies use several resources for volunteer assistance including: Aurora Trail Stewards, Sand Creek Regional Greenway Partnership, Highline Canal Preservation Association, Bicycle Aurora, Scout groups, Youth Corps, volunteer organizations, and churches. Events that have been scheduled to encourage participation and help maintain trails include REI Work Day, City Volunteer Days (Aurora, Commerce City), Trail Clean Up Days, and Colorado Cares Day.

The completed trail in this section is almost evenly split between hard and soft surface trail. Paved surface accounts for 62% of the trail, 35% is soft surface, and 3% is unknown. A majority of the soft surface trail is located in Colorado Springs. There are 59 trailheads in this section and all major trail segments can be accessed via at least one trailhead. Colorado Springs, South Suburban Parks and Recreation District, and El Paso County Parks mark their trails with CFRT signage.

Managing agencies noted several planned upgrades in this section. Sand Creek Greenway will add paved trail for 1.2 miles from Havana to Peoria. Aurora would like to add a bridge to connect the Sand Creek Greenway to the Highline Canal; however, there is no dedicated money at this time. Funding has been designated to upgrade 1.5 miles of the Toll Gate Creek Trail between Alameda Avenue and Mexico Avenue from asphalt to concrete. In addition, two miles of the Highline Canal Trail from Laredo Street to Airport Boulevard will be upgraded from asphalt to concrete once funding is acquired.

Table 12: CFRT Middle Section Completed Trail Segments

ID	Trail Name	Geographic Description	Managing Agency	Surface
9	South Platte Greenway	Brighton To Confluence Park	Denver, Adams Co.	Concrete
10	Clear Creek Trail, Fairmont Trail, Grampas Trail, Tucker Gulch Trail, Undetermined	South Boulder Co. Line To Golden	Golden, Jefferson Co., Arvada, Wheat Ridge, Westminster, Undetermined	Concrete, Natural, Crusher Fines
11	Sand Creek Greenway, Cherry Creek Spillway Trail, Cherry Creek Regional Trail, Highline Canal Trail, Toll Gate Creek Trail	Commerce City To Cherry Creek SP	Colorado State Parks, Sand Creek Greenway, Aurora	Concrete, Paved, Crusher Fines, Asphalt
12	6th Ave. Trail, C-470 Trail, Rooney Rd.	Golden To Chatfield SP	Golden, CDOT, Jefferson Co.	Concrete, Shoulder
13	Mary Carter Greenway Trail, South Platte River Greenway Trail	Confluence Park To Chatfield SP	Arapahoe Co., South Suburban P&R, Denver	Concrete
14	Campground Trail, Cherry Creek Regional Trail	Confluence Park To Cherry Creek SP	State Parks, Arapahoe Co., Denver	Paved, Concrete
15	Cherry Creek Regional Trail, Perimeter Trail, Pipeline Trail, Shop Creek Trail, Undetermined	Cherry Creek SP To Castle Rock	Douglas Co., Parker, Arapahoe Co., Aurora, Colorado State Parks, Castle Rock	Concrete, Undetermined, Asphalt
16	C-470 Trail, Chatfield Trail, Highline Canal Trail, Platte Canyon Trail, Plum Creek Trail, Wetlands Connector Trail	Chatfield SP To Castle Rock	Undetermined, Colorado State Parks, Douglas Co., Castle Rock	Paved, Concrete, Natural, Undetermined, Crusher Fines
17	Columbine Open Space Trail, East Plum Creek Trail, Greenland Open Space Trail	Castle Rock To North El Paso Co Line	Castle Rock, Douglas Co.	Concrete, Natural
18	Fountain Creek Regional Trail, New Santa Fe Regional Trail, Pikes Peak Greenway	El Paso Co.	Colorado Springs	Gravel, Concrete, Millings, Asphalt, Tube Steel Ped. Bridge, Wood Board Walk, Ped. Bridge, Stone Bridge, Natural

Table 12: CFRT Middle Section Completed Trail Segments (continued)

ID	Trail Length (In Miles)	Trailhead Within 0.33 Mile?	CFRT Sign Within 0.33 Mile?	Intersecting Trail Connection?	Upgrades Required?
9	12.44	Yes	No	Yes	No
10	8.11	Yes	No	Yes	No
11	20.76	Yes	No	Yes	Yes
12	19.53	Yes	No	Yes	No
13	15.93	Yes	Yes	Yes	No
14	13.52	Yes	No	Yes	No
15	20.10	Yes	No	Yes	No
16	20.45	Yes	Yes	Yes	No
17	7.33	Yes	No	Yes	No
18	40.49	Yes	Yes	No	No

Middle Section Planned and Envisioned Trail Segments

The Middle Section of the CFRT is much closer to completion than either the North or South Sections. Planned and envisioned trail segments are identified in **Table 13** and illustrated on the map in **Figure 11**. Seventeen agencies (Adams County, Arapahoe County, Arvada, Aurora, Castle Rock, CDOT, Colorado Springs, Colorado State Parks, Denver, Douglas County, Golden, Jefferson County, Parker, Sand Creek Greenway, South Suburban Parks and Recreation, Westminster, and Wheat Ridge) have completed all of the segments for which they are responsible and will now concentrate on maintenance, operation, and promotion of the trail. About 46 miles of planned trail in this section have estimated completion dates. No construction is slated for 2007 but 3.8 miles are expected to be built in the next five years, and about 35 miles are planned for completion by 2026. Managing agencies have estimated that these improvements will require approximately \$9,215,000 in dedicated monies by 2026. Douglas County will construct the majority, 20.4 miles, of the planned trails. Most agencies list current and potential funding sources as GOCO grants and local property or sales taxes.

Funding does not appear to be the major problem for planned trails, as managing agencies identified delays and barriers to be the main concern. A majority of the reported construction barriers are logistical problems including wildlife concerns, negotiations with the Denver Water Board, right-of-way agreements, and coordination with developers.

The Middle Section has only 5.9 miles of planned and envisioned trails that have not been assigned a managing agency. These miles run the Boulder County line south to Golden.

Table 13: CFRT Middle Section Planned and Envisioned Trail Segments

ID	Trail Name	Geographic Description	Managing Agency	Planned Surface Type	Planned Trail Length (In Miles)	Estimated Completion Date
9	S. Platte River Greenway, Undetermined	Brighton To Confluence Park	Adams Co.	Concrete, Undetermined	3.13	2008 & 2011
10	Undetermined	South Boulder Co. Line To Golden	Undetermined, Golden	Undetermined, Paved, Concrete	7.98	2008 & 2016
11	Sand Creek Greenway	Commerce City To Cherry Creek State Park	Sand Creek Greenway	Crusher Fines	0.78	Undetermined
15	Undetermined, Castle Oaks Trail, Cherry Creek Trail	Cherry Creek State Park To Castle Rock	Aurora, Castle Rock, Douglas Co., Arapaho Co.	Undetermined, Concrete	7.22	Undetermined
16	Plum Creek Trail	Chatfield SP To Castle Rock	Douglas Co., Castle Rock	Concrete, Undetermined	13.07	2026
17	Undetermined, Plum Creek Trail	Castle Rock To north El Paso Co. Line	Castle Rock, Douglas Co.	Undetermined, Natural	13.54	2016
18	Undetermined, Pikes Peak Greenway	El Paso Co.	El Paso Co. Parks, Colorado Springs	Crusher Fines, Undetermined	15.04	2016

Table 13: CFRT Middle Section Planned and Envisioned Trail Segments (continued)

ID	Estimated Construction Costs	Funding Source(s)	Estimated Annual Maintenance	Barriers To Completion	Special Site Considerations	Current Status
9	\$3,000,000 and \$400,000	GOCO, Grants, Tax	NA	Negotiation required with Denver Water, Funding	Undetermined	Planned
10	\$945,000	CDOT, Jefferson Co., Grants	Undetermined	Environmental issues, highway planning options, Right of Way Agreements with CO School of Mines	Undetermined	Planned
11	Undetermined	Undetermined	Undetermined	NA*	Undetermined	Planned
15	Undetermined	Undetermined	Undetermined	Feltens property in City of Centennial may become “private” trail	Undetermined	Planned, Envisioned
16	\$3,500,000 (\$250,000/Mi - 8' Concrete)	Undetermined	\$2,200/Mi	Wildlife concerns, developer issues	Undetermined	Planned
17	\$330,000 and \$680,000	GOCO, Grants	\$1,000/Mi	Wildlife concerns, developer issues	Undetermined	Planned
18	\$360,000 (\$24,000/Mi Crusher) + Acquisition Cost	Undetermined	Undetermined	Portions of the Fountain Creek corridor are in poor condition, highway degrades	Undetermined	Planned, Envisioned

NA represents “Not Available”

CFRT SOUTH SECTION

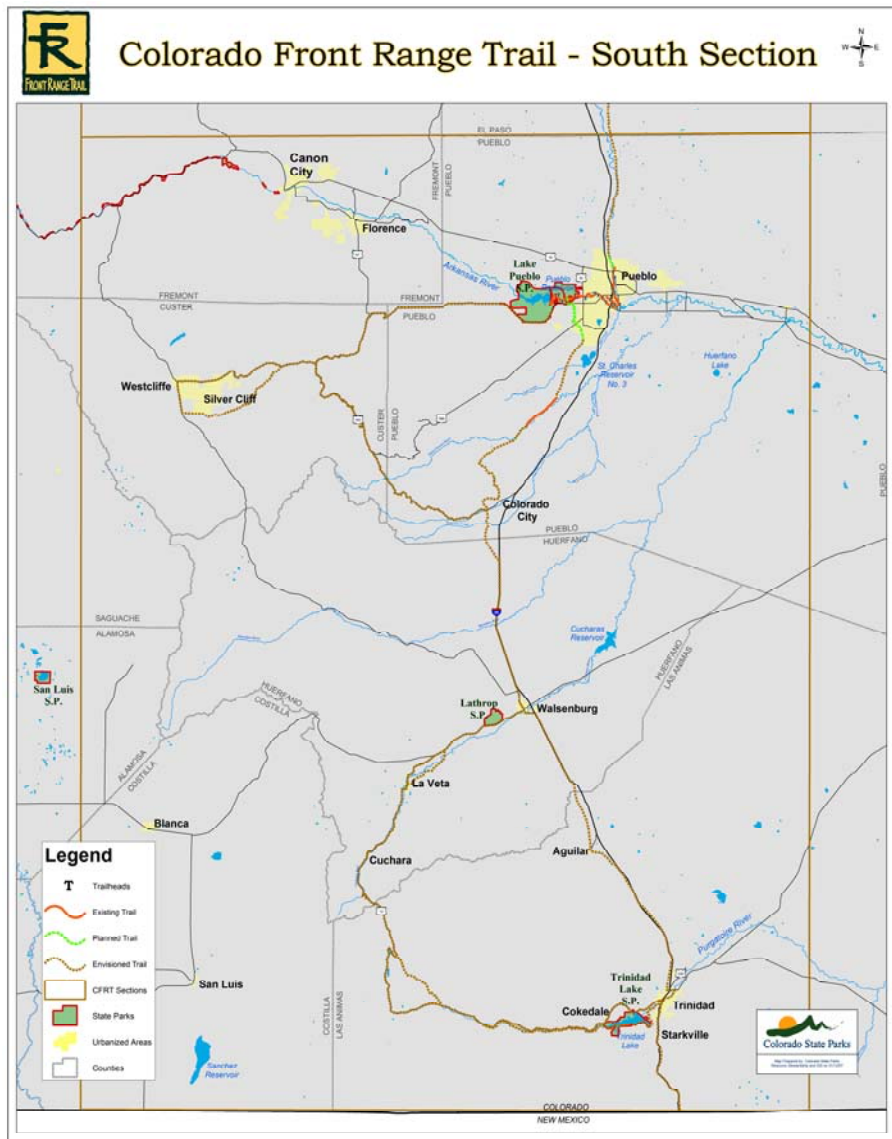
Overview

The South Section of the CFRT has two main urban centers - Pueblo and Trinidad. Most of the rest of the area is rural with an expansive natural landscape and many culturally unique, small towns. Included in the South Section are exceptional historic resources within Pueblo and Trinidad and in many of the rural communities. The Ludlow Massacre Monument, which is 12 miles north of Trinidad, and the Cherokee Castle and Ranch in Sedalia, are two of the more notable historic resources in the area.

Interstate Highway 25 is the main highway in the area and passes through an open plains environment that provides excellent mountain views. There are several highways to the west of Interstate 25 which provide access to extraordinary scenic, historic, and natural resources. These roads extend into the foothills and mountains and pass through many rural communities, San Isabel National Forest, Lathrop, and Trinidad State Parks, scenic ranchlands, and unique mountain resorts.

Currently, the South Section has the fewest constructed or planned trails among the three CFRT sections. The majority of the existing trails are located along the Arkansas River and Fountain Creek and are managed by the City of Pueblo. To complete the CFRT, the South Section will require the most extensive trail planning, trail easement acquisition, and construction of any section along the corridor. However, the South Section has some of Colorado's most scenic, rural, historic, and culturally diverse landscapes and communities. The CFRT can serve as a strong economic development catalyst for these growing communities by increasing recreation tourism, retail, lodging, and trail service development.

Figure 12: CFRT South Section Completed, Planned, and Envisioned Trail Segments



- CFRT South Section**
- 26 Miles of Trail Completed (7% of the South Section)
 - 8 Miles of Trail Planned (2%)
 - 331 Miles of Trail Envisioned (91%)
 - 365 Total Miles of Trail
 - 19 Trailheads

South Section Completed Trail Segments

The South Section of the CFRT has completed trail segments occurring in two major population centers: Pueblo and Trinidad, as identified in **Table 14** and illustrated on the map in **Figure 12**. Currently, there are a total of seven named trails in this section overseen by three managing agencies. The City of Pueblo maintains 14 miles of trail and there are no segments of the existing trail that are unclaimed by a managing agency.

The City of Pueblo has sought help from the Citizen Advisory Committee and the Kayak Club for help with trail efforts and has hosted Clean-Up Days to boost awareness and maintain the trails.

The constructed trail segments are mostly concrete (78%) with only some rural sections of the trail having a gravel surface. There are 19 trailheads in this section and all major trail segments can be accessed via at least one trailhead. At this time there are no known CFRT signs in this section and there are no upgrades planned.

Table 14: South Section Completed Trail Segments

ID	Trail Name	Geographic Description	Managing Agency	Surface
19	Arkansas Riverwalk Trail, Downstream Trail, Eagle Ranch Trail, Fountain Creek Regional Trail, Runyon Trail, South Dam Bike Trail	North Pueblo Co. Line To Greenhorn	City of Pueblo, Pueblo Co., State Parks	Concrete, Gravel, Asphalt

Table 14: South Section Completed Trail Segments (continued)

ID	Trailhead Within 0.33 Mile?	CFRT Sign Within 0.33 Mile?	Intersecting Trail Connection?	Upgrades Required?
19	Yes	No	Yes	No

South Section Planned and Envisioned Trail Segments

The South Section has more miles of “envisioned” trail than any other section. Planned and envisioned trail segments are identified in **Table 15** and illustrated on **Figure 12**. In addition, the South Section contains 298 miles of trail that have no assigned managing agency. This is generally attributed to the extreme rural nature of southern Colorado. The City of Pueblo is the only agency that has plans for expanding the trail, anticipating adding eight miles by 2026. The City of Pueblo estimates this will cost about \$2.5 million. The anticipated funding will likely come from GOCO grants, taxes, and city funding.

Although none of the managing agencies reported major barriers to construction in this section, the large amount of rural trail could hinder planning and construction efforts. This is because managing agencies may have difficulty staffing and funding such efforts in comparison to trails in more populated, urban areas. However, the rural quality of trail segments in the South Section adds unique value to the overall character of the trail.

Table 15: South Section Planned and Envisioned Trail Segments

ID	Trail Names	Geographic Description	Managing Agency	Planned Surface Type	Planned Trail Length (In Miles)	Estimated Completion Date
19	Undetermined	North Pueblo Co. Line To Greenhorn	El Paso Co. Parks, City of Pueblo, Pueblo Co.	Undetermined, Concrete	143.14	2016
20	Undetermined	Greenhorn to New Mexico Border	Undetermined	Undetermined	195.99	Undetermined

Table 15: South Section Planned and Envisioned Trail Segments (continued)

ID	Estimated Construction Costs	Funding Source(s)	Estimated Annual Maintenance	Barriers To Completion	Special Site Considerations	Current Status
19	\$540,000 to \$630,000 (\$350,000/Mile), \$1,875,000 (\$250,000/Mile)	GOCO, Grants, City Funds	Undetermined	NA*	Undetermined	Envisioned, Planned
20	Undetermined	NA*	Undetermined	NA*	Undetermined	Envisioned

*NA represents “Not Available”

Level of Service (LOS) Analysis for North, Middle, and South Sections

Figures 13, 14, and 15 (North, Middle, and South sections) provide a visual representation of the LOS provided by the completed trail segments of the CFRT. The orange lines represent the LOS associated with segments of completed trail. The darker the shade of orange signifies a higher LOS. The various shades of orange result from the layered scoring associated with desirable features that increase the quality of the trail experience and/or serve the trail user (i.e. – proximity to recreation opportunities, bodies of water, services to the trail, etc.) The purple lines represent the planned and envisioned trail segments.

The LOS analysis provides an understanding of how trail characteristics, surrounding services, and scenic qualities may affect the experience of the trail user. It can serve as a resource to plan and construct future segments of the trail, as well as for benchmarking trail services as the construction of the CFRT progresses.

The LOS analysis illustrates the amount of service provided to a user while he/she is on the trail. LOS is measured by considering both the characteristics of the trail and the proximity of any features to the trail. Features that were considered include historic amenities, cultural/entertainment locations, service locations, other recreational opportunities, and any “comfort,” and/or “convenience” features associated with the trail. It is assumed that the greatest LOS is provided to trail users if the feature is within a 10-minute travel time from the trail. This equals one-third of a mile for the slowest user, a walker. Features within that one-third of a mile provide a higher LOS than those that are further away. The highest LOS is provided by features that are characteristics of the trail itself, as well as nearby amenities to the trail.

In this analysis, LOS is greatly affected by the off-trail services that are close to the trail. The presence of these services provides places for users to spend money and may spur economic growth in areas near the trail. The CFRT Development Council emphasized tourism and economic development, and from this perspective, the LOS mapping illustrates a higher amount of service on trail segments that run through towns and developed areas. These higher LOS scores occur consistently in developed areas throughout the Front Range.

Alternatively, some trail users may appreciate a more rural experience. In this case LOS is affected primarily by the presence of trailheads, proximity to water and proximity to routes designated as “scenic routes.” Segments with the highest LOS, from this perspective, are in the Middle Section.

Further information on the LOS analysis is found in Appendix E.

Figure 13: North Section - Level of Service Map

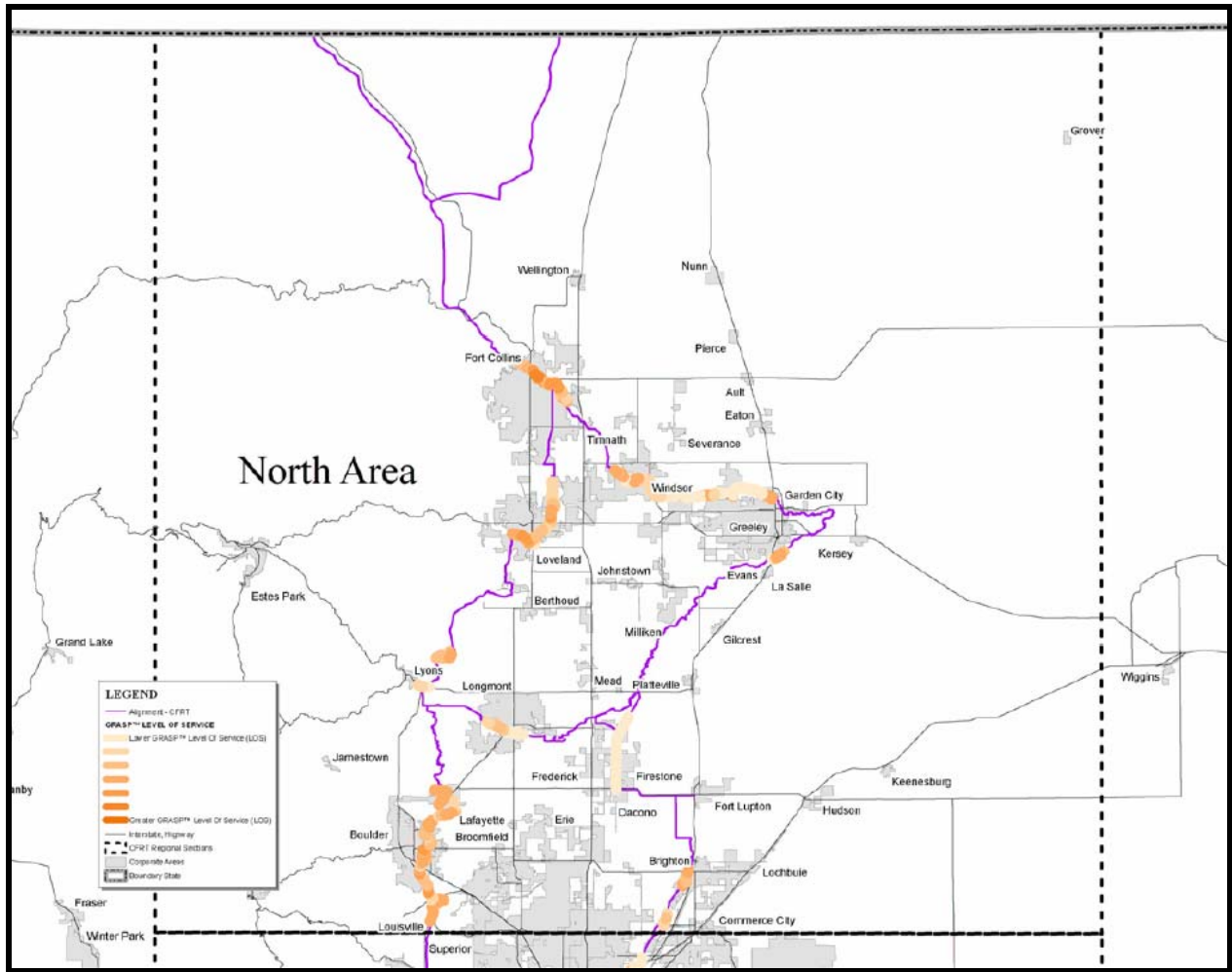
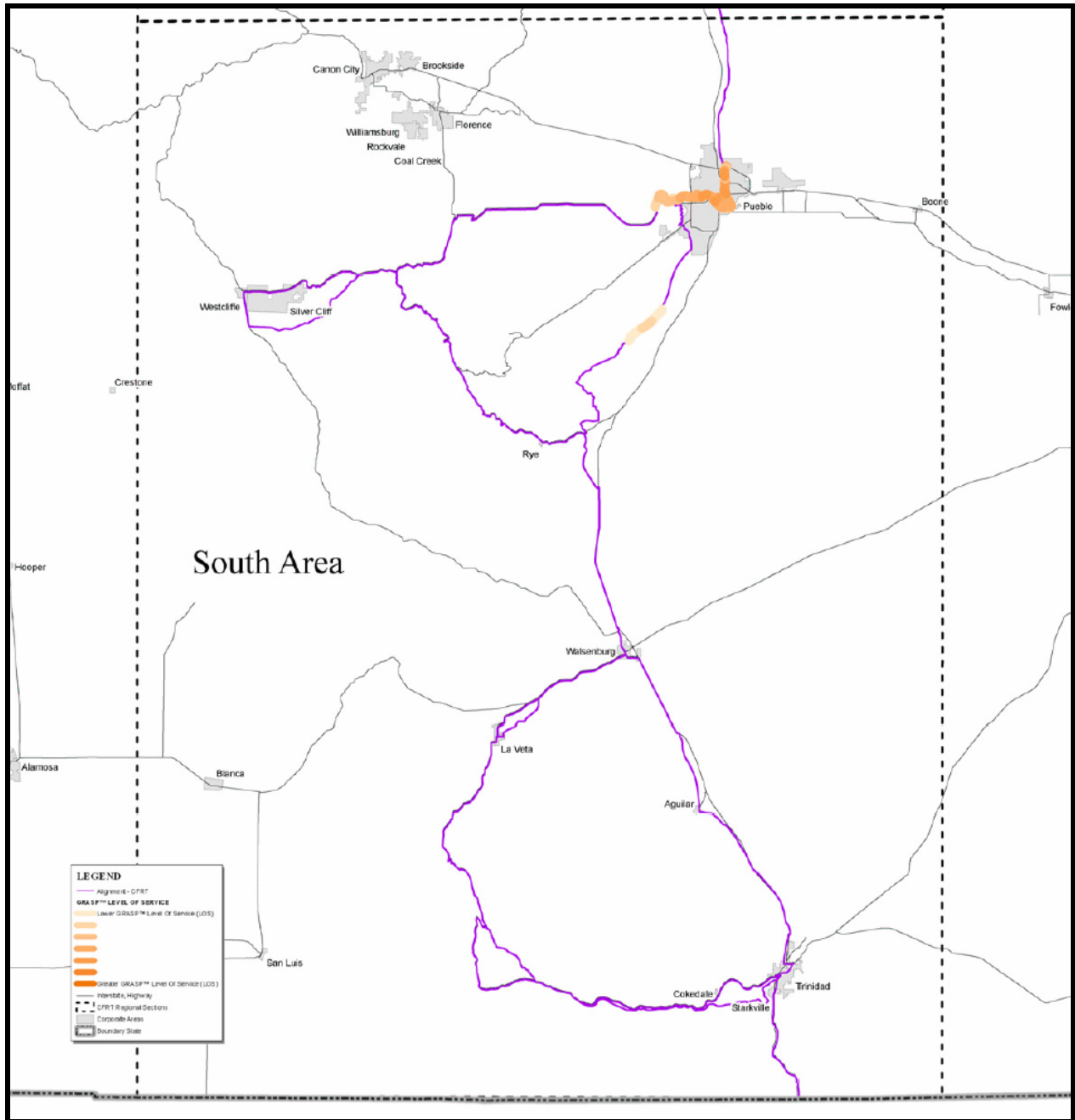


Figure 15: South Section - Level of Service Map



CFRT PRIORITIZATION PLAN

The *Colorado Front Range Trail (CFRT) Prioritization Plan* identifies segments that are a high priority for completion. These 63 Priority Segments have been deemed the most critical to complete because they are the essential missing links that will connect the major cities and population centers along the CFRT corridor including: Ft. Collins, Loveland, Boulder, Denver, Colorado Springs, and Pueblo. The Priority Segments outlined in **Tables 21, 22, and 23** reflect the CFRT Development Council’s highest priorities for allocation of funding: to strategically locate missing links, maximize quality of life benefits, and serve the maximum population. The criteria for determining Priority Segments were developed in collaboration with the CFRT Development Council, CFRT Steering Committee, and the Colorado State Parks Board.

The prioritization criteria in **Table 17** were identified by the CFRT Development Council at the first quarterly meeting and then ranked at the second quarterly meeting in 2006. The prioritization criteria and rankings were established through a public process and reflect the opinions and needs of the stakeholders, local agencies, and partner organizations that elected to participate in the CFRT Development Council. Criteria includes “strategically locate missing links,” “maximize existing infrastructure,” “enhance quality of life benefits,” “serve the greatest number of people,” and “increase economic return to communities near the trail.”

This section of the plan provides:

- An overview of the Priority Segments
- Additional details about the CFRT Development Council input process, and the grant application evaluation and scoring process
- A description of the North, Middle, and South sections, mapping, and tables of Priority Segments in each section

Table 16 depicts major recommendations regarding the inventory and assessment process for the planning effort. The priority level associated with each recommendation indicates the urgency for implementation and was determined by the Consultant Team, based on information gathered from the Project Team and the Development Council.

Table 16: CFRT Prioritization Plan Recommendations

CFRT Prioritization Plan Recommendations	Priority (High, Medium, Low)
Work with the managing authorities to determine estimated completion dates, barriers to completion, and funding sources for all Priority Segments	High

Overview of the Priority Segments

A total of 64 Priority Segments, totaling 170 miles of trail, were identified as Priority Segments. **Tables 21, 22, and 23** identify details of each CFRT Priority Segment while **Figures 16, 17, and 18** illustrate the Priority Segments on maps of the CFRT North, Middle, and South Sections.

Of the 35 total managing agencies involved with the CFRT, 26 of these agencies oversee the planning, construction, and maintenance of Priority Segments. These Priority Segments represent nearly one-third of the total miles of planned and envisioned segments of the CFRT. Approximately 80 miles of the Priority Segments are considered to be in the planning stages with estimated completion dates.

The North Section has the most Priority Segments - 41 segments totaling about 108 miles. The Middle Section has 18 Priority Segments totaling 42 miles. The South Section has the fewest Priority Segments - three segments totaling 20 miles. The average length for each Priority Segment is 2.2 miles. Information regarding special considerations, barriers to completion, and potential funding sources has been identified for some segments; however, further investigation into the details of these segments is critical. Approximately \$44.4 million is needed to construct all of the Priority Segments, based on 2006 dollars. Please refer to the *CFRT Financial Strategy* for additional details.

CFRT Development Council Input

Initial input from the CFRT Development Council was gathered through an interactive group activity process. Through this process, three sets of potential criteria that influence determination of Priority Segments and grant allocations were identified by Colorado State Parks representatives and the Consulting Team: 1) Criteria for CFRT Priority Segments, 2) Criteria for Local Development Funding Allocation, and 3) Criteria for Distribution of Funding. These sets of criteria are ranked as shown in **Tables 17, 18, and 19**.

Throughout the development of the *CFRT Plan*, the Development Council also strongly recommended that the long-term vision of the CFRT be supported through funding of planning efforts in areas with “essential missing links without sufficient local funding or management” and areas that are not presently ranked as Priority Segments.

CRITERIA FOR CFRT PRIORITY SEGMENTS

CFRT Development Council members were asked how they would rank the following criteria, on a scale of one to five, with one being the most important criteria, when setting priorities for funding trail projects that will complete the CFRT as a whole trail system. Their responses were totaled, with the lowest score equating to the most important criteria as shown in **Table 17**. CFRT Development Council responses revealed that “strategically locating missing links” was the most important criteria for ranking CFRT Priority Segments. This was followed by: #2 “maximize quality of life benefits.” “Serve maximum population,” “maximize economic return,” and “maximize number of trail miles,” were scored almost equally, essentially tying for the #3 ranking.

Table 17: Ranking of Criteria for Determining CFRT Priority Segments

Criteria for CFRT Priority Segments	Total	Rank
Strategically Locate Missing Links	98	#1
Maximize Quality of Life Benefits	127	#2
Serve Maximum Population	184	#3
Maximize Economic Return	185	#4
Maximize Number of Trail Miles	186	#5

From the list of five criteria above, components and data sets were identified that would clearly illustrate the priorities. The Consultant Team determined that the top three priorities would be key factors when determining Priority Segments. The last two priorities would be addressed through an economic impact analysis, detailed in the *CFRT Marketing Plan*, and through recommendations in the *CFRT Financial Strategy*.

CRITERIA FOR ALLOCATING LOCAL DEVELOPMENT FUNDS

In addition, the CFRT Development Council members were asked how they would rank criteria within the following categories, (on a scale of 1 to 3, with 1 being the most important criteria), to determine the feasibility of completing individual segments of the CFRT. Their responses were totaled, with the lowest score equating to the most important criteria. They were also asked to rank, from one to nine in order of importance, each of the categories in relation to each other as depicted in **Table 18**. “Planning” and “Support” received the highest rankings while “Readiness” and “Management Capability” received the lowest rankings.

Table 18: Ranking of Criteria for Allocating Local Development Funds

CRITERIA FOR ALLOCATING LOCAL DEVELOPMENT FUNDS	TOTAL	RANK
Planning	161	#1
Support	181	#2
Partnerships	222	#3
Trail Design	236	#4
Linkages	241	#5
Financial	246	#6
Environmental	250	#7
Readiness	289	#8
Management Capability	310	#9

The Consulting Team analyzed the results of the prioritized categories listed in **Table 18**, and from these rankings developed recommendations to enhance the current Colorado State Trails Program grant evaluation process to reflect these values.

CRITERIA FOR DISTRIBUTION OF FUNDING

CFRT Development Council members were asked how they would spend \$100 for a grants program to fund development of the CFRT, spreading the dollars across five categories. Their responses were totaled in **Table 19** and the highest score equals to the most important criteria.

Table 19: Ranking of Categories for Distribution of Funding

CATEGORIES FOR DISTRIBUTION OF FUNDING	SUM	RANK
Acquisition and Construction	1906	#1
Essential missing links w/o Sufficient Local Funding or Management	955	#2
Environmental Restoration or Protection	797	#3
Planning for Incomplete Sections	690	#4
Repair and Rehabilitation of Existing Segments	593	#5

The results are consistent with the Colorado State Trails Program’s current emphasis on construction projects, while allowing for planning efforts as well.

Application of Input to Enhance the Colorado State Trails Program Grant Evaluation Process

Colorado State Parks is committed to fairly allocating grants to complete the CFRT. Based on the input from the CFRT Development Council, the following enhancements have been incorporated into the existing Colorado State Trails Program evaluation process:

- CFRT applications will be separated from others and scored using the criteria identified specifically for CFRT trail projects.
- Existing evaluation criteria used to determine allocation of local development funds will be weighted to reflect the input of the CFRT Development Council.

The following steps were identified for awarding grants:

1. Score all grant applicants using the Colorado State Trails Program’s current grant application process (scoring potential of up to 1000 points).
2. Separate the CFRT grant applicants (and verify CFRT status by using the Database) from the existing nine categories in **Table 18** creating two CFRT categories (“Acquisition, Maintenance, and Construction” and “Planning.”)
3. Apply the weighted scores (based on the CFRT prioritization criteria rankings in **Table 18**) to all CFRT grant applications.
4. Send weighted CFRT grant applications and scores to the CFRT Subcommittee, including the CFRT Liaison, to be evaluated for “funding,” “potential funding,” and “no

funding.” (green, yellow, or red designations that are a part of the current grant evaluation process).

5. Determine recommendation for funding based on available funds.
6. Present recommendations to the Colorado State Parks Board and GOCO Board, as necessary, for final approval.

Steps 3 and 4 above modify the standard grant procedure specifically for CFRT projects. The third step applies the priorities listed in **Table 18** to the existing grant application scoring structure. Each priority is assigned a percentage increase based on its ranking. The score given to each question is multiplied by the assigned percentage. **Table 20** shows the priorities and their respective percentage increase. Revised Grant Application Scoring Matrices with the percentages applied are found in Appendix F and Appendix G.

Table 20: Weighting of Criteria for Allocating Local Development Funding

CRITERIA	RANK	PERCENT INCREASE
Planning	1	10%
Support	2	9%
Partnerships	3	8%
Trail Design	4	7%
Linkages	5	6%
Financial	6	5%
Environmental	7	4%
Readiness	8	3%
Management Capability	9	2%

CFRT PRIORITY SEGMENTS - NORTH SECTION

Overview

- Total miles of Priority Segments - 108.48 miles (41 segments)
- Planned - 56.5 miles
- Envisioned - 51.98 miles
- 41% of North Section
- 12% of the total CFRT

Agencies with the most length of trail

- Weld County - 31.27 miles
- Northern Water Conservancy District - 17.94 miles

General Findings

Priority Segments in the North Section of the CFRT, as depicted in **Figure 16 and Table 21**, include about 108 miles of trail that will connect and maximize the use of existing facilities. Approximately 59% of these Priority Segments are in the planning stages with estimated completion dates.

There are 16 agencies responsible for managing these segments and are located primarily in developed areas. Weld County, Larimer County, and The Northern Colorado Water Conservancy District are the managing authorities for the most significant lengths of trail. There are two major barriers to completion in the North Section: acquisition of easements and a lack of adequate funding. The Priority Segments are located primarily in developed areas and link existing trails.

Figure 16: CFRT Priority Segments - North Section

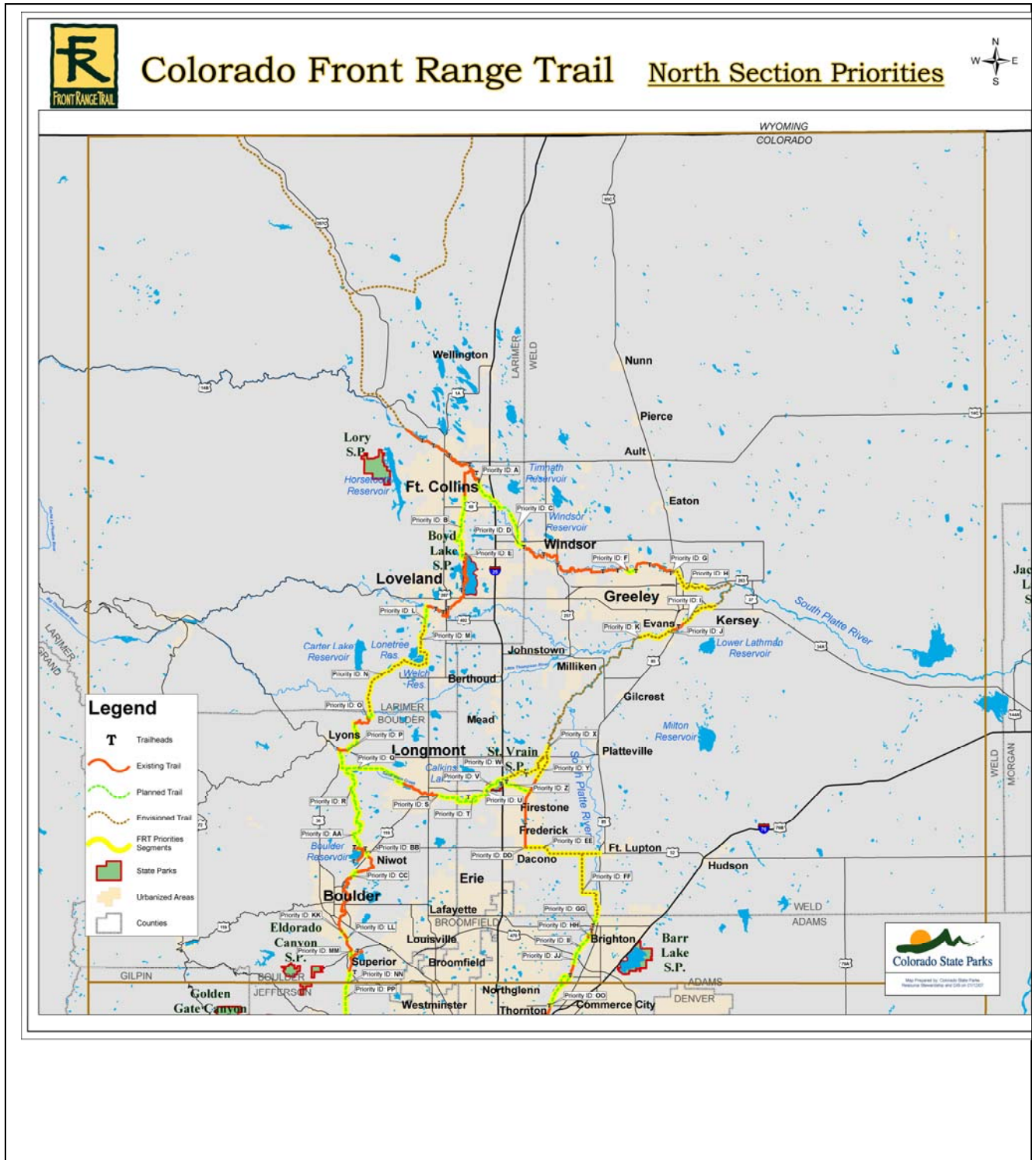


Table 21: CFRT Priority Segments - North Section*

*Managing authority may change as more information is obtained. Information is best available at time of publication.

Priority ID	Trail Name	Section	Managing Authority	Location Description	Length (in miles)	Anticipated Surface Type	Planned or Envisioned?
JJ	Undetermined	North Section	Adams County	From C-470 running south to existing section of Platte River Trail	0.91	Undetermined	Planned
OO	Undetermined	North Section	Adams County	Section from trailhead on East 126th Ave. running S/SW to trailhead at 104th Ave.	5.13	Undetermined/Concrete	Planned
				<i>Total</i>	6.04		
O	Undetermined	North Section	Boulder County	South from county line to existing Indian Mesa Trail	0.97	Undetermined	Planned
P	Dakota Ridge Trail	North Section	Boulder County	From 53rd and St. Vrain Supply Canal to Route 66B	2.95	Undetermined	Planned
MM	Greenway	North Section	Boulder County	Short section running south to link up Marshal Rd. Trail and Greenbelt Plateau Trail	0.51	Undetermined	Planned
NN	Undetermined	North Section	Boulder County	From south end of Greenbelt Plateau Trail to Boulder /Jefferson county line.	1.05	Undetermined	Planned
				<i>Total</i>	5.48		
BB	Undetermined	North Section	City of Boulder	From 63rd St. running S/SE to route 119	0.62	Undetermined	Planned
CC	Undetermined	North Section	City of Boulder	From Orchard Creek Circle running S/SW to Jay Rd. and running .25 miles west along Jay Rd.	0.77	Undetermined	Planned

Priority ID	Trail Name	Section	Managing Authority	Location Description	Length (in miles)	Anticipated Surface Type	Planned or Envisioned?
KK	Broadway Boogie	North Section	City of Boulder	Short section along CR 93 to link two existing sections from Albion Rd. to Grinnel Ave.	0.19	Undetermined	Planned
LL	Greenway	North Section	City of Boulder	Short section along Marshal Rd. to link Broadway Boogie with south end existing trail	0.12	Undetermined	Planned
				<i>Total</i>	1.70		
GG	South Platte River Trail	North Section	City of Brighton	From 168th Ave. to existing trail almost in line with Brighton St.	0.77	Concrete	Planned
HH	South Platte River Trail	North Section	City of Brighton	Short section south of Jessup St. to link two existing sections of the Platte River Trail	0.30	Concrete	Planned
II	South Platte River Trail	North Section	City of Brighton	Section starting south of Bromley Ln. running S/SW to C-470	1.81	Concrete	Planned
				<i>Total</i>	2.89		
J	Undetermined	North Section	City of Evans	Just west of 85 along Platte River	0.59	Concrete	Envisioned
				<i>Total</i>	0.59		
A	Undetermined	North Section	City of Ft. Collins	From end of Poudre River Trail at Boyd Lake Ave. SE Past I-25 ending at intersection of Main St. and CR 38 in Timnath	3.43	concrete	Planned
B	Undetermined	North Section	City of Ft. Collins	Along Railroad from Horsetooth Rd. to CR 32	4.56	Concrete	Planned
				<i>Total</i>	7.99		
U	Undetermined	North Section	Colorado State Parks	2 separate segments on north and west side of St. Vrain State Park	1.20	Undetermined	Planned
				<i>Total</i>	1.20		

Priority ID	Trail Name	Section	Managing Authority	Location Description	Length (in miles)	Anticipated Surface Type	Planned or Envisioned?
DD	Undetermined	North Section	Dacono	From CR 13 between Frederick and Dacono running east along CR 14 to Frederick city limits	1.47	Undetermined	Envisioned
				<i>Total</i>	1.47		
Y	Undetermined	North Section	Firestone	Traveling south from CR 17 and Route 66 intersection to intersection of CR 15 and CR 26	2.43	Undetermined	Envisioned
Z	Undetermined	North Section	Firestone	From CR 2540 traveling E/SE to CR 24	3.11	Concrete	Planned
				<i>Total</i>	5.54		
C	Undetermined	North Section	Larimer County	From just north of CR 36 and CR 3 intersection to 392A	2.48	Undetermined	Planned
E	Undetermined	North Section	Larimer County	From CR 32 to Boyd Lake State Park	1.68	Concrete	Planned
M	Undetermined	North Section	Larimer County	From 18th St. south to CR 14	1.87	Crusher Fines or Concrete	Envisioned
N	Undetermined	North Section	Larimer County	From CR 14 SW to Larimer/Boulder County line	10.77	Undetermined	Envisioned
				<i>Total</i>	16.80		
S	Undetermined	North Section	Longmont	From confluence of St. Vrain and Left Hand Creeks east to CR 1 (county line)	1.69	Concrete	Planned
				<i>Total</i>	1.69		
L	Undetermined	North Section	Loveland	From just north of First St. south to 14th St.	1.56	Undetermined	Planned
				<i>Total</i>	1.56		

Priority ID	Trail Name	Section	Managing Authority	Location Description	Length (in miles)	Anticipated Surface Type	Planned or Envisioned?
Q	St. Vrain Greenway Trail	North Section	Northern Water Conservancy District	From intersection of 36 and 66 to just east of Airport Rd in Longmont	7.64	Undetermined	Planned
R	Feeder Canal Trail	North Section	Northern Water Conservancy District	Running south from Hygiene Rd across Nelson Rd. to Stirrup Ln.	5.64	Undetermined	Planned
AA	Feeder Canal Trail	North Section	Northern Water Conservancy District	From Boulder Hills Rd. south to Dry Creek	4.66	Undetermined	Envisioned/Planned
				<i>Total</i>	17.94		
F	Poudre River Trail Proposed	North Section	PRTC, Inc.	Greeley - from 54th ave to Rover Run Trailhead	0.94	Undetermined	Planned
G	Poudre Trail Proposed	North Section	PRTC, Inc.	Greeley - from 11h Ave. and the Poudre to just east of Ash Ave.	2.47	Crusher Fines or Concrete	Envisioned
H	Poudre Trail Proposed	North Section	PRTC, Inc.	Greeley - just east of Ash Ave. to CR 45	2.07	Crusher Fines or Concrete	Envisioned
				<i>Total</i>	5.48		
I	Undetermined	North Section	Weld County	Just east of 34D and the Platte River SW to 1st. Ave. and the Platte River	4.11	Undetermined	Envisioned
K	Undetermined	North Section	Weld County	From CR 52 west along Platte River	2.89	Undetermined	Envisioned
T	Poudre Trail Proposed	North Section	Weld County	From CR 1 traveling east, forking north to trailhead and up to St. Vrain State Park	4.90	Undetermined	Planned
V	Undetermined	North Section	Weld County	Immediately northwest of St. Vrain park boundaries between two of the "U" priority segments	0.73	Undetermined	Planned

Priority ID	Trail Name	Section	Managing Authority	Location Description	Length (in miles)	Anticipated Surface Type	Planned or Envisioned?
W	Undetermined	North Section	Weld County	From trailhead east of St. Vrain State Park traveling NE to route 66	5.63	Undetermined	Envisioned
X	Undetermined	North Section	Weld County	Traveling north from CR 17 and Route 66 intersection	0.80	Undetermined	Envisioned
EE	Undetermined	North Section	Weld County	From CR 14 along 52 to Ft. Lupton	5.31	Natural	Envisioned
FF	Undetermined	North Section	Weld County	From intersection of CR 23 and 52 running south to 168th Ave. and Route 85 intersection	6.91	Undetermined	Envisioned
				<i>Total</i>	31.27		
D	Undetermined	North Section	Windsor	From 392A to CR 901 and the Poudre River	0.85	Undetermined	Planned
				<i>Total</i>	0.85		
				<i>Total for the North Section</i>	108.48		

CFRT PRIORITY SEGMENTS - MIDDLE SECTION

Overview

- Total - 42.2 miles (18 segments)
- Planned - 11.63 miles
- Envisioned - 30.58 miles
- 17% of Middle Section
- 5% of the total CFRT

Agencies with the most length of trail

- Douglas County - 14.02 miles
- El Paso County Parks - 11.84 miles

General Findings

The Middle Section priorities, as depicted in **Figure 17 and Table 22**, are primarily short segments that will serve as connectors to the existing trail network. This section has about 42 miles of 18 Priority Segments that involve nine managing agencies. When completed, these segments would add another 5% to the total miles of the CFRT. Estimated completion dates and projected construction costs are identified for about 39% of these segments, including the pieces from the south Boulder County line to Golden, Brighton to Confluence Park, and from Castle Rock to the north El Paso County line. A few of the barriers to completion in the Middle Section include wildlife concerns, developer issues, environmental issues, and highway planning options.

Figure 17: CFRT Priority Segments - Middle Section

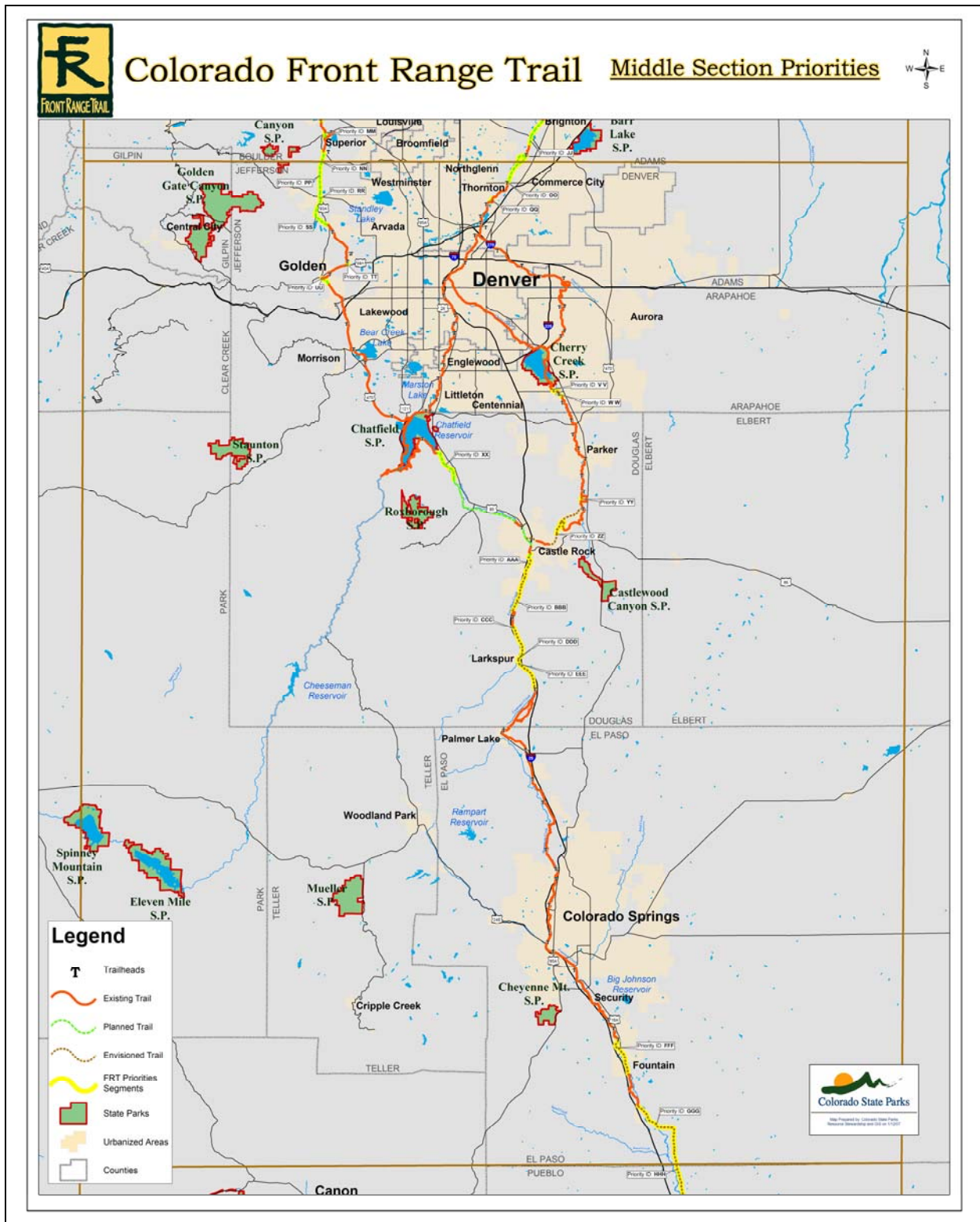


Table 22: CFRT Priority Segments – Middle Section*

*Managing authority may change as more information is obtained. Information is best available at time of publication.

Priority ID	Trail Name	Section	Managing Authority	Location Description	Length (miles)	Anticipated Surface Type	Planned or Envisioned?
QQ	So. Platte River Trail	Middle Section	Adams County	Short section (creating a shortcut on existing trail) just north of 89th Ave.	0.35	Concrete	Planned
				<i>Total</i>	0.35		
RR	Undetermined	Middle Section	Arvada	Section running south from SH 72 to city limits	1.53	Concrete	Planned
				<i>Total</i>	1.53		
VV	Undetermined	Middle Section	Aurora	Along Arapahoe Rd. to link Cherry Creek Trail at south of Cherry Creek State Park	0.73	Undetermined	Envisioned
WW	Undetermined	Middle Section	Aurora	Starting at the Cherry Creek Soccer Complex and running south to link existing section of Cherry Creek Trail	0.46	Undetermined	Envisioned
				<i>Total</i>	1.18		
ZZ	Castle Oaks Trail	Middle Section	Castle Rock	From Pleasant View Dr. along Castle Oaks Dr. to Valley View Dr.	2.71	Undetermined	Envisioned
AAA	Castle Oaks Trail	Middle Section	Castle Rock	From downtown Castle Rock linking both east and west routes of alignment down to Territorial Rd.	3.61	Undetermined	Envisioned/ Planned
				<i>Total</i>	6.32		
XX	Plum Creek Trail	Middle Section	Douglas County	Long section from SE side of Chatfield to connect to Highline Canal Trail and south, nearly to Airport Rd.	3.35	Concrete	Planned
YY	Undetermined	Middle Section	Douglas County	From intersection of Scott Ave. and existing Cherry Creek Trail heading south creating a "shortcut" avoiding Szymanski Rd.	0.51	Undetermined	Envisioned
BBB	Plum Creek Trail	Middle Section	Douglas County	From Territorial Rd. heading south along Plum Creek to Columbine Open Space trailhead and existing trail	3.68	Natural	Envisioned
CCC	Undetermined	Middle Section	Douglas County	From south end of Columbine Open Space Trail to Larkspur	3.02	Natural	Envisioned
EEE	Undetermined	Middle Section	Douglas County	From SE corner of Larkspur city limits south to Greenland Open Space trailhead and existing trail	3.46	Natural	Envisioned
				<i>Total</i>	14.02		

Priority ID	Trail Name	Section	Managing Authority	Location Description	Length (in miles)	Anticipated Surface Type	Planned or Envisioned?
FFF	Undetermined	Middle Section	El Paso County Parks	From Hanson parking lot trailhead running south along Fountain Creek to existing Fountain Creek Regional Trail	3.77	Crusher Fines	Envisioned
GGG	Undetermined	Middle Section	El Paso County Parks	From south end of Fountain Creek Regional Trail following Fountain Creek to El Paso/Pueblo county line	8.07	Crusher Fines	Envisioned
				<i>Total</i>	11.84		
TT	Undetermined	Middle Section	Golden	Section along Salvia St. linking Grampsas Trail and Clear Creek Trail	0.26	Paved	Planned
UU	Undetermined	Middle Section	Golden	Section along CR 93 linking Clear Creek Trail and 6th Ave. Trail	0.85	Concrete	Planned
				<i>Total</i>	1.11		
PP	Undetermined	Middle Section	Jefferson County	From county line running south along CR 93 to route 72	3.05	Concrete	Planned
SS	Undetermined	Middle Section	Jefferson County	Section running south from Arvada city limits to the Fairmont Trail	2.24	Concrete	Planned
				<i>Total</i>	5.29		
DDD	Undetermined	Middle Section	Larkspur	East side of Larkspur along Plum Creek	0.56	Natural	Envisioned
				<i>Total</i>	0.56		
				<i>Total for the Middle Section</i>	42.21		

CFRT PRIORITY SEGMENTS - SOUTH SECTION

Overview

- Total - 19.51 miles (3 segments)
- Planned - 6.12 miles
- Envisioned - 13.39 miles
- 5% of South Section
- 2% of the total CFRT

Agencies with most length of trail

There are only two managing agencies:

- City of Pueblo - 6.12
- Pueblo County - 13.39

General Findings

The South Section has three Priority Segments totaling approximately 20 miles, as depicted in **Figure 18 and Table 23**. Both of the sections managed by the City of Pueblo are in the planning stages while the 13 mile segment managed by Pueblo County is envisioned. No barriers to completion were identified.

Figure 18: CFRT Priority Segments - South Section

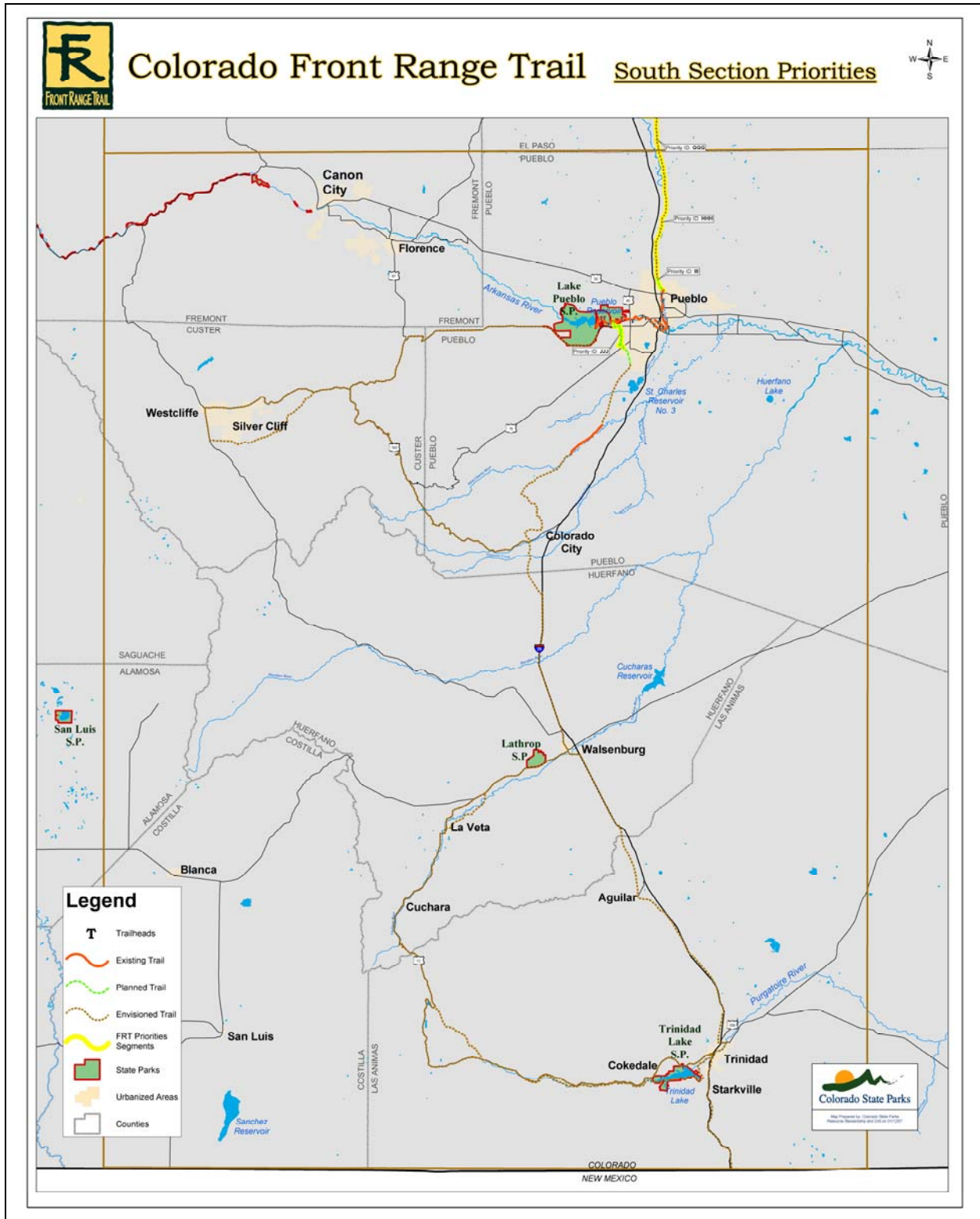


Table 23: CFRT Priority Segments – South Section*

*Managing authority may change as more information is obtained. Information is best available at time of publication.

Priority ID	Trail Name	Section	Managing Authority	Location Description	Length (in miles)	Anticipated Surface Type	Planned or Envisioned?
III	Undetermined	South Section	City of Pueblo	From Pueblo city limits to existing Fountain Creek Regional Trail	1.48	Concrete	Planned
JJJ	Undetermined	South Section	City of Pueblo	From Arkansas River Walk Trail on east side of Pueblo State Park heading south to Route 78	4.63	Concrete	Planned
				<i>Total</i>	6.12		
HHH	Undetermined	South Section	Pueblo County	From Pueblo/El Paso county line running south along Fountain Creek to Pueblo city limits	13.39	Undetermined	Envisioned
				<i>Total</i>	13.39		
				<i>Total for the South Section</i>	19.51		

CFRT MARKETING PLAN

CFRT Market Analysis

MARKET DEMANDS AND PREFERENCES

Colorado Front Range - County Demographic Trends

Evaluating demographic trends helps local governments plan effectively for the future. Population forecasts allow one to see where potential growth “hot spots” may occur. Currently, approximately 80% of Colorado’s population lives within the 14 counties along the Front Range. According to the Colorado State Demography Office, these counties are expecting steady growth at a rate of 2.2% annually, which is somewhat higher than the national average of 1.2%.

Table 24 illustrates that rural and suburban communities are expected to grow very rapidly over the next 25 years. For example, by 2030, Weld and Custer Counties are expected to double in population, with Douglas County expecting a 94% increase in population. Developed counties, such as Denver and Boulder are expected to grow by approximately 30%. While percentage growth is significant, it is also important to consider the total population that will be served by the development of the Colorado Front Range Trail (CFRT).

Recommendation - Colorado State Parks must monitor growth “hot spots” and work closely with these growing communities to establish planning and land acquisition efforts prior to the development of these areas.

Recommendation- It is recommended that Colorado State Parks update the demographic and population numbers for the 14 counties intersected with the CFRT with information from the Colorado Demography office every two years.

Table 24: CFRT County Population Trends

County	2000	2005	2015	2005-2015 % Growth	2030	2005-2030 % Growth	2005-2030 Total Growth
Weld	183,557	223,290	303,586	36%	478,823	114%	255,533
Custer	3,540	4,062	5,674	40%	8,266	103%	4,204
Douglas	180,690	245,112	352,031	44%	474,786	94%	229,674
Adams	366,658	402,317	505,523	26%	669,061	66%	266,744
Larimer	253,137	271,551	330,543	22%	438,856	62%	167,305
El Paso	520,572	564,776	707,570	25%	868,222	54%	303,446
Las Animas	15,276	16,517	19,988	21%	24,679	49%	8,162
Pueblo	142,054	151,383	178,877	18%	225,849	49%	74,466
Huerfano	7,861	8,183	10,006	22%	12,129	48%	3,946
Broomfield	n/a	44,529	52,559	18%	64,170	44%	19,641
Arapahoe	491,143	532,998	593,589	11%	754,220	42%	221,222
Boulder	296,022	289,953	330,420	14%	380,641	31%	90,688
Jefferson	528,010	538,556	605,399	12%	693,198	29%	154,642
Denver	555,782	572,116	614,501	7%	719,585	26%	147,469
COUNTY TOTAL	3,544,302	3,865,343	4,610,266	21%	5,812,485	50%	1,947,142
COLORADO	4,338,808	4,720,772	5,705,646	21%	7,325,138	55%	2,604,366

Source: Colorado Demography Office, 2006.

Aging Trends and Statistics

The number of older Americans (adults ages 65 and older) in the United States is expected to increase as a percentage of the overall population. The number of older Americans increased by 3.3 million (10.2%) between 1992 and 2002. In 2002, this group reached 35.6 million people, which amounts to about 12.3% of the population. Additionally, the number of Americans aged 46-64 years old, increased by 38% from 1992 to 2002. Members of this age cohort will be turning 65 years old over the next two decades.

Although Colorado's Front Range population is slightly younger than the state and national averages, there is still a strong need to consider the aging of "baby boomers." The median age in 2005 for the Colorado Front Range was 34.8 years old. The median for the State of Colorado was 35.3 years old and the nation's median age was 36.3 years of age. However, the 34-54 age-group along the Front Range makes up 30.8% of the population, as compared to the national average of 29.2%. This demographic group is weighted toward the older portion of this age group and will be moving into retirement with more leisure time and disposable income. This

group is also more active than past, retiring generations, according to the Leisure Trends Group report, *Retirement in America*.⁶

Older Americans’ Recreation and Leisure Activities: Trends & Influences

These changing demographics will have major impacts on the types of services that park and recreation agencies need to provide. Traditional services have often focused on youth, but demand has been, and will continue to increase, for adult activities.

According to the report *Retirement in America*, these trends may be a result of many people retiring earlier than in the past. Currently, approximately 70% of the retired population entered retirement before the age of 65. These new retirees are younger, healthier, and have more wealth to spend for the services they want. Current retirees are more active and mobile than past generations. This is a trend that will only increase with baby boomer retirement. The oldest boomers will be 60 years old in 2006, and are about to retire in record numbers. Current retirees’ leisure interests are diverse – frequently purchasing experiences rather than material things.

The information in **Table 25** indicates that adults 55 and older are frequent participants in trail activities like fitness walking, day hiking, running, and jogging. With an increasing percentage of the population moving into this age group, demand for trails is likely to increase as well.

Table 25: Recreation Activities for Adults 55 and Older Based on Frequent Participation in 2002

Activity	National Participants	Days Per Year
Fitness Walking	6,515,000	100 +
Stretching	4,107,000	100 +
Treadmill Exercise	3,887, 000	100 +
Golf	3,646,000	25 +
Freshwater Fishing	1,903,000	15 +
R.V. Camping	1,736,000	15 +
Lifting Free Weights	1,735,000	100 +
Bowling	1,725,000	25 +
Day Hiking	1,545,000	15 +
Weight/Resistance Machines	1,513,000	100 +
Stationary Cycling	1,298,000	100 +
Running/Jogging	870,000	100 +

Source: American Sports Data, Inc, 2005.

Recommendation - Colorado State Parks should strategically market to those 55 and older when implementing a retail and print media advertising campaign.

⁶ “Retirement in America.” Leisure Trends Group. (Boulder, CO: Leisure TRAK Report, 2004) 12-15.

National Recreation and Leisure Trends

In this fast-paced, modern society it is essential to understand current trends that impact the field of recreation because providers must meet and exceed user expectations. This analysis considers recreation participants' current, historical, and future needs and desires for programs and activities. The most recently available statistical data on sports participation is presented in the *National Sporting Goods Association 2003 Survey* and is a primary tool to understand user trends.

For this study, a participant was defined as an individual seven years of age or older who participates in a sport more than once a year. Participation was defined as taking part in the activity six times or more in a year. The activities that were measured included aerobic exercise, bicycle riding, exercise walking, exercising with equipment, running/jogging, step aerobics, swimming, and weight-lifting. **Table 26** illustrates the results of this study. Activities are listed in descending order by total participation. According to the study, direct trail activities such as exercise walking and bicycle riding increased from 2003 to 2004 by 3.8% and 5.3%, respectively. Additionally, trail-related activities like camping increased significantly over the same time period.

Table 26: Top Ten Activities for National Recreation Participation in 2004

Activity	Total Participation (in Millions)	Percent Change 2003 - 2004
Exercise Walking	84.7	3.8%
Camping (vacation/overnight)	55.3	3.5%
Swimming	53.4	2.2%
Exercising with Equipment	52.2	3.9%
Bowling	43.8	4.6%
Fishing	41.2	-3.6%
Bicycle Riding	40.3	5.3%
Billiards/Pool	34.2	3.7%
Workout at Club	31.8	8.0%
Aerobic Exercising	29.5	5.1%

Source: National Sporting Goods Association, 2005.

Increasing participation in activities like exercise walking, bicycling, and day hiking, as indicated in **Table 26**, is a strong indicator for the demand of trails, which is growing rapidly in communities throughout the country. Also, there are increases in activities like camping, snowshoeing, and water-based recreation, which are often done in conjunction with trail use, and utilize trails for access to these recreation amenities. Adjacent recreation resources and opportunities, such as those already mentioned, are abundant and well-dispersed along the CFRT corridor.

Colorado Recreation and Trail Activity Demands and Trends

Trail Activity Demand

According to a 1999 Colorado State Trails Program Survey, trail activities are in extremely high demand and are very important to Coloradans' quality of life. The following are a few key findings from this survey:

- Walking or hiking (70%), bicycling (30%), running or jogging (16%), and horseback riding (15%) are all activities that respondents rated as "high importance" to their *family's quality of life*.
- Trails inside town and cities (78%), greenways and hard surface trails outside cities and towns, and backcountry trails with a dirt surface (67%) were rated as having "high importance" to the *quality of life in a community*.
- Better protection of natural features and wildlife habitat (75%), maintain and rebuild existing trails (67%), improve access to trails for those with disabilities (68%), and expand opportunities for youth to participate in outdoor activities (67%) were rated as having "high importance" for the *allocation of resources*.

Trail Activity Trends

~Colorado State Parks Survey, 1999

- Over 90% of Coloradans are trail users according to Colorado State Parks' surveys.
- The average Colorado family uses trails 78 times a year.
- When asked about which outdoor activities they had participated in over the last year, the most popular outdoor activities were picnicking, enjoyed by 82% of survey respondents, recreating on a trail (74%), followed in popularity by water recreation, tent camping and visiting historical sites.
- Coloradans' participation in outdoor recreation activities in last twelve months (2003) included:
 - 74% trail recreation (hiking, biking, etc.)
 - 36% winter sports (skiing, snowboarding, etc.)
 - 31% motorized trail recreation
 - 16% motorized winter sports

~Colorado Department of Transportation Study, 1999

- According to a Colorado Department of Transportation (CDOT) study, 69% of Colorado households own at least one bicycle.
- Some residents consider bicycling their primary recreation or exercise activity (15%) and 74% of residents report they sometimes bicycle, with a huge majority using paved, off-street bike paths.

Recommendation - Colorado State Parks should continue to track Colorado's recreation and trail activity demands and trends. One method of tracking these trends would be to support and encourage local managing agencies to implement electronic "trail counters" at key locations along the CFRT in their communities. This information should be gathered annually by Colorado State Parks.

Market Segmentation

A **market** is the total set of potential buyers for a given product or service. The market for the CFRT is all those who may utilize the trail. A **market segment** is an identifiable sub-group within the market, with similar needs and/or wants, and who naturally tend to consult each other to decide which recreation resources to use. It is important to identify the various segments to investigate who these trail users would see as a credible source when seeking advice about trails and recreation opportunities and which ones provide the recreation experience that suits their needs and desires. For the CFRT, the market has been divided into three segments of both current and potential trail users:

- Users by age
- Users by trail and recreation activity type
- Users by trail-use frequency

AGE GROUPS

The following age breakdown is used to separate the population into age-sensitive user groups and to retain the ability to adjust to future age-sensitive trends. Population distribution by age for the Colorado Front Range is demonstrated in **Figure 6** in the Demographics Section of this plan.

- **Under 5 years:** This group represents preschoolers and toddlers (sometimes in strollers) that often use trails under supervision of parents. These individuals are the future participants in youth trail and recreation activities.
- **5 to 14 years:** This group represents current youth participants, who often use trails through family, school, and organization-based activities.
- **15 to 24 years:** This group represents teen/young adult program participants who are moving out of the traditional youth athletics and programs and into more individual-based, adult recreation activities, such as bicycling, running, hiking, and walking.
- **25 to 34 years:** This group represents involvement in individual adult trail activities such as routine trail-based physical activity, settling in communities with a desirable quality of life, and using leisure time and disposable income for trail recreation.
- **35 to 54 years:** This group represents a wide range of adult trail and recreation users. Their characteristics extend from having children from preschool and toddler ages, to becoming empty nesters.
- **55 to 64 years:** This group represents users of older adult programs and exhibits the characteristics of approaching retirement or already being retired. This group is much more active and has more disposable income for trail and recreation activities than past generations.
- **65 years plus:** This group will double in 14 years. Access to trails for this group should positively impact its health.

TRAIL AND RECREATION ACTIVITY TYPES

- Walking (pleasure, exercise, and transportation)
- Running (pleasure, exercise, and competition)
- Inline Skating (pleasure, exercise, and transportation)

- Bicycling (pleasure, exercise, transportation, and competition)
- Nordic Skiing (pleasure, exercise, and transportation)
- Equestrian (pleasure, transportation, and competition)
- Access to off-trail recreation activities (camping, fishing, bird watching, special events, culture and heritage opportunities, etc.)

TRAIL USE FREQUENCY CATEGORIES

- Infrequent Day Users
 - Sporadic use (pleasure, exercise, and transportation)
 - Single-day recreation participants (competition)
 - Access to off-trail recreation activities (pleasure)
 - Single-day recreation vacation users (pleasure, exercise, and transportation)
- Routine Day Users
 - Morning or afternoon users (pleasure, exercise, and transportation)
 - Weekend users (pleasure, exercise, or transportation)
- Multiple-Day Users
 - Multiple-day recreation vacation users (pleasure, exercise, and transportation)
 - Multiple-day recreation participants (competition)

Colorado State Parks and local managing agencies should utilize the Market Segmentation in order to strategically target marketing efforts to specific trail users in different communities. These market segments can be reached through specific strategies and mediums, which are highlighted later in this section.

Economic Impact Analysis

CONTINGENT TRIP MODEL

The economic impact analysis for the CFRT is based on *A Contingent Trip Model for Estimating Rail-Trail Demand* (2003), a study that developed a “contingent-trip model” to estimate the demand for trail recreation and the value of a *potential* rail-trail site in northeast Georgia. The **contingent-trip model** (which utilizes survey information about what a trail user would spend in using a potential trail) was established as an alternative to the **travel-cost model** (which estimates the value of a recreation resource or experience through an onsite or post-trip survey about the spending to travel to a specific recreation resource). The findings from the Georgia study show spending associated with trail use ranged from \$18.46/household to \$29.23/household per year.⁷

The Georgia study was based on a mail survey was administered to a sample of 800 north-Georgia residents in fall 1999. The selected sample region was defined as a radius of about 75 miles in all directions from the rail-trail or approximately a 1.5-hour drive. This also reflected the belief that, for this type of recreation resource, most visits would be day trips. A simple random sample was used to administer the survey. Of the 800 mailed, about 14% were

⁷Betz, Carter J., John C. Bergstrom, J. Michael Bowker. “A Contingent Trip Model for Estimating Rail-Trail Demand.” *Journal of Environmental Planning and Management*, 46.1 (2003): 79-96.

returned because of incorrect addresses, which left an effective sample of 687. A total of 268 questionnaires were returned, for a response rate of 39.0%.⁸

BENEFIT-TRANSFER METHOD

Another method for measuring economic impacts resulting from recreational resources is called the **benefit transfer method**. Since there currently is not any data or survey work for spending associated with the CFRT, this method applies data from other studies to a given site of interest (such as a particular trail) in order to estimate the value of similar recreational activities.

Loomis and Rosenberger (2000) define a **benefit transfer** as “the adaptation and use of economic information derived from a specific site(s) under certain resource and policy conditions to a site with similar resources and conditions.”⁹ The Benefit-Transfer method has been used in this plan to estimate the potential economic impacts of the CFRT based on data gathered in the Georgia study.

The Georgia study can be applied to the CFRT because it is a study of a potential, multi-purpose trail with many similar characteristics. This 23-mile stretch of tracks near Athens, Georgia, is envisioned as both a recreation and a transportation resource for local residents and a potential, regional, tourist attraction. Both trails have considerable tourism appeal, because of scenic qualities, connection with the national heritage, and the links to be provided between communities located along the trail. There are also historic towns along both Georgia trail and the CFRT, each with thriving arts and cultural communities.

Recommendation - In the first year of implementing the *CFRT Plan*, Colorado State Parks should consider developing and administering a survey of current and potential CFRT users. This survey should gather information about the dollar amount that current and potential trail users are willing to spend in traveling to and utilizing the CFRT. This data will better enable Colorado State Parks to more accurately calculate the economic impacts of the CFRT, using a travel-cost model.

COLORADO FRONT RANGE TRAIL ECONOMIC IMPACTS

The calculations used for establishing the economic impacts of the CFRT are based on *Colorado State Parks Market Assessment Study* (2003) that states that 74% of Colorado households use trails at least once a year in their town or city. This percent is multiplied by county population projections from the Colorado Demography Office. These projected, trail use calculations are then multiplied by the annual spending estimates, from the Georgia Study, associated with trail use (from an annual low of \$18.46/household to a high of \$29.23/household), and finally discounted at a 5% rate, to account for the **time-value** of money (a dollar today is worth more than a dollar tomorrow due to the interest that it can gain over time), from the 2003 Georgia study previously discussed. **Table 25** illustrates the net economic impact of the CFRT for the 14 counties along the Colorado Front Range for a 25-year period (2005 - 2030).

⁸ Betz, 79.

⁹ Betz, 83.

Table 27: CFRT Economic Impacts (2005-2030)

Colorado Front Range Counties	2030 Front Range Households**	2005-2030 Total Economic Impact* (Low - \$18.46/Household/Year)	2005-2030 Total Economic Impact* (High - \$29.23/Household/Year)
Adams	733,093	\$141,647,303	\$222,401,642
Arapahoe	775,680	\$170,686,815	\$268,031,900
Boulder	370,449	\$86,151,507	\$135,292,523
Broomfield	67,698	\$14,690,966	\$23,069,105
Custer	10,405	\$1,671,737	\$2,624,332
Denver	710,977	\$170,404,172	\$267,611,329
Douglas	578,386	\$97,437,084	\$152,966,084
El Paso	899,093	\$185,429,017	\$291,162,724
Huerfano	10,897	\$2,313,574	\$3,632,906
Jefferson	690,302	\$162,800,467	\$255,665,874
Larimer	470,562	\$93,145,030	\$146,251,343
Las Animas	24,616	\$5,193,297	\$8,154,759
Pueblo	232,664	\$49,145,087	\$77,170,027
Weld	624,663	\$95,288,381	\$149,578,495
COUNTY TOTAL	6,199,484	\$1,276,004,437	\$2,003,613,045
COLORADO	7,678,860	\$1,571,789,598	\$2,468,022,939

*Economic impact values based on use of the Benefit-Transfer Method from "A Contingent Trip Model for Estimating Rail-trail Demand" (2003)

**Household data information obtained from the Colorado Demography Office (2005).

Using the benefit transfer method, it is evident that the completion of the CFRT will have significant positive economic impacts on the state and the counties that are along the trail corridor. The direct economic impact to the 14 counties along the CFRT will be between approximately \$1.3 billion and \$2 billion over the next 25 years.

The development of the CFRT in the many growing rural and suburban communities along the trail corridor could bring significant economic growth and revenue to these areas. Therefore, it is important to periodically track the economic development around the trail that could be associated with trail development.

Three mid-sized, developing communities have been chosen as “benchmark” communities: Ft. Lupton, Monument, and Walsenburg. Trail amenity developments such as restaurants, lodging, recreation opportunities, recreation retail, and bike shops have been inventoried and mapped for 2006. The CFRT not only provides for the health, well-being, and quality of life for these communities, but for economic prosperity, as well. This information may be used at a local and regional level to gain community, policymaker, and funding support for the development and construction of the trail.

Recommendation – Annually update the previously listed benchmarking inventories to track the economic development surrounding the CFRT. For an illustration of the current amenities in these communities, please view the “Economic Benchmarking” maps located in Appendix H.

ADDITIONAL ECONOMIC BENEFITS OF THE COLORADO FRONT RANGE TRAIL

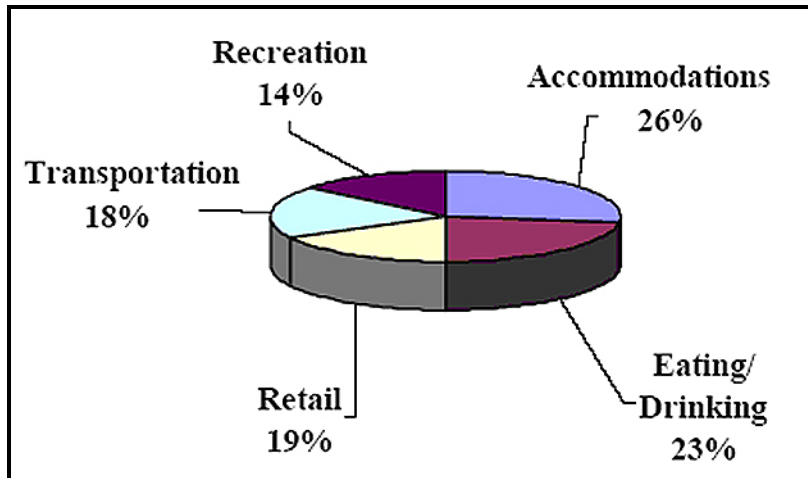
Colorado’s Recreation and Tourism Resources

Colorado has long been recognized as one of the premier destinations in North America for recreation and tourism. Tourism is a major economic generator for the state, with 28.4 million total visitors and 25.8 million domestic visitors taking overnight trips in 2004. **Figure 19** depicts Colorado tourism expenditures by type.

Tourism expenditures generated \$7.3 billion in Colorado in 2004, directly employing 138,400 residents throughout the state, making it one of the state’s largest industries. During 2004, international travelers are estimated to have spent an additional \$900 million in Colorado, increasing the volume of international travelers by 20% over 2003 figures.¹⁰

Recommendation- Due to growing ties between Colorado’s recreation opportunities and tourism revenue, it is recommended that Colorado State Parks coordinate efforts with the Colorado Tourism Office in promoting the CFRT through state, national, and international mediums.

Figure 19: Colorado Tourism Expenditures by Sector



Source: Longwoods International, Colorado Visitors Study, 2004.

Colorado State Parks

Colorado’s 41 state parks provide opportunities for boating, hiking, and such activities as wildlife watching, camping, swimming, picnicking, fishing, bicycling, skating, and climbing. Facilities are located throughout the state and range from metropolitan areas to remote

¹⁰ “Colorado Travel Year 2004.” Longwoods International, Colorado Visitors Study, 2004. Colorado Tourism Office. May, 2006. [http://www.colorado.com/docs/2004_FINAL_Longwoods_report.pdf].

wilderness areas, and attract nearly 11 million visitors per year. As depicted in **Table 28**, Colorado is ranked sixth in the nation for parks and recreation surpassing each of its neighboring states in both number and acreage of state parks. Additionally, Colorado State Parks customers spend an average of \$65.71 per vehicle per year, or nearly \$200 million annually.¹¹

Table 28: Regional State Parks Comparison

State	State Parks	Acreage
Arizona	14	32,020
Colorado	41	214,245
Kansas	24	32,300
Nebraska	8	30,095
New Mexico	29	89,420
Nevada	13	69,985
Utah	36	92,718
Wyoming	11	117,592

Source: National Association of State Park Directors, 2005.

Heritage Tourism

Colorado’s Front Range features strong heritage tourism assets that provide rewarding visitor experiences to a wide range of audiences. Museums, cultural institutions, scenic byways, uninterrupted vistas, and the physical remnants of past communities – historic towns, ranches and farms, and mining worksites, railroads, and other traditional industries, as well as the silent remains of ancient societies – are offered up and down the Front Range and provide trail users with access to Colorado’s heritage.

Heritage travelers make up a significant share of Colorado’s visitors, accounting for 38% of all overnight pleasure trips. Heritage assets deliver both direct and indirect economic benefits. Heritage-motivated tourists, who spend about 22% more per person, per trip than other leisure visitors, function as an export industry by bringing in outside dollars that circulate throughout the economy, create jobs, and generate local and state tax revenues.¹²

Following is a list of the heritage and history sites along the CFRT. Please note that this list may not be comprehensive and was based on the information gathered by the Consultant Team and provided in the *Colorado Front Range Trail History Project*, a project of the Colorado Historical Society.¹³

¹¹ “Colorado State Parks 5-Year Strategic Plan 2005-2009” [Colorado State Parks](http://www.parks.state.co.us/Strategic_Plan/StrategicPlan.pdf#search=%22Colorado%20State%20Parks%20Strategic%20Plan%202005-2009%22), November, 2005. [http://www.parks.state.co.us/Strategic_Plan/StrategicPlan.pdf#search=%22Colorado%20State%20Parks%20Strategic%20Plan%202005-2009%22].

¹² “A Strategic Plan for Colorado Heritage Tourism Enhancement,” Colorado Heritage Tourism, Colorado Tourism Office. March, 2006. [http://www.colorado.com/docs/ColoradoHeritageTourismFINALREPORT030106.pdf].

¹³ Labode, Modupe. “Front Range History Project,” [Colorado Historic Society](#). Final Presentation to Colorado State Parks (March, 2006) 12-63.

CFRT History Sites:

- A.R. Mitchell Memorial Museum and Gallery
- Adams County Fairground and Museum
- Atchison, Topeka & Santa Fe depot (relocated)
- Ben Quick Ranch and Fort
- Benjamin Hammer House
- Broadmoor Hotel
- Castle Rock Depot
- Castlewood Dam
- Chautauqua Park
- Cherokee Castle and Ranch
- Cherokee Ranch & Castle
- Cherry Creek State Park
- Colorado Railroad Museum
- Colorado School of Mines
- Columbine Massacre Monument
- Denver & Rio Grande Depot (relocated)
- Denver Union Station
- Depot Art Center (formerly Atchison, Topeka, & Santa Fe Depot)
- Devils Head Tower
- Four Mile Historic Park
- Gates Rubber Company
- Golden Pioneer Museum
- Goodnight Loving Barn
- Great Western Sugar Company
- Huerfano Butte
- Indian Park School
- Lafayette Library Theater
- Lindenmeier Site
- Louviers Village Club
- Ludlow Massacre Monument
- National Bureau of Standards
- National Center for Atmospheric Research
- Old Firehouse No. 1 Children's Museum
- REI Denver Flagship Store (previously 1901 Denver Tramway Bldg)
- Riverfront Center (former site of Rough and Ready Mill)
- Rocky Flats Cold War Museum
- Rocky Mountain Arsenal
- Rocky Mountain Arsenal National Wildlife Refuge
- Ruth Memorial Methodist Episcopal Church
- Trinidad History Museum
- University of Colorado - Old Main Building

Economic Impact of Recreation Activities in Colorado

Although there are not economic studies for all of the recreation activities associated with the CFRT, it is important to recognize the economic impact that these activities have on the state of Colorado and the communities through which the trail runs. Some of these activities include running, hiking, and wildlife watching, to name a few.

A 2006 report by *Outdoor Industry Foundation, Southwick Associates, and Harris Interactive* details the enormous impact of outdoor recreation on the nation's economy. According to the study, active outdoor recreation contributes a total of \$730 billion annually, supporting 6.5 million jobs (1 in 20 U.S. jobs), generating \$88 billion in federal and state tax revenue and stimulating 8% of all consumer spending. This outdoor recreation economy is fueled by the more than three-quarters of Americans who participate in bicycling, camping, fishing, hunting, paddling, hiking, snow sports, and wildlife viewing activities.¹⁴ Specific to our state, according to the Outdoor Industry Association, Coloradans spent \$200 million in 2004 on outdoor gear, apparel, and footwear.¹⁵

Recommendation – Colorado State Parks should continue to gather economic impact data, as this information becomes available through studies specific to various CFRT trail-related activities.

Economic Impact of Bicycling in Colorado

By conducting surveys of bicycle manufacturers, retail shops, ski resorts, and other bicycle-related organizations and Colorado households, the Colorado Department of Transportation (CDOT) contracted with the Center for Research in Economic and Social Policy (CRESP) at the University of Colorado, Denver to assess the impact of bicycling in Colorado in the form of expenditures, production, jobs, income, and tax revenues.¹⁶ Some of the major findings from this study are as follows:

- *Manufacturing*
 - Total annual revenue - \$763 million
 - 513 full-time employees
 - Annual payroll - \$18.1 million
 - Average salary - \$35,326

- *Retail*
 - Total annual sales and service revenue - \$200 million
 - \$120 million on new bicycles
 - \$55 million on bicycling accessories
 - \$25 million on repair and maintenance
 - 700 full-time employees
 - Annual payroll - \$16 million

¹⁴ "The Active Outdoor Recreation Economy." [OIA Press Releases](http://www.outdoorindustry.org/press.oia.php?news_id=2175&sort_year=2006). Outdoor Industry Association. August, 2006. [http://www.outdoorindustry.org/press.oia.php?news_id=2175&sort_year=2006].

¹⁵ "Outdoor Recreation Participation & Spending Study, A State-by-State Perspective." [OIA Research and Resources Archive](http://www.outdoorindustry.org/State_by_State_Study.pdf). Outdoor Industry Association. February, 2006. [http://www.outdoorindustry.org/State_by_State_Study.pdf].

¹⁶ "The Economic Impact of Bicycling in Colorado" Colorado [Department of Transportation](http://www.americantrails.org/resources/economics/docs/CObikeEcon.pdf), (Center for Research in Economic and Social Policy, 1999) [http://www.americantrails.org/resources/economics/docs/CObikeEcon.pdf].

- Average salary not available in report
- *Bike Shops*
 - Total annual sales and service revenue - \$80 million
 - Total annual bicycle rental revenue - \$1 million
 - 448 full-time employees
 - Annual payroll - \$11 million
 - Average salary - \$25,000
- *Total Economic Impact from Bicycling in Colorado*
Over \$1 billion annually

Economic Impact of the Colorado Horse Industry

The horse industry is a important part of national, state, and local economies, especially those communities along the CFRT that provide multi-purpose trail opportunities, including those for equestrian users. The horse industry is comprised of a wide variety of interests including agriculture, business, sport, entertainment, and recreation. An economic study conducted by Deloitte Consulting LLP for the American Horse Council Foundation in 2005¹⁷ validates that the horse industry is an economically significant industry. The following are some of the key findings of the report, specific to the horse industry's economic impact on the State of Colorado:

- The Colorado horse industry produces goods and services valued at \$956 million annually.
- The national industry has a \$1.6 billion impact on the Colorado economy when the multiplier effect of spending by industry suppliers and employees is taken into account. Accounting for off-site spending of spectators would result in an even higher figure.
- 102,400 Coloradans are involved in the industry as horse owners, service providers, employees, and volunteers. Even more participate as spectators.
- The Colorado horse industry directly provides 5,800 full-time equivalent (FTE) jobs. Spending by suppliers and employees (in Colorado and other states) generates 21,300 additional jobs in Colorado.

Commercial and Residential Development Resulting from Trails

The following are a few examples of the creation of jobs and businesses resulting from trail development from around the country:

After just one season, 61 businesses located along the 35-mile-long Missouri River State Trail reported that the trail was having a positive effect on their businesses. Eleven of the businesses reported that the Missouri River State Trail had strongly influenced their decision to establish

¹⁷ "Economic Impact of the Colorado Horse Industry," American Horse Council. (Deloitte Consulting LLP, 2005) [<http://www.horsecouncil.org/statistics.htm>].

their business, and 17 retailers (28%) had increased the size of their investment since the trail had opened.¹⁸

The Monon Trail project started in Indianapolis with a \$6 million rails-to-trails development on its stretch of the rail line, a pedestrian thoroughfare through downtown. By spending \$3 million to extend the Monon Trail, Carmel has drawn the crowds and economic development that the Monon brought to places like Broad Ripple and Nora, helping to fuel a redevelopment boom in its aging downtown. North of Carmel, the town of Westfield continues to prepare for a seven-mile extension from the trailhead due to user demands.¹⁹

Impacts on Property Values

Trails have become increasingly common in residential neighborhoods. Development plans for homes, apartments, and townhouses often include footpaths to enhance recreational opportunities and property values. Real estate agents regard urban trails as amenities that help to attract buyers and to sell property. Trails are considered lifestyle enhancements and are usually included in the sales package for a property.

In a survey of metro-Denver real estate agents, 73% of the agents believed that a home near a trail would be easier to sell. A survey of homeowners living next to a trail showed 29% felt that their property value would increase and 57% felt that their home would sell more quickly because of the trailside location. Furthermore, 29% were influenced by the proximity of a trail in buying their home, and 17% of renters were influenced by the presence of a trail.

Studies in other regions have substantiated the Denver findings. For example, Seattle's Burke-Gilman Trail has increased the value of homes near the trail by 6.5%. In another study of two rail-trails in Minnesota, 87% of landowners surveyed believed the trails had no negative impact on the value of their property.

A survey of property values near greenbelts in Boulder, Colorado noted that housing prices declined an average of \$4.20 for each foot of distance away from a greenbelt, for up to two-thirds of a mile. In one neighborhood, this figure was \$10.20 per foot. The same study concluded that the average value of a home next to the greenbelt would be 32% higher than the same property 3,200 feet from the greenbelt.²⁰

Impacts of Transportation and Road Congestion

Americans spend tens of millions of dollars purchasing, operating, and maintaining automobiles. Road and highway building and maintenance, oil production, and environmental damage add to the tab. The average car costs about \$3,000 per year to operate, plus up to \$2,000 for gasoline.

Yet studies indicate that 50% of all car excursions are less than three miles, a distance that could easily be walked or biked. By using neighborhood trails for transportation, these commuters

¹⁸ Flannery, William. "How's Business on the Katy Trail?" *St. Louis Post Dispatch - Reprinted: Economic Impact of Trails*. American Trails, 2001. [<http://www.americantrails.org/resources/economics/EconKatyTrBusiness.html>].

¹⁹ Ruthhart, Bill and Cathy Kightlinger. "The Monon Trail Stays on the Move." *Indystar.com*. The Indianapolis Star (May 21, 2005). [http://www.biketraffic.org/southland/cal-sag/monon_on_the_move_IndyStar.pdf].

²⁰ "The Economic Benefits of Trails" *American Hiking Society*, February, 2006. [<http://www.americantrails.org/pdf/econAHS.pdf>].

are saving between five to 22 cents per automobile mile. Using human-powered transportation could result in a savings of \$17.9 billion, motor vehicle miles, seven billion gallons of gas, and \$9.5 million tons of exhaust emissions annually.²¹

Environmental Impacts

According to the US Department of Transportation, in the early 1970s, the Denver, CO, metropolitan area failed to comply with air quality standards for carbon monoxide, PM10 (particles with diameters of 10 micrometers or less), and ozone. The carbon monoxide problem was so severe that the area violated the standard more than 130 times a year. However, Denver air quality improved from 1990 to 1999 with carbon monoxide concentrations decreasing 44%, PM10 concentrations decreasing 15-17%, and ozone concentrations decreasing 12%. In 2001, because of these improvements, EPA redesignated the region as having attained acceptable standards for both carbon monoxide and ozone.²²

Although air quality is still a matter of concern in Colorado's major metropolitan areas, regional and state transportation planning has incorporated efforts to improve air quality and has made great strides. Bicycling and walking, through trail use, are the two major non-fuel-consuming, non-polluting forms of transportation in the United States. Millions of Americans ride bicycles or walk for a wide variety of purposes, such as commuting to work, as part of their job, for personal business such as shopping and visiting, and for pleasure and recreation. For many of these citizens, bicycling and walking are an important, and in some cases the primary means of transportation.

The greatest environmental benefit of bicycling and walking is that they provide an alternative to using fossil fuels. Bicycling and walking do not contribute to the environmental damage that result from extracting, transporting, processing, and burning petroleum or other fossil fuels.²³

Health Benefits

A 2004 study, featured in the *Health Promotion Practice Journal*, quantifies the benefits of money spent on trail development from a health standpoint. The conclusion of this study is that for every \$1 spent on trails, \$2.94 of public health benefits is produced because of reduced healthcare expenses resulting from inactivity.

"Every \$1 investment in trails for physical activity led to \$2.94 in direct medical benefit."

-- Health Promotion Practice, 2005

From a public health perspective, a cost-benefit analysis of using bike/pedestrian trails in Lincoln, Nebraska, to reduce health care costs associated with inactivity, was conducted. Data was obtained from the city's *1998 Recreational Trails Census Report* and academic literature. Per capita annual cost of

²¹ "The Economic Benefits of Trails" *American Hiking Society*, February, 2006. [<http://www.americantrails.org/pdf/econAHS.pdf>].

²² Jensen, Gary. "Air Quality and Transportation." *Public Roads*. US Department of Transportation. July/August, 2003. [<http://www.tfhr.gov/pubrds/03jul/10.htm>].

²³ "The Environmental Benefits Of Bicycling And Walking," *National Bicycling and Walking Study*, Federal Highway Administration (1993) [www.bikewalk.org/assets/pdf/CASE15.PDF].

using the trails was \$209.28 (\$59.28 for construction and maintenance, \$150.00 for equipment and travel). Per capita annual direct medical benefit of using the trails was \$564.41.²⁴

The positive cost-benefit of recreation was also demonstrated in a National Park Service study which compared people who have sedentary lifestyles to those who exercise regularly. The exercisers filed 14% fewer healthcare claims, spent 30% fewer days in the hospital, and had 41% fewer claims greater than \$5,000. For example, 1.5 million fractures each year associated with osteoporosis resulted in \$6 billion in medical care costs. Through exercise such as hiking, bones actually gain mass, slowing the process of osteoporosis, which in turn could lead to fewer fractures and much lower medical costs. The anticipated national benefits of increased participation in physical fitness include reductions in both the direct and indirect costs of illness and disease, improvement in lifestyle, and a reduction in geriatric costs.²⁵

Community Quality of Life Benefits

Because of their linear design, trails act as a meeting place for the community. Trails foster community involvement, and corresponding pride, in addition to providing an opportunity to interact with people of varying backgrounds, and experiences. Trails and greenways located close to one's home also contribute to the quality of life in a community because they are accessible to all income groups. Trails can be easily used as a route to the corner store, or to commute to work or school, and will rapidly become part of community life. Common trail activities such as walking, bicycling, and cross-country skiing are all relatively inexpensive, unorganized activities, providing accessible recreation opportunities.²⁶

A trail or greenway can help support local businesses by purchasing supplies and services. Jobs created by the managing agency may also help increase local employment opportunities. The quality of life of a community is an increasingly important factor in corporate relocation decisions. Trails and greenways are often cited as important contributors to quality of life and to the desirability of a community. Trails and greenways also have been shown to influence the relocation of businesses.²⁷

Recommendation – Colorado State Parks and other CFRT partners should share any calculations of economic impacts and additional benefits of the CFRT with the members of the CFRT Development Council, especially the local managing agencies working to develop the CFRT in their communities. These agencies should be encouraged to use this information to gain support and alternative funding at the local level.

²⁴ Wang, Guijing et al., "A Cost-Benefit Analysis Of Physical Activity Using Bike/Pedestrian Trail" Health Promotion Practice, 2005; 6.2: 174-179.

²⁵ "The Economic Benefits of Trails" American Hiking Society, February, 2006. [<http://www.americantrails.org/pdf/econAHS.pdf>].

²⁶ "The Social, Health and Heritage Benefits of Trails," American Trails, 1992. [[http://www.americantrails.org/pdf/BenGo4green.pdf#search=%22The%20Social%2C%20Health%20and%20Heritage%20Benefits%20of%20Trails%20\(American%20Trails\)%2C%201992%22](http://www.americantrails.org/pdf/BenGo4green.pdf#search=%22The%20Social%2C%20Health%20and%20Heritage%20Benefits%20of%20Trails%20(American%20Trails)%2C%201992%22)].

²⁷ "The Economic Benefits of Trails" American Hiking Society, February, 2006. [<http://www.americantrails.org/pdf/econAHS.pdf>].

Marketing Strategies

OVERVIEW

The CFRT Project Team worked with the CFRT Development Council to create a comprehensive list of marketing targets and strategies, as well as current and potential partners and funding sources. This inventory was created by the CFRT Development Council through a public input process at the first quarterly meeting. Upon review of the brainstorming session results, it was apparent that the marketing strategies and targets identified in the *CFRT Marketing Plan* needed to be separated into two categories, those used for development of the CFRT and those used for promotion of the CFRT. However, it is important to note that these lists are not mutually exclusive and may sometimes be used for both purposes. Highlights are depicted in **Table 29**. For the complete listing of the results of the brainstorming session with the CFRT Development Council, please review Appendix I. The following are the general classifications of marketing targets, strategies, and partners that resulted through the brainstorming process.

Table 29: Marketing Targets, Strategies, and Potential Partners

Marketing Targets	
Development	Government agencies (federal, state, and local)
	Nonprofits and volunteer organizations
	Private corporations
	Travel and tourism industry
Promotion	Recreation participants
	Youth and educational institutions
	Retail industry
	Health industry
Marketing Strategies	
Special Events	Fun runs, walks, bike rides, and cultural events
Collaborative Efforts	Partnerships, cross-marketing, and volunteer efforts
Education	Health, environmental, and youth
Materials and Promotions	Maps, websites, and magazines
Potential Partners	
Funding	Foundations supportive of trails
	Government agencies
	Corporations
Promotion	Recreation user groups
	Health groups
	Real estate groups

FUTURE POTENTIAL TRAIL USERS

The CFRT Development Council strongly expressed the need and desire to introduce current non-users to the wide-variety of activities and benefits that can be provided by the development and promotion of the CFRT in local communities. One of the highest priority groups identified among the non-user category was youth. The importance of introducing youth to the health, quality of life, and community benefits at an early age, will not only promote the future support of the CFRT but will also provide for the long-term well being of Colorado's residents and communities. The following is one example program that can be used for the development and promotion of the CFRT to current non-users.

Programs to Help Americans Get Active

The Outdoor Industry Foundation (OIF) has compiled a searchable database of more than 100 national, regional, and local outreach programs working to get America active. Based on extensive research and discussion, it is understood that getting Americans involved in active outdoor recreation at a young age is imperative to providing for long-term health and activity. Furthermore, mentoring youth is key to developing life-long outdoor enthusiasts. The programs' focus areas include: youth, outdoor activities, mentoring, females, ethnic diversity, low-income, and special needs populations. Local CFRT managing trail agencies and advocates are encouraged to use this database to identify:

- Potential local partners and programs
- Volunteer opportunities
- Organizations seeking support, in-kind or monetary donations
- Programs for children and other recreation users
- Marketing opportunities

This resource is not exhaustive and will be continually updated and enhanced. To recommend an outreach program or partner for inclusion, please contact the Outdoor Industry Foundation.²⁸

CFRT COMMUNICATION MEDIUMS AND MARKETING TACTICS

There are a wide-variety of marketing opportunities and mediums for state and local trail promotions. The following descriptions of state tourism marketing opportunities are not an exhaustive list and are intended to highlight some potential examples of key marketing resources. These include cost-effective marketing opportunities, such as:

- CFRT Quarterly Newsletter - for stakeholder engagement and for promotional goals (already established)
- CFRT website - development and continued maintenance of the website as an information source providing trail maps for various trail users and trail planners, a message board for stakeholders, sign-up for the list serve (all currently in progress)
- Links to the CFRT website on partner organizations' websites
- Engagement of elected officials - participation in ribbon cutting ceremonies, photo opportunities at trail events, and incorporating their participation in newspaper articles
- Press Releases, newspaper articles - to create visibility for the project

²⁸ "Getting Americans Active," OIF Resources. Outdoor Industry Foundation. May, 2006. [www.outdoorindustryfoundation.org/programsearch.php].

A few examples of more resource-intensive, yet effective, marketing opportunities include:

- Development and distribution of a CFRT Guide
- Paid advertising with recreation-based retail outlets, online media, and magazines
- Comprehensive schedule of trail events – fun runs, competitions, parades, tours, interpretive programs.
- Public Service Announcements (PSAs) – media outlets and promotions

Recommendation –Colorado State Parks should continue the already established marketing strategies and purposefully implement those approaches listed above that will most cost-effectively promote the CFRT.

Local Marketing Opportunities

CFRT Development Council Members and managing agencies have a wide variety of local marketing opportunities available to them. These opportunities include free media coverage, government and nonprofit websites and links, promotion of events associated with the local and regional segments of the trail, as well as paid advertising opportunities, to name a few. It will be important for local and regional agencies and organizations to identify those opportunities that most effectively reach their target markets, as well as fit within their existing budgets.

Recommendation – It is recommended that local and regional managing agencies and organizations strategically identify cost-effective marketing opportunities to promote that specific trail segment. Secondly, Colorado State Parks would like to encourage these agencies and organizations to associate and promote the primary segment as a part of the CFRT.

In addition, accurate signage information would be helpful in determining the visibility and awareness of the trail throughout the state. Colorado State Parks has put forward a strong effort to make the signs available to groups across the state.

Recommendation – Efforts to make CFRT signage available should be continued and increased in order to promote visibility of the CFRT, especially in high population and high trail use areas. It is suggested that all new signs include the CFRT website.

Recommendation - It is suggested that State Parks begin tracking CFRT signage, such as managing agency and exact location of newly placed signs, in order to help evaluate the effectiveness of the program.

State, National, and International Marketing Opportunities

The following marketing opportunities and mediums are potential strategies and mediums that can be applied to reach the previously listed marketing segments. There are a wide variety of public, private, and nonprofit organizations that provide a plethora of both paid and free marketing opportunities. These can strategically be used to reach different markets, based on intended audiences and budget considerations. For the purposes of this report, so as to not promote one private organization over another, only public agency opportunities will be listed.

State Tourism Marketing Opportunities

The **Colorado Tourism Office (CTO)** spends millions each year on a targeted marketing campaign that drives potential visitors to call 1-800-COLORADO or visit the web site at www.colorado.com. The resources provided by the CTO are strong mediums for Colorado State Parks and local agencies managing sections of the CFRT to investigate and attract recreation vacation and trail users from across the state.

The *Official State Vacation Guide* is the most requested visitor publication in the State of Colorado. More than 1.5 million travelers use the guide to make decisions on where to stay, dine, shop, and play. The total circulation of the Guide is 550,000 annually. CTO receives 300,000 direct requests from 1-800-COLORADO and through www.colorado.com.²⁹ Additionally, 250,000 copies of the guide are distributed to:

- Denver International Airport
- Colorado Welcome Centers
- Colorado Chamber of Commerce
- Convention & Visitors Bureau
- Colorado Resort Associations
- Virtual guide available on Colorado.com

The Colorado Tourism Office is sponsoring a new program, the **Colorado Welcome Center Transparency Space Lease Program**, which could be used by Colorado State Parks and local CFRT managing agencies to market recreation opportunities and destinations at any of the eight Colorado Welcome Centers. The CTO will begin leasing large format, back-lit advertising panels that will be displayed on the walls in the Welcome Centers. This program allows organizations and agencies to feature these opportunities and reach visitors directly while they are looking for things to do and places to stay in Colorado.³⁰

National Marketing Opportunities

There are an extensive number of national marketing opportunities and mediums. Colorado State Parks should work to establish relationships with a wide-variety of national media sources, such as online outdoor recreation guides and in-print magazines, to provide information about trail events and opportunities for potential newsletter articles, or by purchasing advertising space to market the CFRT as a national destination and recreation opportunity.

International Marketing Opportunity

The Colorado Tourism Office produces the **Colorado International Travel Guide** ("Guides") (to initially be published in the fall of 2006). The Guides are the primary consumer and travel marketing mechanism in key international markets. Guides are distributed at consumer and

²⁹ "Ride the Momentum of Colorado Tourism," Colorado State Vacation Guide. Colorado Tourism Office. May, 2006. [<http://www.colorado.com/docs/ColoradoOneSheet.pdf>].

³⁰ "Colorado Welcome Center Transparency Space Lease Program," Colorado Tourism Office. May, 2006. [<http://www.colorado.com/docs/TransparencyBrochure.pdf>].

trade shows in target markets such as the UK, Germany, France and Mexico.³¹ Colorado State Parks should submit several CFRT trail destinations and recommended travel itineraries to be placed in the Guides.

Recommendation – Colorado State Parks should implement a retail and print media marketing campaign in 2007-2009. This campaign should strategically advertise with outdoor recreation retailers, through established recreation user groups, and through previously mentioned mediums to specific age and interest groups.

POTENTIAL CFRT MARKETING BRANDS AND THEMES

The CFRT is an unprecedented project bringing together over 70 jurisdictions, more than 500 stakeholders, and representatives of a wide variety of recreation, economic, and environmental interests. As the project progresses, it should be recognized that this effort is not only building over 877 miles of trail, it is investing in the health and recreation opportunities, and quality of life of current and future Coloradans.

In most cases, the surface of the trail that runs near or through each community will be the primary determinant of the types of users it will draw. For example, an asphalt trail will be attractive to inline skaters, walkers, and runners, but is unattractive to mountain bikers. Additionally, depending on the different types of trail amenities, landscapes, recreation, and cultural opportunities, Colorado State Parks and the managing agencies of the trail will need to use various marketing “brands” or themes to promote the CFRT. The following are some potential slogans that could be used for branding and marketing the trail.

- **Recreation**
“The Colorado Front Range Trail – 850 Miles of Fun for Everyone”
- **Tourism**
“The Colorado Front Range Trail – Leading You to Colorado’s Treasures”
- **Health**
“The Colorado Front Range Trail – Our Path to a Healthier Colorado”
- **Cultural Heritage**
“The Colorado Front Range Trail – Come Live the Legacy”
- **Communities**
“The Colorado Front Range Trail – Connecting Colorado Communities”

Recommendation – The retail and print-media marketing campaign should strategically employ the above mentioned marketing slogans for different market segments.

³¹ “Request for Proposals 2007 International Travel Guides,” Colorado Tourism Office. April, 2006. [<http://www.colorado.com/docs/FINAL2007GuidesRFP.pdf>].

Desired Outcomes and Marketing Objectives

The purpose of the *CFRT Marketing Plan* is to introduce effective marketing targets and strategies for the development and promotion of the CFRT. The following are key goals, objectives, and evaluation criteria that can be used by Colorado State Parks and CFRT partners to assess the effectiveness of the *CFRT Marketing Plan*.

GOALS

- Increase visibility of the CFRT and Colorado State Parks
- Increase CFRT trail use
- Boost economic benefits to Front Range communities
- Increase Colorado recreation and heritage tourism revenue
- Promote the health and quality of life of Colorado residents and tourists
- Promote partnerships for the development of the CFRT

OBJECTIVES

- Create an identifiable CFRT marketing brand/theme(s)
- Establish collaborative marketing efforts
- Establish a tracking system for trail use and associated spending
- Track economic growth and development of identified “benchmark” communities along the CFRT
- Monitor Colorado recreation and heritage tourism annual revenue
- Monitor annual statistics of the health and obesity levels of Coloradans

EVALUATION CRITERIA

A. Measures of performance

- Number of CFRT materials and publications distributed
- Number of media “hits”
- Number of CFRT website “hits”
- Number of CFRT special events and the attendance

B. Monitoring and evaluating performance (annually)

- Trail use numbers within each managing jurisdiction
- Economic impact of trail use
- Colorado tourism revenue
- Trail amenity development (restaurants, lodging, recreation opportunities, and recreation retail and bike shops) of three “benchmarking” communities (Ft. Lupton, Monument, and Walsenburg). Please view the Economic Benchmarking Maps located in Appendix H.

Recommendation - Colorado State Parks and various CFRT partners should use the goals, objectives, and evaluation criteria outlined in the Marketing Plan to track the implementation and effectiveness of the *CFRT Marketing Plan* on an annual basis.

CFRT Projected Marketing Costs

Table 30: Projected Marketing Costs

Marketing Materials, Promotions, and Advertisements	Estimated Costs	Timeframe
Quarterly newsletter production and distribution	\$1,000	2006-2010
Website creation and maintenance	\$5,500	2006-2010
CFRT guide production and distribution	\$2,000	2007-2008
Retail and print media advertising campaign	\$10,000	2007-2009
Public service announcements	\$3,000	2007-2010
Local special events support	\$7,000	2007-2010
TOTAL CFRT MARKETING COSTS	\$28,500	2006-2010

Recommendation - Colorado State Parks should allocate approximately \$28,500 for 2006-2010 for the implementation of the *CFRT Marketing Plan*, for items as shown in **Table 30**. If the allocation of this total amount is not possible, Colorado State Parks should strategically identify the recommendations from this Marketing Plan that can be implemented and prioritize funding for those purposes. The allocation of these funds should be tracked for every marketing material, promotion, and advertisement.

Table 31 provides an overview of the primary recommendations for the *CFRT Marketing Plan* and the priority associated with taking each action, which was determined by the consultants based on marketing expertise and discussions with State Parks staff and the CFRT Development Council members. The priority level associated with each recommendation indicates the urgency for implementation and was determined by the Consultant Team, based on information gathered from the Project Team and the Development Council.

Table 31: CFRT Marketing Plan Recommendations

CFRT Marketing Plan Recommendations	Priority (High, Medium, Low)
Allocate funding as outlined in the <i>CFRT Marketing Plan Budget</i> for 2006-2010	High
Continue to implement the CFRT marketing strategies already in place (i.e.- quarterly newsletter, website, etc.)	High
Develop and administer a CFRT user survey to establish direct economic impacts and spending	High
Encourage local managing agencies to use the economic impacts and additional benefits of the CFRT detailed in the plan to gain local support and alternative funding	High
Implement a CFRT retail and print media marketing campaign	High
Market to growth “hot spots”	High
Track Colorado trail activity demands and trends- support “trail counters” at the local level	High

CFRT Marketing Plan Recommendations	Priority (High, Medium, Low)
Annually update economic development benchmarking communities	High
Update demographic and population numbers every two years	High
Promote visibility of CFRT through signage	High
Coordinate state, national and international efforts with the Colorado Tourism Office	High
Annually track implementation and effectiveness of the plan using the goals, objectives, and evaluation criteria implementation	High
Share economic impact calculations and benefits with CFRT Development Council	High
Continue to gather economic impact data for various CFRT trail-related activities	Medium
Track locations and managing agencies of newly placed CFRT signs	Medium
Identify cost-effective marketing opportunities to promote specific trail segments	Medium
Strategically implement additional, cost-effective strategies in the plan	Medium
Strategically market to adults 55 and older	Medium

CFRT FINANCIAL STRATEGY

Overview

This *Financial Strategy* examines estimated costs, historical and current funding, allocation strategies, and funding alternatives that will ensure the successful implementation of the Colorado Front Range Trail (CFRT). The *Financial Strategy* also provides recommended changes to administrative processes that are designed to maximize financial and human resources and assist with the management and organization of the project. While portions of the CFRT have been historically funded through Colorado State Trails Program grants and other local funding sources, additional allocation strategies and funding alternatives must be pursued due to local government funding shortfalls and declining Land and Water Conservation Fund (LWCF) appropriations.

Information presented in the *Financial Strategy* is primarily based on survey responses gathered between October 2005 and March 2006 that oversee segments of the CFRT. (All 35 managing agencies were invited to participate in the survey; 29 of those agencies responded). Managing agencies included representatives of rural, suburban, and urban agencies that represented a wide range of trail segments along the CFRT. Survey responses provided a wide range of financial information related to the construction, operation, and maintenance of the CFRT. Additional information on cost estimates, funding sources, and annual maintenance expenses were gathered on constructed, planned, and envisioned parts of the CFRT.

Financial Assumptions

The cost estimates provided in the *Financial Strategy* are based on interviews with the managing agencies and input provided by Design Concepts, a member of the CRFT Plan Consulting Team. Estimates are not considered exact and are based on the value of a dollar in 2006. Future values do not reflect inflation costs associated with increasing costs of supplies and labor. Trail construction costs can vary greatly depending on existing land conditions, trail surface type, type of use, and many other factors. Therefore, this cost analysis is approximate and a detailed construction estimate should be performed prior to building any CFRT trail segment. For additional details on how these assumptions were calculated, refer to Appendix J: Methodology for Calculating Financial Assumptions.

The total estimated cost of constructing the 876 miles of the CFRT is approximately \$273 million, based on 2006 dollars as shown in **Tables 32-37**. Approximately \$79 million has already been devoted to building the existing 295 miles of the CFRT. Completing the remaining 581 planned and envisioned miles is expected to cost \$157 million (sum of totals in **Table 36 and 37**). The anticipated annual operation and maintenance cost of the entire CFRT is expected to cost between \$5.3 and \$8.8 million.

Though these costs are considerable, they should be evaluated in conjunction with the estimated \$1.3 billion to \$2 billion of economic benefit anticipated over the next 25 years. (For more information on the economic impact of the CFRT, refer to the *Marketing Strategy*.)

The average construction costs for completing the 64 miles of Priority Segments where the surface type is known is between \$12.8 – 17.4 million (**Table 37**). Constructing the nearly 107 miles of Priority Segments where the surface type is not yet determined or known is estimated to be approximately \$29.3 million (based on 2006 dollars) (**Table 40**).

Five full-service trailheads with amenities such as horse trailer parking, restrooms, and water fountains are also planned with an anticipated total cost of \$780,000 according to the managing agencies (**Table 33**). This amount is already accounted for in the estimated trail construction cost.

Though extensive information was gathered from surveying the managing agencies, projected acquisition costs could not be determined. Costs associated with acquiring the land for the trail segments were difficult to estimate because often land may be partially or completely donated by landowners. An estimation of total acquisition costs could not be made because land values vary greatly by geographic area and can change drastically from year-to-year.

CONSTRUCTION COSTS

In **Tables 34 - 37**, construction costs are broken down by surface type and section for existing trail and planned and envisioned trail. These estimates assume that hard surface trails such as asphalt or concrete greenway trails cost about \$300,000 - \$350,000 per mile to construct (including wayside amenities such as benches and full service trailheads). Soft surface trails were estimated to cost about \$75,000 - \$175,000 per mile. These assumptions were then multiplied by the number of miles per surface type for each section. These assumptions do not account for additional costs associated with constructing the trail such as land surveys, acquisition, and environmental clearances. Though trailhead construction costs can also vary, an average of \$300,000 - \$350,000 was used for full-service sites that include restrooms, water fountains, and parking, and is included in the estimated trail construction costs.

Trailheads

Tables 32 and 33 show the estimated total cost of existing and planned trailheads for the CFRT is \$36.9 million. Existing trailhead numbers were gathered during the development of the CFRT Database and verified through the survey of managing agencies. This number is not comprehensive and serves only as an estimate. In addition, the cost of trailheads can vary greatly depending on the level of services provided, geographic location, condition of the area, etc. In some instances, these trailheads are part of existing infrastructure such as a recreation center or school; therefore, the original trailhead was likely less expensive than today's \$300,000 - \$350,000 estimate for a full service trailhead. In addition, these estimated construction costs are based on 2006 dollars while many trailheads were constructed in the 1990's and costs have not been adjusted for inflation.

Table 32: Existing Trailheads

Section	Number of Existing Trailheads	Estimated Cost of Construction (\$300,000-\$350,000/each)	Average Cost
North	32	\$9,600,000-\$11,200,000	\$10,400,000
Middle	60	\$18,000,000-\$21,000,000	\$19,500,000
South	19	\$5,700,000-\$6,650,000	\$6,175,000
Total Estimated Cost for the CFRT	111	\$33,300,000-\$38,850,000	\$36,075,000

Table 33: Planned and Envisioned Trailheads

Section	Number of Planned/Envisioned Trailheads	Estimated Cost of Construction (According to Managing Jurisdictions)	Details
North	4	\$280,000	Improvements to existing trailheads
Middle	1	\$500,000	Includes picnic area, restrooms, bus parking
South	0	N/A*	No trailheads planned at time of survey
Total Estimated Cost for the CFRT	5	\$780,000	

*N/A represents "Not Applicable"

Existing Trail Segments

Table 34 depicts construction cost estimates for the existing trail based on known surface types. Table 35 depicts construction cost estimates for existing trail where the surface types are unknown, making assumptions about trail surface. This analysis is provided in order to determine the probable cost of the existing trail.

Table 34: Construction Cost Estimates for Existing Trail Segments (*Known* Surface Types)

Section	Miles of Hard Surface	Estimated Construction Cost for Hard Surface (\$300,000 - \$350,000/mile)	Miles of Soft Surface	Estimated Construction Cost for Soft Surface (\$75,000 - \$175,000/mile)	Total Construction Cost (Avg. Hard + Avg. Soft Costs)
North	64.27	\$19,281,000- \$22,494,500	8.76	\$657,000- \$1,533,000	\$21,982,750
Middle	117.65	\$35,295,000- \$41,177,500	66.16	\$4,962,000- \$11,578,000	\$46,506,250
South	17.07	\$5,121,000- \$5,974,500	8.52	\$639,000- \$1,491,000	\$6,612,750
Total Estimated Cost for the CFRT	198.99	\$59,697,000- \$69,646,500	83.44	\$6,258,000- \$14,602,000	\$75,101,750

Table 35: Construction Cost Estimates for Existing Trail Segments (*Unknown* Surface Type)

Section	Miles	Estimated Construction Costs if all Undetermined Miles are Hard Surface (\$300,000 - \$350,000/mile)	Estimated Construction Costs if all Miles are Soft Surface (\$75,000 - \$175,000/mile)	Average Construction Costs (if 50% of Miles are Built as Hard Surface and 50% of miles are Soft Surface)	Construction Costs if 75% of Miles are Built as Hard Surface and 25% are Soft Surface
North	5.32	\$1,596,000- \$1,862,000	\$931,000- \$1,862,000	\$1,197,000	\$1,463,000
Middle	7.29	\$2,187,000- \$2,551,500	\$1,275,750- \$2,551,500	\$1,640,250	\$2,004,750
South	0	\$0	\$0	\$0	\$0
Total Estimated Cost for the CFRT	12.61	\$3,783,000- \$4,413,500	\$2,206,750- \$4,413,500	\$2,837,250	\$3,467,750

Planned and Envisioned Trail Segments

Table 36 depicts construction cost estimates for the planned and envisioned trail based on known surface types. Table 37 depicts construction cost estimates for planned and envisioned trail where the surface types are unknown, making assumptions about trail surface. This analysis is provided in order to estimate future construction cost for completion of the CFRT.

Table 36: Construction Cost Estimates for Planned and Envisioned Trail Segments (Known Surface Type)

Section	Miles of Hard Surface	Estimated Construction Cost for Hard Surface (\$300,000 - \$350,000/mile)	Miles of Soft Surface	Estimated Construction Cost for Soft Surface (\$75,000 - \$175,000/mile)	Total Construction Cost (Avg. Hard + Avg. Soft Costs)
North	18.92	\$5,676,000- \$6,622,000	10.4	\$780,000- \$1,820,000	\$7,449,000
Middle	18.58	\$5,574,000- \$6,503,000	22.56	\$1,692,000- \$3,948,000	\$8,858,500
South	8.01	\$2,403,000- \$2,803,500	0	\$0	\$2,603,250
Total Estimated Cost for the CFRT	45.51	\$13,653,000- \$15,928,500	32.96	\$2,472,000- \$5,768,000	\$18,910,750

Table 37: Construction Cost Estimates for Planned and Envisioned Trail Segments (Unknown Surface Type)

Section	Miles	Estimated Construction Costs if all Miles are Built as Soft Surface (\$75,000 - \$175,000/mile)	Estimated Construction Costs if all Miles are Built as Hard Surface (\$300,000 - \$350,000/mile)	Average Construction Costs (If 50% of trails are Built as Hard Surface and 50% are Soft Surface)	Construction Costs if 75% of Miles are Built as Hard Surface and 25% are Soft Surface
North	155.03	\$11,627,250- \$27,130,250	\$46,509,000- \$54,260,500	\$34,881,750	\$42,633,250
Middle	16.97	\$1,272,750- \$2,969,750	\$5,091,000- \$5,939,500	\$3,818,250	\$4,666,750
South	330.99	\$24,824,250- \$57,923,250	\$99,297,000- \$115,846,500	\$74,472,750	\$91,022,250
Total Estimated Cost for the CFRT	502.99	\$37,724,250- \$88,023,250	\$150,897,000- \$176,046,500	\$113,172,750	\$138,322,250

Table 38: Incremental Estimated Construction Costs for Planned and Envisioned Trail Segments by Section

Section	Planned and Envisioned Miles	Total Estimated Construction Costs	Estimated Construction Costs 2006- 2010	Estimated Construction Costs 2010 - 2015	Estimated Construction Costs 2015 - 2020	Estimated Construction Costs 2020-2025	Estimated Construction Costs 2025-2030
North	184.35	\$50,082,250	\$10,016,450	\$10,016,450	\$10,016,450	\$10,016,450	\$10,016,450
Middle	58.11	\$13,525,250	\$2,705,050	\$2,705,050	\$2,705,050	\$2,705,050	\$2,705,050
South	339	\$93,652,500	\$18,725,100	\$18,725,100	\$18,725,100	\$18,725,100	\$18,725,100
Total Estimated Cost for the CFRT	581.46	\$157,233,000	\$31,466,600	\$31,466,600	\$31,466,600	\$31,466,600	\$31,466,600

Completing the remaining 581 miles of the CFRT is anticipated to cost approximately \$157 million, or about \$31 million for each five-year period through 2030. It should be recognized that the cost of construction will increase substantially over the estimated timeline for completion because these estimates do not account for inflation. Additional information such as estimated construction costs, funding sources, and anticipated maintenance costs for planned and envisioned segments was gathered during the survey of managing agencies. This information is organized by corridor and section and is located in **Tables 11, 13, and 15**.

Priority Segments

Construction costs for Priority Segments by section are detailed in **Tables 39 and 40**. Since these segments are considered priorities, the intention is to fund and begin construction for these 63 segments between 2006 and 2010. If undetermined surface types were combined with known surfaces, approximately \$44.4 million would be necessary to complete all Priority Segments (based on 2006 dollars) and assuming that 75% of the unknown surface types are constructed as hard surfaces and 25% soft surface.

Table 39 describes the estimated construction costs for planned and envisioned Priority Segments where the surface type has been determined. For trail segments where agencies have not yet determined which surface type will be used for planned or envisioned trail, assumptions were made. **Table 40** overviews the approximated costs of construction if all miles are constructed using either hard surface materials and soft materials, as well as an average cost if half the trail was hard surface and half the miles were soft surface, and if 75% of the planned and envisioned miles were built as hard surface and 25% built as soft surface.

Table 39: Estimated Construction Costs for Priority Segments (2006-2010) (Known Planned/Envisioned Surface Type)

Section	Miles	Estimated Construction Costs	Average Estimated Construction Costs
North – Soft Surface (\$75,000-\$175,000/mile)	5.31	\$398,014- \$928,700	\$663,357
North – Hard Surface (\$300,000 - \$350,000/mile)	17.95	\$5,386,227- \$6,283,932	\$5,835,080
Total for North Section	23.26	\$5,784,241 - \$7,212,632	\$6,498,437
Middle – Soft Surface	22.56	\$1,691,856- \$3,947,663	\$2,819,759
Middle – Hard Surface	11.63	\$3,489,960- \$4,071,619	\$3,780,790
Total for Middle Section	34.19	\$5,181,816 - \$8,019,282	\$6,600,549
South – Soft Surface	0	\$0	\$0
South – Hard Surface	6.12	\$1,834,737- \$2,140,527	\$1,987,632
Total for South Section	6.12	\$1,834,737- \$2,140,527	\$1,987,632
Soft Surface Totals	27.86	\$2,089,870- \$4,876,363	\$3,483,116
Hard Surface Totals	35.70	\$10,710,924- \$12,496,078	\$11,603,501
Total Estimated Cost for the Entire CFRT	63.57	\$12,800,794 - \$17,372,441	\$15,086,617

Table 40: Estimated Construction Costs for Priority Segments (2006-2010) (Unknown Planned/Envisioned Surface Type)

Section	Miles	Estimated Construction Costs if all Miles are Built as Soft Surface (\$75,000 - \$175,000/mile)	Estimated Construction Costs if all Miles are Built as Hard Surface (\$300,000 - \$350,000/mile)	Average Construction Costs (If 50% of Trails are Hard Surface and 50% are Soft Surface)	Construction Costs if 75% are Built as Hard Surface and 25% are Soft Surface
North	85.22	\$6,391,686- \$14,913,933	\$25,566,743- \$29,827,867	\$19,175,057	\$23,436,181
Middle	8.02	\$601,388- \$1,403,238	\$2,405,551- \$2,806,476	\$1,804,163	\$2,205,088
South	13.39	\$1,004,366- \$2,343,522	\$4,017,465- \$4,687,043	\$3,013,099	\$3,682,677
Total Estimated Cost for the CFRT	106.63	\$7,997,440- \$18,660,693	\$31,989,759- \$37,321,386	\$23,992,319	\$29,323,946

Table 41 depicts how much capital needs to be allocated to construct all 63 Priority Segments over a five-year period. Between \$7.4 and \$9.4 million is needed annually between 2006 and 2010 to accomplish the construction of the nearly 170 miles of these Priority Segments. This amount should be the minimum annual target revenue for the Colorado State Trails Program.

Table 41: Annual Estimated Cost to Construct Priority Segments (2006-2010)

	Total Cost to Construct Priority Segments	2006	2007	2008	2009	2010
Unknown Surface Type	\$23,992,319- \$29,323,946	\$4,798,464- \$5,864,789	\$4,798,464- \$5,864,789	\$4,798,464- \$5,864,789	\$4,798,464- \$5,864,789	\$4,798,464- \$5,864,789
Known Surface Type	\$12,800,794 - \$17,372,441	\$2,560,159- \$3,474,488	\$2,560,159- \$3,474,488	\$2,560,159- \$3,474,488	\$2,560,159- \$3,474,488	\$2,560,159- \$3,474,488
Total Estimated Construction Cost for Priority Segments	\$36,793,113- \$46,696,387	\$7,358,622- \$9,339,277	\$7,358,622- \$9,339,277	\$7,358,622- \$9,339,277	\$7,358,622- \$9,339,277	\$7,358,622- \$9,339,277

OPERATION AND MAINTENANCE COSTS

An estimated annual operation and maintenance cost of \$5.2 - \$8.8 million is anticipated for the entire 877 miles of existing, planned, and envisioned segments of the CFRT as shown in **Table 42**. This estimate is based on the assumption that annual operation and maintenance of both hard and soft surface trails costs between \$6,000 and \$10,000 per mile.

Table 42: Estimated Operation and Maintenance Costs for Existing, Planned, and Envisioned Trail Segments by Section

Section	Total Existing, Planned, and Envisioned Miles	Annual Operation and Maintenance Costs - Low Estimate (\$6,000/mile)	Annual Operation and Maintenance Costs - High Estimate (\$10,000/mile)	Annual Operation and Maintenance Costs - Average Estimate
North	263	\$1,578,000	\$2,630,000	\$2,104,000
Middle	249	\$1,494,000	\$2,490,000	\$1,992,000
South	365	\$2,190,000	\$3,650,000	\$2,920,000
Total Estimated Cost for the CFRT	877	\$5,262,000	\$8,770,000	\$7,016,000

CFRT Past and Present Funding

COLORADO STATE TRAILS PROGRAM FUNDING

Funding history must be evaluated when considering the cost of developing the CFRT. Since the CFRT project began in 2002, funding has primarily occurred through local government budgets with supplemental assistance from the Colorado State Trails Program. Since the Colorado State Trails Program budget directly impacts available funding for the CFRT, it is important to examine the funding trends and goals of the program.

The CFRT is a high priority special project managed by the Colorado State Trails Program, which was established in 1971 by the Recreational Trails System Act. A statewide program housed within Colorado State Parks in the Department of Natural Resources, it strives to meet the increasing demands of trail recreation in Colorado.

Grants administered through the Colorado State Trails Program are available to federal agencies, local, county, and state governments, as well as recreation districts, and non-profit organizations with management responsibilities over public lands. Entities with managing agencies over CFRT segments are eligible to apply within any of the categories and multiple grants each year. Available grants are for various trail-related projects including: trail planning, construction, reconstruction, maintenance, and enhancements to trailheads or trail equipment. **Table 43** depicts grant categories and award levels for the Colorado State Trails Program.

Table 43: Grant Categories for the Colorado State Trails Program

Grant Type	Minimum Amount Funded	Maximum Amount Funded	Grantee Match Requirement
CONSTRUCTION			
Small Grant	\$0.00	\$25,000.00	25% Match
Mid Size Grant	\$25,001.00	\$150,000.00	Equal Match
Large Grant	\$150,001.00	\$200,000.00	Equal Match
MAINTENANCE			
Small Grant	\$0.00	\$25,000.00	25% Match
Mid Size Grant	\$25,001.00	\$150,000.00	Equal Match
Large Grant	\$150,001.00	\$200,000.00	Equal Match
PLANNING			
	\$0.00	\$20,000.00	25% Match
SPECIAL PROJECTS			
	\$0.00	\$20,000.00	25% Match
EQUIPMENT			
	\$0.00	\$100,000.00	Equal Match

All grant applications are reviewed and scored by the eight members of the Colorado State Trails Committee as well as 60 to 80 outside reviewers. After a comprehensive evaluation, the Committee makes recommendations for funding to the Colorado State Parks Board and Great Outdoors Colorado (GOCO) Board for final approval.

Colorado State Trails Program grants are funded from numerous state and federal sources including the Colorado Off-Highway Vehicle Recreation Fund, Colorado Snowmobile Registration Program, GOCO, Colorado Lottery, Land and Water Conservation Fund (LWCF), and the Recreational Trails Program (RTP).

Table 44 identifies Colorado State Trails Program grant funding sources for the years 2003 to 2006. In 2006, the Colorado State Trails Program received over \$7.2 million in grant applications, while approximately \$3.3 million was awarded, which is only 46% of the amount requested. This high demand for Colorado State Trails Program financial assistance and limited resources directly affects the ability to fund and complete the Front Range Trail.

Table 44: State Trails Program Grant Funding Sources (Totals Rounded to the Nearest \$1,000)

Year	GOCO Parks	GOCO Local	RTP	LWCF	OHV (RTP and Registration)	GOCO CFRT Legacy	Total Colorado State Trails Program Revenue
2003	\$385,000	\$400,000	\$604,000	\$1,400,000	\$139,000 \$870,000	\$1,000,000	\$4,798,000
2004	\$550,000	\$400,000	\$425,000	\$1,125,000	\$110,000 \$918,000	0	\$3,528,000
2005	\$900,000	\$500,000	\$530,000	\$930,000	\$153,000 \$1,235,000	0	\$4,248,000
2006	\$500,000	\$700,000	\$200,000	\$350,000	\$90,000 \$1,500,000	0	\$3,340,000

Financial support for the CFRT is further complicated by reduced funding from local government sources. This has made the Colorado State Trails Program an increasingly important funding source for the CFRT and other recreational trail projects. Based on the increasing number of applications submitted between 2001 and 2006, grant requests are expected to continue to rise significantly in future years. By 2010, requested Colorado State Trails Program grants are anticipated to exceed \$16 million.

Through the implementation of alternative funding sources, the Colorado State Trails Program aims to considerably increase the percentage of funded grants to attempt to meet the increasing needs of local governments. The program hopes to accommodate more projects and broaden the scale of available grants, and to specifically address the capital needs of the CFRT.

The Colorado State Trails Program has identified several future goals for the next five years which will increase opportunities for planning and completing the CFRT. These goals include:

- 1) Increase the total number of grants available in each category
- 2) Increase the percentage of grants funded from about 40-50% to 60%
- 3) Create a large-scale grant category
 - Two grants: \$200,000 - \$1 million each
- 4) Create a designated category for the CFRT
 - Four grants at \$200,000 each

FUNDING FOR THE COLORADO FRONT RANGE TRAIL

Since 2002, the Colorado State Trails Program has allocated nearly \$6.7 million for 48 grants funding construction and planning of segments or linkages to the CFRT. Over \$10 million was requested to offset the total construction cost of almost \$42 million for these projects (Table 45). Colorado State Trails Program grants have accounted for 16% of the total cost of these projects with special districts, local governments, and non-profits fulfilling the remaining \$35 million (Table 45).

A total of 28 grants have been awarded to stakeholders in the North Section, 14 grants in the Middle Section, and 8 grants in the South Section. Grants total nearly \$4 million for the North Section, \$2 million in the Middle Section, and over \$0.5 million in the South Section. Another five additional grants totaling over \$466,000 were given to projects that affect all three sections of the trail. For more details about the Colorado State Trails Program grants awarded to CFRT projects, refer to Appendix K.

Table 45: CFRT Grants Awarded through the State Trails Program

Grant Year	Amount Requested	Amount Funded	Total Construction Costs	Percent Funded by the State Trails Program
2002	\$4,646,970	\$1,490,000	\$11,362,548	13%
2003	\$2,347,337	\$2,416,497	\$7,914,399	31%
2004	\$1,355,577	\$1,185,227	\$16,569,520	7%
2005	\$1,370,350	\$1,306,750	\$5,260,857	25%
2006	\$285,000	\$271,000	\$769,120	35%
Totals	\$10,005,234	\$6,669,474	\$41,876,444	16%

In 2003, a GOCO Legacy Grant was awarded to the Colorado State Trails Program for \$1 million. This grant was used to fund many of the Colorado State Trails grants related to the CFRT in the 2003 grant cycle. The seven grantees were given two to three years to complete the projects funded through the Legacy Grant. Projects from each of the three regions were funded including the Front Range History Program, the Master Plan for the CFRT south of Pueblo, and two projects on the St. Vrain Greenway.

Suggested Grant Allocation Strategies

This section provides a detailed description of suggested grant allocation strategies for the Colorado State Trails Program including the creation of a CFRT grant category as well as options for determining an appropriate division between CFRT and non-CFRT grants. As mentioned previously, CFRT funding is limited and resources must be strategically allocated. The highest priorities for grants should be the 170 miles the 63 Priority Segments identified in the *Prioritization Plan*. **Table 46** outlines suggested recommendations to revise the grants allocation process. Additional recommendations for a systematic approach for evaluating and approving CFRT grant applications are included in the CFRT Development and Grant Evaluation Methodology section of the *Prioritization Plan*.

Table 46: Recommendations for Revisions to the Colorado State Trails Program Grants Process

CFRT Financial Strategy Grant Allocation Recommendations	Priority (High, Medium, Low)
Create a CFRT grant category in the Colorado State Trails Program.	High
Determine an appropriate percentage of Colorado State Trails Program grants to allocate to CFRT projects.	High

Create a CFRT grant category in the Colorado State Trails Program

Based on input from the Steering Committee and CFRT Development Council, the CFRT grant category should be reinstated in the 2007 grant cycle. Creating a CFRT grant category should demonstrate a commitment to the project and would prevent CFRT grants from having to compete with all other applications. Funds should be distributed according to the *CFRT Prioritization Plan* and based on the recommendations provided below.

Determine the Percentage of Colorado State Trails Program Grants to Allocate to the CFRT

There are several options for determining the percentage of Colorado State Trails Program grants to be allocated to CFRT projects. Options for dividing Colorado State Trails Program grants between CFRT and non-CFRT projects are:

1. ***Population distribution-*** Over 80% of Colorado's population resides in the Front Range communities which encompass the CFRT. Grants could be divided accordingly with 80% of the Colorado State Trails Program grants designated for CFRT projects and 20% for projects not associated with the trail.
2. ***Counties containing the CFRT-*** The CFRT passes through fourteen of Colorado's 64 counties, or 22% of the total counties. Under this option, 22-25% of the total grants could be marked for the CFRT grant category.
3. ***Fixed percentage-*** The completion of the CFRT is a high priority for the Colorado State Trails Program. Program staff, in collaboration with the State Trails Committee, could apportion a percentage of total grants to accomplish the vision of the CFRT while still addressing the needs of projects across the state unrelated to the CFRT. For instance, 50% of total grants could be designated for the CFRT for at least the next four years through 2010. Based on revenue in the program between 2001 and 2006 and assuming continued consistent levels of funding, a total of approximately \$1.4 million would be awarded between 2007 and 2010 to CFRT grants (assuming half of the future grants were designated to CFRT projects).
4. ***CFRT Development Council recommendations-*** Another option for apportioning the types and amounts of CFRT grants was recommended by the CFRT Development Council during an activity conducted at a quarterly meeting. The CFRT Development Council made recommendations to establish five potential grant categories:
 - acquisition and construction,
 - essential missing links without sufficient local funding or management,
 - environmental restoration or protection,
 - planning for incomplete sections, and
 - repair and rehabilitation of existing segments.

Using these categories, CFRT Development Council members were also asked to divide and prioritize \$100 in grants according to projects they deemed most important. Their responses were totaled in **Table 47** and the highest score equals to the most important criteria. (These results are also displayed in **Table 19** in the *Prioritization Plan*).

Table 47: The CFRT Development Council’s Suggested Division of Grants

GRANT ALLOCATION	SUM	PERCENT	RANK
Acquisition and construction	1,906	40%	#1
Trail link without sufficient local funding or management	955	20%	#2
Environmental restoration or protection	797	15%	#3
Planning for incomplete sections	690	15%	#4
Repair and rehabilitation of existing segments	593	10%	#5

If funds were distributed according to this model, roughly 60% of grants would be allocated to acquisition and construction with an emphasis on “essential missing links.” Another 15% would be designated for “environmental restoration or protection” and 15% “planning,” while 10% of the total grant awards could be used for “repair and rehabilitation of existing segments” of existing segments.

Alternative Funding Strategies

One of the main principles of the CFRT project outlined in the 2003 *CFRT Corridor Plan* is “it should be funded through a variety of long-term funding sources that build upon, rather than take away from current trail funding sources. Additional sources that can be dedicated to the trail’s completion should be pursued.” In order to accomplish this, additional funding strategies are needed. Possible alternative funding strategies are provided in **Table 48**. Priorities rankings in **Tables 48 - 50** were determined by the Project Team based on information gathered through interactions with the Development Council during the planning process.

Table 48: Alternative Funding Strategies

<i>CFRT Financial Strategy</i> Alternative Funding Strategies	Priority (High, Medium, Low)
Develop a CFRT Funding Task Force	High
Form a CFRT Foundation or collaborate with the Foundation for Colorado State Parks <ul style="list-style-type: none"> • Conduct a capital campaign using the Colorado State Trails Program database and targeting relevant user groups • Offer “adopt-a-mile,” “in-memory of,” “in honor of” miles, trailheads, or amenities • Consider participating in the Colorado Combined Campaign or other workplace giving programs • Offer CFRT merchandise 	High
Pursue a federal earmark	High
Apply for another GOCO Legacy Grant	High
Pursue identified alternative funding sources for the Colorado State Trails Program	High

CFRT <i>Financial Strategy</i> Alternative Funding Strategies	Priority (High, Medium, Low)
Consider incorporating advertisements into CFRT publications and the website	Medium
Investigate event sponsorship prospects	Medium
Explore cooperative marketing partnership opportunities	Medium
Continue to seek out and share additional alternative funding sources with the Development Council	Medium

Develop a CFRT Funding Task Force

To successfully create the capital required to plan, construct, and maintain the CFRT, a diverse group of individuals representing local, state, and federal government, as well as private sector participants, non-profit organizations, and user groups could be convened to provide expertise and further develop the financial strategy. This CFRT Funding Task Force (Task Force) could continue to evaluate the alternative strategies outlined in the *Financial Strategy*, determine which recommendations are suitable, investigate additional opportunities, and initiate fundraising efforts. The Task Force could evaluate the current political atmosphere and identify the most feasible fundraising strategies for the CFRT. An initial call for volunteers could be conducted at a CFRT Development Council meeting and via the website and newsletter.

Ideally, this Task Force would be comprised of five to eleven individuals with varied perspectives and experience. (An odd number would be beneficial if a vote were necessary.) Members may include representatives from the offices of both state and federal legislators. The Task Force could be guided by oversight from the CFRT Steering Committee.

Form a CFRT Foundation or Collaborate with the Foundation for Colorado State Parks

Many additional opportunities would be available to the CFRT stakeholders if a foundation or non-profit organization was developed to fundraise and secure grants for planning and development. Many trail-related entities such as the Continental Divide Trail Alliance, Poudre River Trail Corridor, Inc., and Colorado Fourteeners Initiative have successfully adopted this model.

One major benefit of forming a foundation or supporting non-profit is the tax incentives available to individuals or corporations donating services, funds, or land. Memberships or levels of support could be developed with increasing levels of acknowledgement. Incentives for support could include a subscription to the newsletter, mention in the newsletter and/or website, and VIP invitations to special events.

Colorado State Parks may also consider working with the existing Foundation for Colorado State Parks, a 501(c)(3) non-profit organization founded in 1985 to raise private money, which is placed in a trust, to support the mission of Colorado State Parks.

If a CFRT Foundation is formed, or if efforts are collaborated with the Colorado State Parks Foundation, the following opportunities could be considered:

- **Conduct a capital campaign using the Colorado State Trails Program database and targeting relevant user groups-** Donor programs and capital campaigns involve an organized effort to accumulate substantial funds to finance major needs of an organization. They can be very successful in delivering large sums of funding to an organization that has a significant financial need for a specific project. As extensive staff resources are necessary, it may be beneficial to outsource this task to a firm that specializes in this form of fundraising, or create a specific position dedicated to partnerships and alternative funding.
- **Offer “adopt-a-mile,” “in-memory of,” “in honor of” miles, trailheads, or amenities-** This may be conducted in conjunction with a donor or capital campaign. Amenities such as trailheads, picnic shelters, or benches could be sponsored by individuals or corporations. Opportunities could be solicited through the website, newsletter, and a postcard campaign relatively inexpensively.
- **Consider participating in the Colorado Combined Campaign or other workplace giving programs -** The Colorado Combined Campaign (CCC) is the annual state employees’ charitable fundraiser. In 2004, nearly 1.5 million was donated to more than 750 charitable organizations through this program. State employees donate through payroll deductions, or direct contributions. Donors can designate the non-profit(s) their contributions benefit.
- **Offer CFRT merchandise -** The foundation could sell items related to trail use such as maps, water bottles, backpacks, and stickers to generate revenue through the CFRT website. This strategy could also be implemented without forming a foundation. Merchandise sales can be managed by the foundation, the Colorado State Trails Program, or through contracted services in which case a percentage or agreed upon monthly fee would be charged.

For more information on developing a 501(c)(3), please visit the Internal Revenue Service (IRS) website at: <http://www.irs.gov/charities/article/0,,id=96109,00.html>

Pursue a Federal Earmark

Many definitions exist for an earmark, but according to Congressional Research Service (CRS) it is “provisions that are directed to specific entities in the form of appropriations, authorizations, and revenue bills.” The term "earmark" is a reference to the Congressional Record where the awards are written into the legislation specifically with the grant applicant's name, activity, and dollar amounts. CRS estimates that in fiscal year 2005, there were 15,877 federal earmarks totaling \$47.4 billion. Earmarks are determined by the U.S. House of Representatives and U.S. Senate appropriation committees each year. Generally, projects receive between \$0.5 million and \$2.0 million per year for one to three years.

Pursuing federal earmarks for the CFRT should be considered because legislators may be interested in funding the trail because it will have significant, tangible, and continuing economic benefits to the State of Colorado. Since 1995, The Continental Divide Trail has been

successful in securing nearly \$8 million in earmark funds in the Forest Service budget, according to the Continental Divide Trail Alliance's website.³²

Working with Colorado's delegates in both the U.S. House of Representatives and U.S. Senate is the initial step in obtaining a federal earmark. Colorado State Parks, in collaboration with the Department of Natural Resources and the Governor's Office, could begin this process by developing a summary packet to introduce legislators to the economic benefits of the CFRT. This packet could also include letters of support from the organizations and communities represented by the CFRT Development Council. Simultaneously, a grassroots lobbying campaign could be conducted by the CFRT Development Council.

Apply for another Great Outdoors Colorado (GOCO) Legacy Grant

GOCO has awarded 40 Legacy projects totaling over \$211.7 million. Legacy Grants are large-scale, multi-year, multi-million dollar projects that compliment GOCO's mission. The GOCO Legacy Initiative supports regional or statewide projects which incorporate many of GOCO's funding categories: outdoor recreation, wildlife, open space, and local government. In 2003, the Colorado State Trails Program received a GOCO Legacy Grant which was used to fund many of the CFRT projects in the 2003 grant cycle. In addition to state agencies, municipalities, counties, special districts, and non-profit land conservation organizations are eligible to apply. Members of the CFRT Development Council or Steering Committee could apply for another Legacy Grant. A 25% match is required.

Pursue alternative funding sources for the Colorado State Trails Program.

Staff of the Colorado State Trails Program is currently pursuing funding alternatives for the program. Additional revenue would be distributed among motorized and non-motorized grants and would not necessarily be directed toward the CFRT, specifically. However, increased revenue in the program would create more grant opportunities for managing jurisdictions of the CFRT. Some of the funding alternatives being considered by staff of the Colorado State Trails Program include:

- A Colorado Check-off Program on the State Tax Form
- Enactment of a Bottle Bill or Bottle Deposit
- A Colorado Trails License Plate

Support of these alternatives has not been approved by the leadership members of Colorado State Parks. These alternatives are currently in the preliminary research stages.

Consider Incorporating Advertisements into CFRT Publications and the Website

The CFRT is an ideal partner for outdoor retail businesses, healthcare companies, and recreation-related corporations. The sale of advertisements is an increasingly popular trend among many parks and recreation agencies and trail organizations to fund specific projects or entire programs. For instance, The Continental Divide Trail has received large donations from businesses and in return, their corporate logos are placed on trailhead signs. Companies including Recreational Equipment Inc., L.L. Bean, Eastern Mountain Sports and Amgen have partnered with the Continental Divide Trail Association. Exploring potential relationships with

³²"About the CDTA," Continental Divide Trail Alliance, May, 2006, [<http://www.cdtrail.org/page.php?pname=cdta>].

these and other companies could enable the CFRT to leverage funds and complete and maintain the CFRT.

Advertisements may be placed within CFRT publications such as the quarterly newsletter, CFRT Trail Guide, and the website. Advertisement sales will help promote the CFRT, reduce the cost of printed materials for the public, and assist with the expenditures associated with the website. Seeking and managing advertisements could be one of the duties assigned to the consultants managing the CFRT project. Before seeking advertisers, it would be advantageous to develop a brief *Advertising Plan and Policy* which outlines acceptable advertisers, potential placements, target audience, costs for the various advertisements, and timeline. This *Advertising Plan and Policy* could be developed by consultants, or by a sub-committee of the CFRT Development Council in coordination with the Colorado State Parks Marketing Department.

Investigate Event Sponsorship Prospects

Many parks and recreation agencies use event sponsorship, which is corporate support for specific events or programs in return for tangible benefits to the company. The CFRT could solicit sponsors for some of the potential special events outlined in the *CFRT Marketing Plan* such as “fun runs,” walks, bike rides, festivals, or cultural events.

Many communities do not pursue these funding opportunities because they are concerned sponsors may want to place giant billboards throughout their parks and facilities. In fact, more companies put less value on signage and prefer less intrusive benefits so they can promote good relationships with the community. In addition, event sponsorship consumes considerable staff time and does not create as much revenue as cooperative marketing partnerships. Refer to Appendix L: *Sample Sponsorship Policy* for more information including guidance on selecting event sponsors and steps to develop this program.

Explore Cooperative Marketing Partnership Opportunities

Cooperative marketing partnerships involve partnering with a local business or businesses for exclusive sponsorship. “Bundling” all of the events and publications into one exclusive package is attractive to the corporate community and creates more revenue for the organization. Large, non-profit athletic organizations, such as the National Collegiate Athletic Association (NCAA), “bundle” their sponsorship opportunities because this partnership is more lucrative, less time consuming of staff resources and can be less obtrusive than using separate event sponsors. Sponsorship opportunities for the CFRT could be “bundled” to solicit potential partnerships, a process which could be conducted by the consultants managing the project.

To initiate sponsorship opportunities, an agency advertises that they are accepting bids from companies that would like to become the exclusive sponsor. This open invitation satisfies the requirement of an open forum preventing issues with exclusivity. Outside expertise can often be helpful during the negotiation and procurement stages to ensure fair market value is obtained. Refer to Appendix M: *Sample Partnership Policy* for additional information on the types of available partnerships as well as details on developing this program.

Continue to Research Alternative Funding Strategies

Through discussions with CFRT Development Council members, additional potential funding strategies were suggested. Some of those mentioned by the Development Council include:

- “Pay-per-click” revenue gained through the CFRT website
- Funding CFRT development through user fees
- Leveraging funding from counties through which the CFRT passes through
- Stretching funds through constructing more soft surface and two-track trail

Recommendation – Colorado State Parks and managing agencies should continue to seek out and share information about new and untapped sources of alternative funding.

Administrative Recommendations

In addition to funding strategies, several administrative actions could be implemented to leverage limited funds and complement the suggested funding alternatives. **Table 49** summarizes these recommendations and provides priority rankings based on the Project Team’s assessment of the importance of these recommendations.

Table 49: CFRT Financial Strategy Administrative Recommendations

CFRT Financial Strategy Administrative Recommendations	Priority (High, Medium, Low)
Enhance financial tracking and analysis abilities with a comprehensive Colorado State Trails Program database	High
Create a <i>CFRT Local Trail Planning and Development Guide</i> for local governments including funding opportunities such as: <ul style="list-style-type: none">• a list of potential grant opportunities for managing agencies• a hotel bed tax/tourism tax• a dedicated portion of the local government’s sales tax to parks, trails, and open space• using volunteers, youth groups, and prison work or community service programs• working with collaborative partners	High
Continue the appointment of a liaison between the Colorado State Trails Committee and the CFRT	High
Work with the National Park Service Scenic Rivers & Trails Conservation Assistance Program to support managing agencies with planning and implementation efforts	Medium

Enhance Financial Tracking and Analysis Abilities with a Comprehensive Colorado State Trails Program Database

The completion of a comprehensive database for the Colorado State Trails Program is essential to manage grant applications and awards efficiently and is considered a high priority. Using GIS is the most efficient way to track this data because it enables users to visualize and analyze the grants.

A database can be carried out in two ways: creating a comprehensive database for the entire Colorado State Trails Program or focusing on CFRT grants by adding to the existing CFRT database. The CFRT Database already includes a table that compiles all of the relevant grant information; however, it does not include all of the CFRT grants. Key components of grant applications such as location, sponsor, project name, grant year, along with a unique identifier, have been input into the table in the CFRT GIS Database. This element of the CFRT Database is approximately 90% complete and could be finalized in the near future and updated annually with each grant cycle.

This tool would allow the CFRT grants would enable decision makers to view a map of trails which have already received Colorado State Trails Program funding and would also help confirm which grants are a part of the CFRT or a connecting link.

Reviewers could also quickly determine if the applicant is requesting funding for a Priority Segment outlined in the *Prioritization Plan*. Tracking grant applications and awards helps track the total application requests and awards, project costs, and miles built or planned with the assistance of the Colorado State Trails Program. Tracking applications could also help validate why some sections receive a greater amount of awards (i.e., fewer grants are applied for in South Section so fewer grants are awarded.)

Create a CFRT Local Trail Planning and Development Guide

In the first year following the adoption of the *Implementation Plan*, it is recommended that Colorado State Parks focus on assisting the local managing agencies by developing a *CFRT Local Planning and Development Guide* as well as provide support in collaborative regional efforts. This assistance will enable the local agencies to gain community support, funding, and to leverage funds through partnerships.

This guide should include planning resources, such as strategies and a general timeline for regional collaborations, public process, land acquisitions and easements, funding sources, and marketing resources. An important part of this guide will be a list of additional funding strategies, specifically for local governments and special districts, which could help expedite the completion of the trail and address future operation and maintenance costs. Additional funding strategies exist for the CFRT; however, Colorado State Parks staff can not pursue these options because of the limitations of a state agency. For instance, local taxes could be used but need to be passed by the appropriate city or county. The proposed CFRT Funding Task Force could work with the Project Team to compile these opportunities into a list for local governments. Pursuit of these resources would be at the discretion of the stakeholders. Some of the strategies to consider are:

- **Grant opportunities for managing agencies** - All of the known potential grants available to the stakeholders should be publicized in a comprehensive list. Appendix N: *Potential Grant Opportunities for CFRT Stakeholders* provides a foundation for this document which overviews the overseeing entity, contact information, grant amount (or ranges), relevant details about each program, and websites. This list could be added to and posted on the CFRT website for CFRT Development Council members to access.

In addition to the grants described in the *Potential Grant Opportunities*, some additional grants that may be included in a comprehensive document are:

- Colorado Department of Transportation Enhancement Funds
- Denver Regional Council of Governments (DRCOG)
- Oracle, Inc.
- American Hiking Society

The grants listed above and in Appendix N are just a few of the numerous opportunities that may assist managing agencies with funding CFRT projects. (These lists are not exclusive or comprehensive).

- **A hotel bed tax/tourism tax** - One possible source of funds is the Tourism Bed Tax recently adopted by the City and County of Denver. Based on this model, local governments could pursue a 1% increase in the lodging tax in their municipality, region, special district, or county. This tax is often tied to park, recreation, and open space pursuits because the lodging industry benefits from these activities. A portion of this could be earmarked for parks, recreation, and open space or specifically the CFRT. In Denver, this tourism tax is expected to generate \$4.2 million in 2006. Each county could determine a specific percentage to allocate to the building, maintenance, and operation of the CFRT.
- **A dedicated portion of the local government's sales tax to parks, trails, and open space** - Each managing agency could consider adding a minor tax to the existing sales tax or appropriating a portion of the existing sales tax toward parks, trails, and open space. A portion of this sales tax revenue could be designated for the CFRT. This tax revision would need to be approved by voters within each municipality, special district, or county. Colorado Springs added a 1/10 of 1% increase to the existing sales tax in 1997 to be allocated for parks, trails, and open space. This slight increase in tax creates approximately \$6 million annually with 3% earmarked for administrative expenses and 6% for maintenance of facilities and trails. At least 60% of the remaining revenue must be dedicated for open space and no more than 20% each for parks and trails.
- **Use volunteers, youth groups, and prison work or community service programs**- These programs could mitigate some of the costs associated with construction, sign installation, operation, and maintenance. Volunteer organizations, particularly Volunteers for Outdoor Colorado (VOC), have a strong history in Colorado providing trail construction and maintenance support for public and non-profit agencies. Youth groups are also potential candidates for conducting maintenance and patrolling for public safety purposes. Using prison work programs or community service participants are additional strategies to offset construction, operation, and maintenance costs.

- **Work with collaborative partners-** Possibilities for funding partnerships should be investigated with logical partners such as irrigation companies, health insurance companies, and developers. Several stakeholders are already working toward these partnerships and would be able to provide relevant information for other stakeholders.

Appointment of a Liaison between the Colorado State Trails Committee and the CFRT

As of June 2006, a designated liaison between the Colorado State Trails Committee and the CFRT Development Council has helped improve communication between groups. This position should continue in future years so the two programs can maintain a strong working relationship.

Seek Assistance from the National Park Service (NPS) Scenic Rivers and Trails Conservation Assistance Program

State Parks should work with the NPS Scenic Rivers and Trails Conservation Assistance Program to provide support to managing agencies. The program, also referred to as the Rivers & Trails Program or RTCA, assists communities by providing technical assistance to local, state, and federal agencies, as well as non-profit organizations and community groups for the development of trails, open space, and conservation programs. Additional information, including an application for assistance, can be obtained by visiting <http://www.nps.gov/rtca/>

Table 50 provides a summary of Financial Strategy Recommendations. The priority level associated with each recommendation indicates the urgency for implementation and was determined by the Consultant Team, based on information gathered from the Project Team and the Development Council.

Table 50: Summary of Financial Strategy Recommendations

<i>CFRT Financial Strategy Recommendations</i>	Priority (High, Medium, Low)
Grant Allocation Strategies	
Create a CFRT grant category in the Colorado State Trails Program	High
Determine an appropriate percentage of Colorado State Trails Program grants to allocate to CFRT projects	High
Alternative Funding Strategies	
Develop a CFRT Funding Task Force	High
Form a CFRT Foundation or collaborate with the Foundation for Colorado State Parks. <ul style="list-style-type: none"> • Conduct a capital campaign using the Colorado State Trails Program database and targeting relevant user groups. • Offer “adopt-a-mile,” “in-memory of,” “in honor of” miles, trailheads, or amenities. • Consider participating in the Colorado Combined Campaign or other workplace giving programs. • Offer CFRT merchandise. 	High

CFRT Financial Strategy Recommendations	Priority (High, Medium, Low)
Alternative Funding Strategies (continued)	
Pursue a federal earmark	High
Apply for another GOCO Legacy Grant	High
Pursue alternative funding sources for the Colorado State Trails Program	High
Consider incorporating advertisements into CFRT publications and the website	Medium
Investigate event sponsorship prospects.	Medium
Explore cooperative marketing partnership opportunities.	Medium
Continue to seek out and share additional alternative funding sources with the Development Council	Medium
Administrative Recommendations	
Enhance financial tracking and analysis abilities with a comprehensive Colorado State Trails Program database.	High
Create a <i>CFRT Local Planning and Trail Development Guide</i> for local governments including funding opportunities such as: <ul style="list-style-type: none"> • a list of potential grant opportunities for managing agencies • a hotel bed tax/tourism tax • a dedicated portion of the local government’s sales tax to parks, trails, and open space • using volunteers, youth groups, and prison work or community service programs • working with collaborative partners 	High
Continue the appointment of a liaison between the State Trails Committee and the CFRT.	High
Work with the National Park Service Scenic Rivers & Trails Conservation Assistance Program to support managing agencies with planning and implementation efforts	Medium

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