

**CORRIDOR MANAGEMENT PLAN**  
MARCH 2018



**DELAWARE CROSSING**  
SCENIC BYWAY



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**FUNDING SOURCES:**

Please note that the “Funding Sources” listed for individual projects within this CMP are actually “Potential Funding Sources.” They have not been secured, but have been discussed as potential opportunities for the DCSB Advisory Board, communities and/or partners. Also note that “Partners” are actually “Potential Partners.” Although at least one of the “Partners” listed with each project proposed the project, the majority of the “Partners” listed for any specific projects are conjecture based on what the DCSB Advisory Board and RC&D planning staff know of potential partner organizations. No listed partner is required to participate in any project. It is assumed that the DCSB Advisory Board would be a partner in any project that they have included in this CMP.

**PREPARED FOR:**

The DCSB Advisory Board as well as the stakeholders, residents and visitors that frequent the communities and roadways located within the Byway Corridor.

**PREPARED BY:**

Northeast Iowa Resource Conservation & Development (RC&D) is an equal opportunity employer and provider. The opinions, findings, and conclusions expressed in this publication are those of the author and not necessarily those of the Iowa Department of Transportation or of the Federal Highway Administration.

**PHOTO CREDITS:**

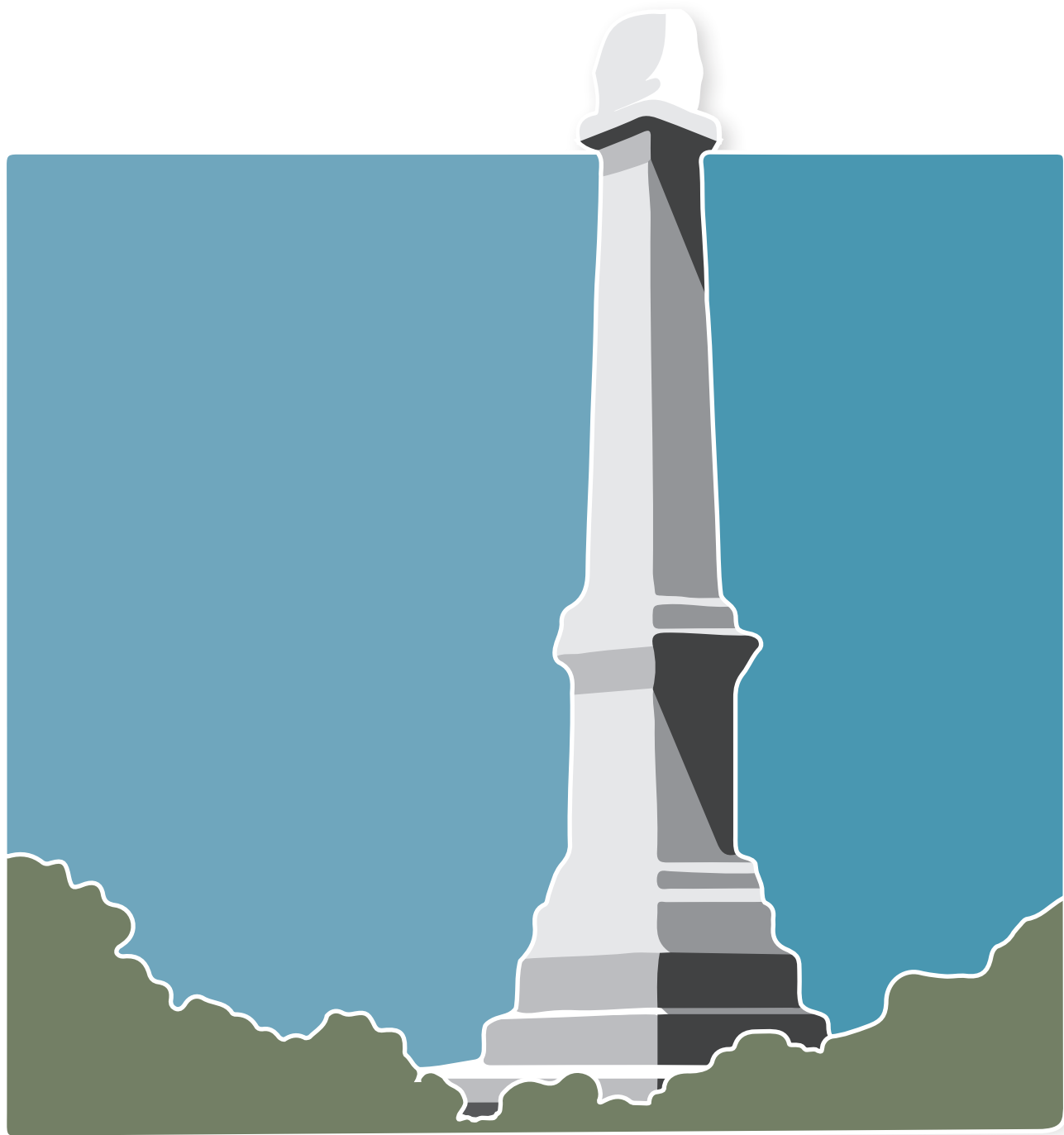
All photos in this publication are copyrighted material and all rights are reserved. Special thanks go to Lora Friest, Kenneth G. West, and Pete Lilja for their exceptional work in showcasing the best of the byway.

**ACKNOWLEDGMENTS GO TO:**

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## SECTIONS ONE-FOUR

### BYWAY BACKGROUND & PLANNING EFFORTS

The DCSB Advisory Board and partners worked in tandem with Northeast Iowa RC&D and the Byway Coordinator to gather background information, identify a mission and vision and goals for the byway, and to plan for future byway development. The following four sections detail this activity.



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# SECTION ONE

## Introduction to the DCSB

### 1.1 Introduction

The Delaware Crossing Scenic Byway (DCSB) has been recognized by the State of Iowa as one of Iowa's most scenic roadways. Although it is one of the smallest and most rural Scenic Byways in Iowa, the roadway and the byway corridor through which it loops are packed with opportunities for recreation, exploration, and play. The DCSB Corridor, defined as the entirety of Delaware County, contains unique historic sites of state and national significance, small communities that have invested in recreational infrastructure, and residents that are friendly and welcoming. Unlike many Iowa byways, this small gem of a byway loops and weaves through Delaware County rather than providing a direct route to anywhere. Its route encourages byway travelers to slow down and enjoy life, as opposed to watching it go by as they speed to their destination or appointment.

This Corridor Management Plan (CMP) was developed in accordance with the Federal Highway Administration's (FHWA) National Scenic Byway Program guidelines for scenic byway planning and CMP development. Perhaps more importantly, it was influenced and approved by local leaders and citizens who feel passionate about their byway and its corridor.

This plan provides a comprehensive evaluation of the DCSB Corridor's intrinsic qualities — scenic, historic, natural, cultural, recreational and archaeological resources. These intrinsic qualities define the byway's character. It is not a regulatory document and does not in any way limit activities in the DCSB Corridor. It does, however, identify ways to celebrate, enhance and protect the byway's intrinsic qualities so the byway and its corridor can be enjoyed by current and future generations of residents and visitors. It also identifies opportunities for the DCSB Board and their partners to spur new partnerships, foster economic development, and maximize the DCSB state scenic byway designation to improve the traveler's experience and help revitalize corridor communities and Delaware County. It puts forth opportunities for local, regional and state collaboration and is intended to help the DCSB Board start new dialog, build support for collaborative projects and initiatives, and be a catalyst for action in the DCSB Corridor.

### 1.2 Background

The Delaware Crossing Scenic Byway is a 44-mile route that loops through a very rural county in Northeast Iowa. The byway route passes through or runs adjacent to five small towns and villages and additional communities are included within the corridor. The byway follows trout streams and rivers, loops around one of Iowa's most well-known recreational lakes, Lake Delhi, meanders through hardwood forests, and provides vistas of diverse agricultural lands. The DCSB Corridor is home to historic and modern-day treasures, including Iowa's first state park, one of Iowa's first colleges, a State of Iowa trout hatchery, the site of Iowa's

first Civil War Monument and one of the first Memorial Day services, unique geologic features, and one of Iowa's first and largest whitewater parks. Less well-known corridor attractions include dozens of new playgrounds, Amish stores, a thriving art community and unique local eateries, wineries, and a brewery.

The DCSB functions as a destination that encourages exploration of an entire county. Corridor attractions within and outside the DCSB loop provide short and/or long-term destinations for the byway traveler but because they are remote, they are best found and enjoyed with deliberate planning. Although the rural character of this byway corridor is intensified by limited cell phone and mobile data access, remote hiking paths, and a limited number of national fast-food chains, byway travelers are able to temporarily escape from the hustle and bustle of life, relax, and have fun. This is a family-friendly byway corridor that encourages outdoor play and creates opportunities for multi-generational memory building. It encourages the byway traveler to put down their cellular devices and engage with people, places, and history.

### 1.3 What is a Scenic Byway

A "Scenic Byway" is a road that has been recognized by either a state department of transportation or by the United States Department of Transportation for one or more of six intrinsic qualities, which include archaeological, cultural, historic, natural, recreational, and scenic attributes. Iowa communities can apply to the Iowa Department of Transportation (IDOT) for designation as an Iowa Scenic Byway or an Iowa Heritage Byway. To be officially designated, the IDOT must determine that the proposed route is an outstanding road with unique characteristics of regional and/or national significance. The proposed route must offer not only an aesthetic drive but also exceptional cultural experiences along the way. The distinctive qualities of an official Iowa Scenic Byway can be summarized by the six intrinsic qualities, which are used to evaluate the byway for state designation. In this way, the designation "scenic" does not limit the byway experience to scenery alone but indicates a deeper meaning through representation of the culture of the byway corridor, which is created by its unique features and intrinsic qualities.

The National Scenic Byways Program (NSBP) is administered by the U.S. Department of Transportation Federal Highway Administration (FHWA) "to recognize, protect, and promote America's most outstanding roads." (Scenic.org). Established in Title 23, Section 162 of the United States Code under the Inter-modal Surface Transportation Efficiency Act of 1991 and reauthorized and expanded significantly in 1998 under TEA-21 and again under SAFETEA-LU in 2005, the program is a grass-roots collaborative effort established to help recognize, preserve and enhance selected roads



throughout the United States. FHWA’s May 18, 1995, interim policy provides the criteria for the National Scenic Byways Program. This policy sets forth the procedures for the designation by the U.S. Secretary of Transportation of certain roads as National Scenic Byways or All-American Roads based on their archaeological, cultural, historic, natural, recreational, and scenic qualities. Historically, the NSBP provided millions of dollars for small communities, counties and other public partners to develop overlooks, wayside parks, directional signage, interpretive centers, rest areas, wayside exhibits, and many other infrastructure projects and amenities in the hope that it would encourage visitors to travel on scenic routes, and ultimately increase tourism throughout rural America. The NSBP was the first federal legislation to provide programs and funds to do more than construct or maintain highways. The legislation not only recognized specific transportation corridors as significant, but it also enabled communities to seek funding to enhance highway corridors through planning, interpretation, and infrastructure projects that looked to improve the byway visitor’s experience. There are 150 such designated byways in 46 states. The Federal Highway Administration promotes the collection as America’s Byways®. Although the NSBP was not eliminated, and the designation program still exists within the Federal Highway Administration, since 2012 through the time this CMP publication was developed there is no direct funding or grant program funds allocated by the federal government for the National Scenic Byway Program.

**1.4 Types of Scenic Byways**

There have historically been and continue to be several tiers of byway designations that convey the level of recognition any given byway has been given. Although these levels of recognition were intended to build on each other and designation beyond “State Byway” has been frozen since direct funding for the national program was eliminated, these designations still indicate different levels of recognition.

**The first level of designation** is given by a state. A “State Byway” can either be a Scenic Byway or a Heritage Byway. As of December of 2017, Iowa has 10 State Scenic Byways and two State Heritage Byways.

**The second level of designation** is as a “National Scenic Byway.” Iowa has two National Scenic Byways, the Great River Road National Scenic Byway and the Loess Hills National Scenic Byway. These roadways were first designated as State Scenic Byways before they were designated as National Scenic Byways.

**The third level of designation** is an “All American Road.” Iowa has one All American Road, the Loess Hills National Scenic Byway. The Loess Hills roadway was designated as a National Scenic Byway before it was considered for designation as an All American Road.

It is important to note that existing National Scenic Byways and All American Roads are still considered federally designated roadways of national significance. They, as well as state scenic and heritage byways across the country, are still signed, and can still be identified, traveled, and enjoyed.

**1.5 Byways of Iowa Foundation**

In response to the loss of federal funding for the National Scenic Byway Program, the Byways of Iowa Foundation was formed and officially received 501c3 nonprofit status in 2016. The mission of the Byways of Iowa Foundation, also known as BIF, is to protect, enhance and promote cultural, natural and scenic resources along Iowa’s Byways™, fostering authentic experiences with byway partners and communities to increase visitor-related economic development. In 2016, BIF stated its priorities as follows.

**Protect and enhance the resources inherent to each of Iowa’s Byways:**

- Endorse programs, efforts and/or projects that preserve scenic, natural, cultural, recreational, historic and archaeological resources
- Expand native roadside vegetation management and beautification efforts

**Increase byway-related economic development and tourism revenue in Iowa:**

- Support the development of outreach, promotional and marketing materials
- Expand out-of-state advertising strategies
- Conduct or support required research

**Provide authentic experiences for byway travelers:**

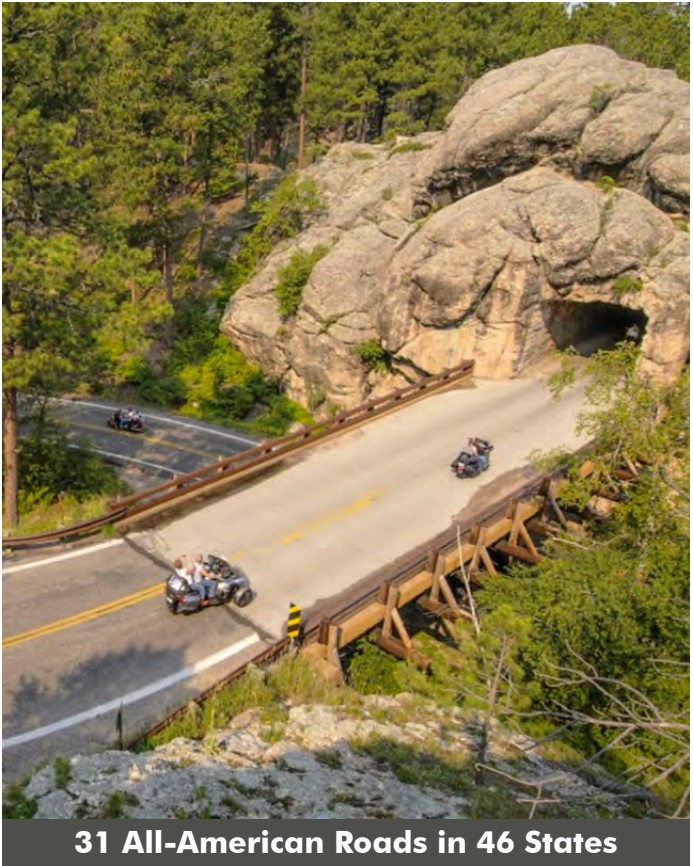
- Promote year-round byway experiences and events across all four seasons
- Provide interpretation that interests all age levels, ability levels, and learning styles
- Expand opportunities to experience authentic local art, culture, history, music, and food
- Share “untold stories” about the places, people, features and resources that are unique to each byway

**Develop and improve traveler infrastructure:**

- Develop a unified and cohesive wayfinding system to help byway visitors navigate to and from attractions
- Expand multi-modal transportation options along each scenic byway
- Provide grant funding for scenic overlooks and roadside pullouts for safe viewing of Iowa’s scenic resources

**Educate partners and research opportunities:**

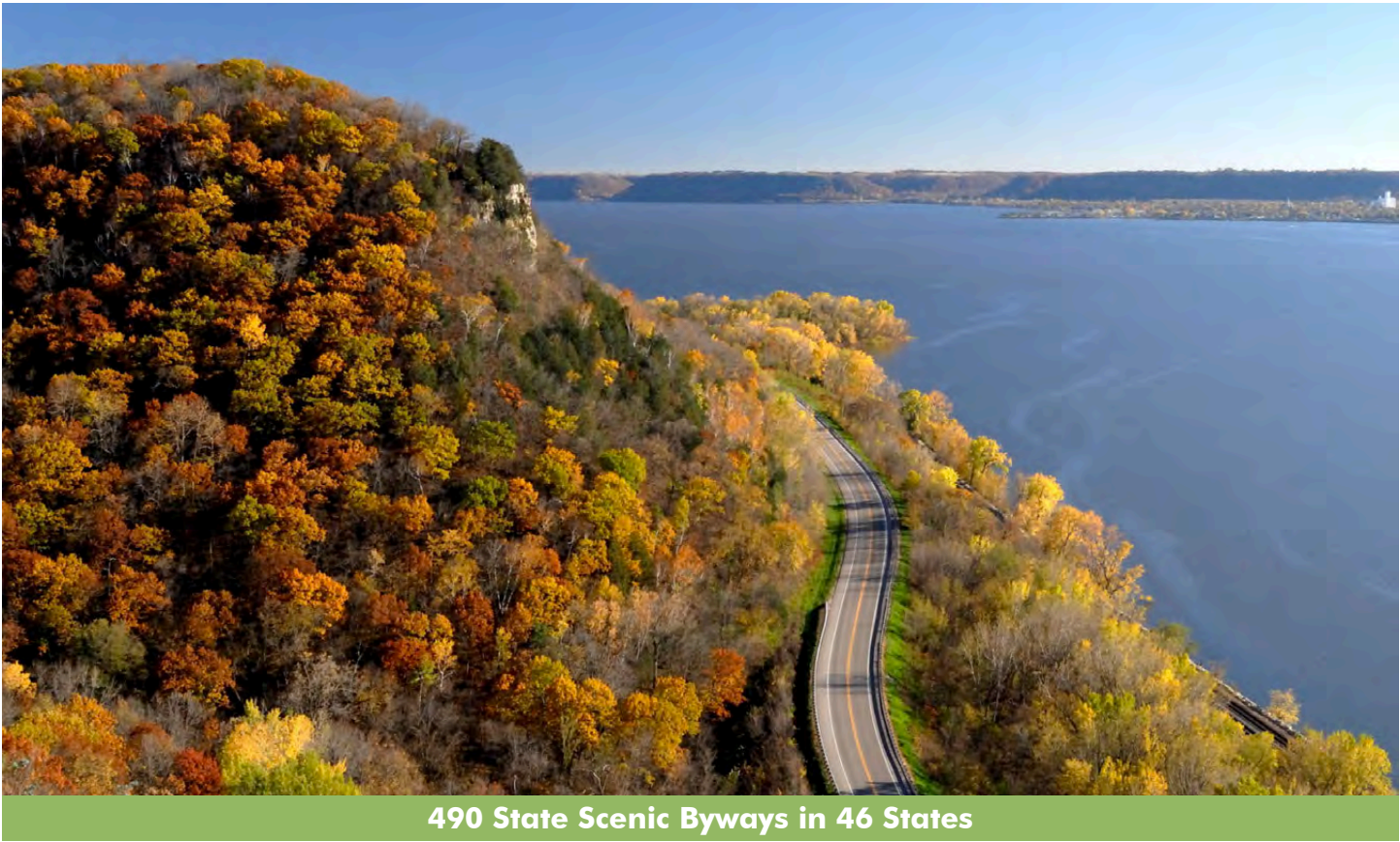
- Implement programs that meet the training and education needs of partnering organizations, businesses & communities along the byway
- Complete research that improves service and quality of experience



31 All-American Roads in 46 States

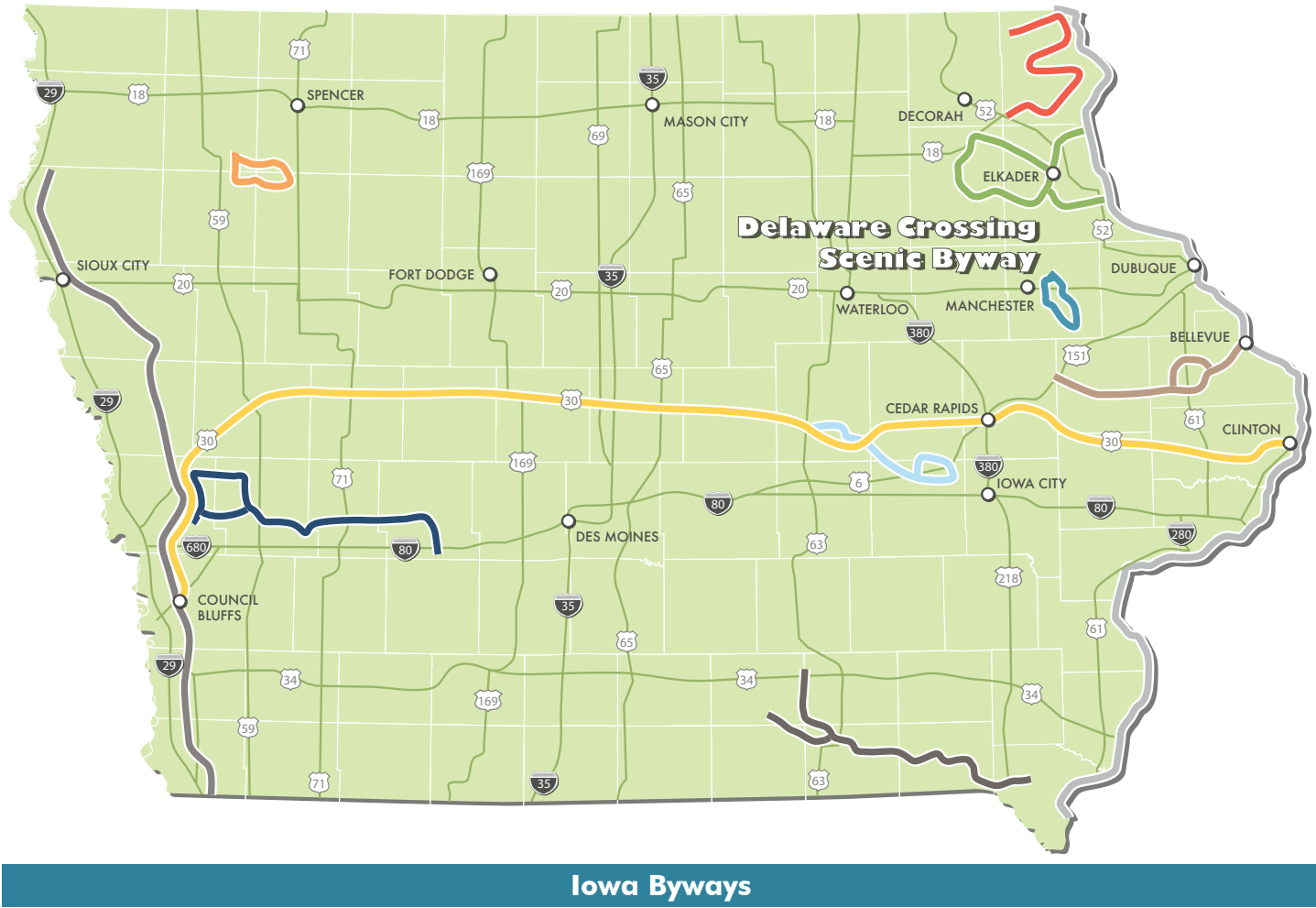


120 National Scenic Byways in 46 States



490 State Scenic Byways in 46 States





**1.6 Iowa’s Scenic Byway Program**

Recognizing the unique diversity of Iowa’s natural and human landscapes and the benefits of byway designation for residents and visitors, the Iowa legislature and the Iowa Department of Transportation (IDOT) determined to designate state byways and implement a byways pilot program in 1987. According to the IDOT “Project Memorandum Report-Reevaluation of Scenic/Heritage Byways,” published by Decision Data Inc., January 2002, Iowa initially piloted four routes. Iowa designation as a byway acknowledges the unusually scenic and/or historic qualities of a route and protects that route from “visual and resource deterioration.” The designation creates opportunities for economic development throughout the state. In fact, the first Iowa Scenic Byways were developed “for trial promotion in the state’s tourism marketing program.

Representatives from the Iowa Department of Economic Development Tourism Division and the IDOT worked together to select the four initial pilot byways and continue to work closely along with representatives from the Iowa DNR and other local and state public agencies and nonprofits to maximize the benefits of the byways today. After seeing the positive tourism response and corresponding economic impact, the scenic

byways pilot program and marketing promotion were deemed a success. Iowa subsequently moved forward with designation and promotion of byways, with the goal of boosting tourism through promotion of Iowa’s most “aesthetically appealing natural and human features.” Additionally, state, county, and local leaders collaborated on a statewide, long-range plan for the protection, enhancement, and identification of highways and secondary roads which pass through unusually scenic areas of the state. Today the State of Iowa has fourteen scenic and/or heritage byways, two of which went on to be designated as National Scenic Byways.

In 2008, the IDOT enlisted Iowa’s Resource Conservation and Development (RC&D) organizations to lead the efforts to preserve, protect, interpret, and promote Iowa’s Byways. Today, RC&Ds, as well as other local and regional partnering organizations coordinate and assist byway organizations and stakeholders. These byway partners collaborate with each other on projects, develop Corridor Management Plans (CMPs) and coordinate development of Interpretive Master Plans (IMPs). In 2011, through a grant from the National Scenic Byway Program, innovative new Iowa byway signs were designed and installed to differentiate each byway by name and with a branded image.

Today, the IDOT still considers new byway routes for designation. A Byway Advisory Council evaluates and rates proposed new byway routes, proposed byway extensions and/or temporary or permanent byway route changes. This evaluation includes an assessment of the qualities and evaluation criteria presented in the IDOT Administrative Rule Ch. 132:

- Types of views along the route, including panoramas, scenes, and focal points
- Quality of the various views along the route
- How long one sees a particular view or element
- Relative ease of seeing the various views and elements as the road is driven
- Visual character of the roadway alignment
- Types of scenic overlooks or historic sites along the route
- Variety of views as the route is driven

Utilizing these byway evaluation methods, five routes were designated into the Iowa Scenic Byway system in 1998 when the program was initiated:

- Grant Wood Scenic Byway
- Iowa Valley Scenic Byway
- River Bluffs Scenic Byway
- Western Skies Scenic Byway
- Historic Hills Scenic Byway

Three additional state routes and two national routes were designated as Iowa Scenic Byways in 2000:

- Delaware Crossing Scenic Byway
- Driftless Area Scenic Byway
- Glacial Trail Scenic Byway
- Loess Hills Scenic Byway – National Byway
- Great River Road – National Byway

The Lincoln Highway Heritage Byway was designated a state byway in 2006:

- Lincoln Highway Heritage Byway

Three additional state routes were added in 2016:

- White Pole Road Scenic Byway
- Covered Bridges Scenic Byway
- Jefferson Highway Heritage Byway

Once accepted, each byway route must continue to meet certain requirements in order to maintain Iowa scenic byway status. The Scenic Byway Program and Iowa DOT re-evaluate byway eligibility every four years to assess positive and negative changes to a byway. Eight Midwest states use the same evaluation and inventory methods. Each byway is driven, inventoried, and evaluated from both directions. Re-evaluation ensures that the byway’s resources and scenic qualities continue to be protected and preserved, offers recommendations for enhancement, and records new features and improvements to the corridor. If the route’s qualities have deteriorated or undesired development has occurred, a byway may be removed from the program. Initially, the DOT requires

that a byway’s archaeological, cultural, historic, natural, recreational, and scenic qualities are consistent throughout the entire byway route. Follow-up occurs to ensure that travelers continue to have a unified and engaging experience along the entirety of the byway. Maps are also reviewed for continued accuracy. (DOT “Project Memorandum Report — Reevaluation of Scenic/Heritage Byways,” published by Decision Data Inc., January 2002).

Today, Iowa’s Byways range from a small 36-mile loop to a 460-mile stretch across the entire state. They pass through the gentle Loess Hills of western Iowa, central Iowa farmland, the hills, valleys and limestone bluffs along the Mississippi River to the east, and everything in between. Byway travelers can stop along the way at bustling larger metropolitan areas, quiet and quaint rural towns, or serene scenic overlooks. Each Iowa byway provides a unique travel experience.

The justification for Iowa’s byway program continues to be strong. According to the Iowa Economic Development Authority, in 2015, nearly 75% of people traveling to and within Iowa are interested in traveling Iowa’s Byways. Driving for pleasure continues to be a popular activity. In 2012, an Iowa DNR Survey on outdoor recreation found that 62% of respondents had driven for pleasure. Today, “scenic rides” include more than just private passenger motorized vehicles; motorcycle, bicycle, bus tours and other transportation methods are also popular methods to explore a byway corridor.

**1.7 Designation of the DCSB**

The Delaware Crossing Scenic Byway was designated as an Iowa scenic and heritage byway in 2000. During the initial byway inventory in 1998, the byway was evaluated to determine its scenic rating. A numerical rating of four or higher indicated a visual quality high enough to qualify for the state scenic byway program. The consistency of visual and historic quality is expressed by the percent of the byway route that is rated at or above four. During the initial evaluation, the Delaware Crossing Scenic Byway maintained a 5.81 scenic quality rating with scenic uniformity along 50% of the proposed route. The byway’s highest scenic rating was 17.20 in sections near Lake Delhi and the Maquoketa River. These areas were also given the highest heritage ratings. It was noted that early development of Iowa along pioneer stagecoach journeys was a significant and unique contributor to the byway’s heritage themes.

In 2005, the DCSB was re-evaluated for continued inclusion in the state scenic byway program. It was noted that the visual character and heritage features of the byway were maintained. The highest scenic ratings were between Hopkinton and Delaware as the byway passed through “changing scenes of farms and agricultural landscapes,” which created a “diversity of scenes” and “sweeping panoramas.” Reviewers also noted that the diverse vegetation ranging from structured rows of crops to heavily forested areas contributed to scenic quality throughout the entire byway experience. The region around



Lake Delhi maintained high scenic ratings, which were attributed to its hilly terrain and dense forests. The view of Hopkinton afforded to travelers approaching from the east also ranked as picturesque. Historic sites visible along the roadway, such as Lenox College, Civil War monuments, and historic buildings and homes, were also positively rated. Roadway improvements, such as the paving of some gravel sections, were also considered during the evaluation.

In the summer of 2011, the IDOT contracted a private design firm to work with the DCSB Board and local leaders to develop new byway signs that branded the DCSB and all of Iowa's Byways, creating an innovative and dynamic set of byway brands and signs that have since been applauded by transportation and byway partners across the country. DCSB partners selected a stylized image of the Civil War monument located at historic Lenox College in Hopkinton. These signs helped to visually brand the byway while providing route guidance. They also created a fresh, unique, and professional image for Iowa's Byways.

At the request of the IDOT, Northeast Iowa Resource Conservation and Development (RC&D) began serving as the lead entity to build the capacity of the Delaware Crossing Scenic Byway in 2011. Under the direction of the DCSB Project Coordinator, a new DCSB Advisory Board was established, GIS mapping was completed and new maps were developed, potential scenic overlook sites were identified, the byway was professionally photographed, promotional materials were developed, an interpretive master plan was informed, public art along the byway was developed, and other accomplishments were achieved. This DCSB Corridor Management Plan (CMP) outlines additional work that the DCSB Advisory Board and stakeholders would like to achieve.

### 1.8 Benefits of Byway Designation

Scenic Byway designation and promotion of the road has positive tourism and economic benefits. In a 2015 Travellowa.com survey, 74.8% of travelers planning a trip to Iowa were interested in scenic byways. This was the number one interest area. Studies conducted by the Iowa Tourism Office and Iowa Welcome Centers find that byway tourists come specifically to participate in certain activities along the byway, such as visit historic sites. Local restaurants report assisting byway travelers. These studies and accounts prove that the byway traveler contributes to the vitality of local economies. The Travellowa.com study showed that most Iowa Byway tourists were baby boomers or families with an average travel party size of 2.7 and an average daily spending of \$318 per travel party. The economic impact of the DCSB will be discussed in detail later in this plan.

When they secure state designation, byway stakeholders are securing the leadership and funding necessary to preserve and enhance their byway corridor. Iowa's byway program unites citizens, communities, stakeholders, partner organizations,

and related experts in a shared vision for designated byway corridors. Together, these stakeholders work to preserve and protect the natural and human features of the corridor, such as scenic views, historical sites, and community character. These individuals and groups also seek funding sources to implement great ideas and corridor enhancement projects, using their roadway's designation as an Iowa byway to strengthen grant applications. Official state designation also provides resources for community and transportation planning along the corridor.

### 1.9 Route and Byway Corridor

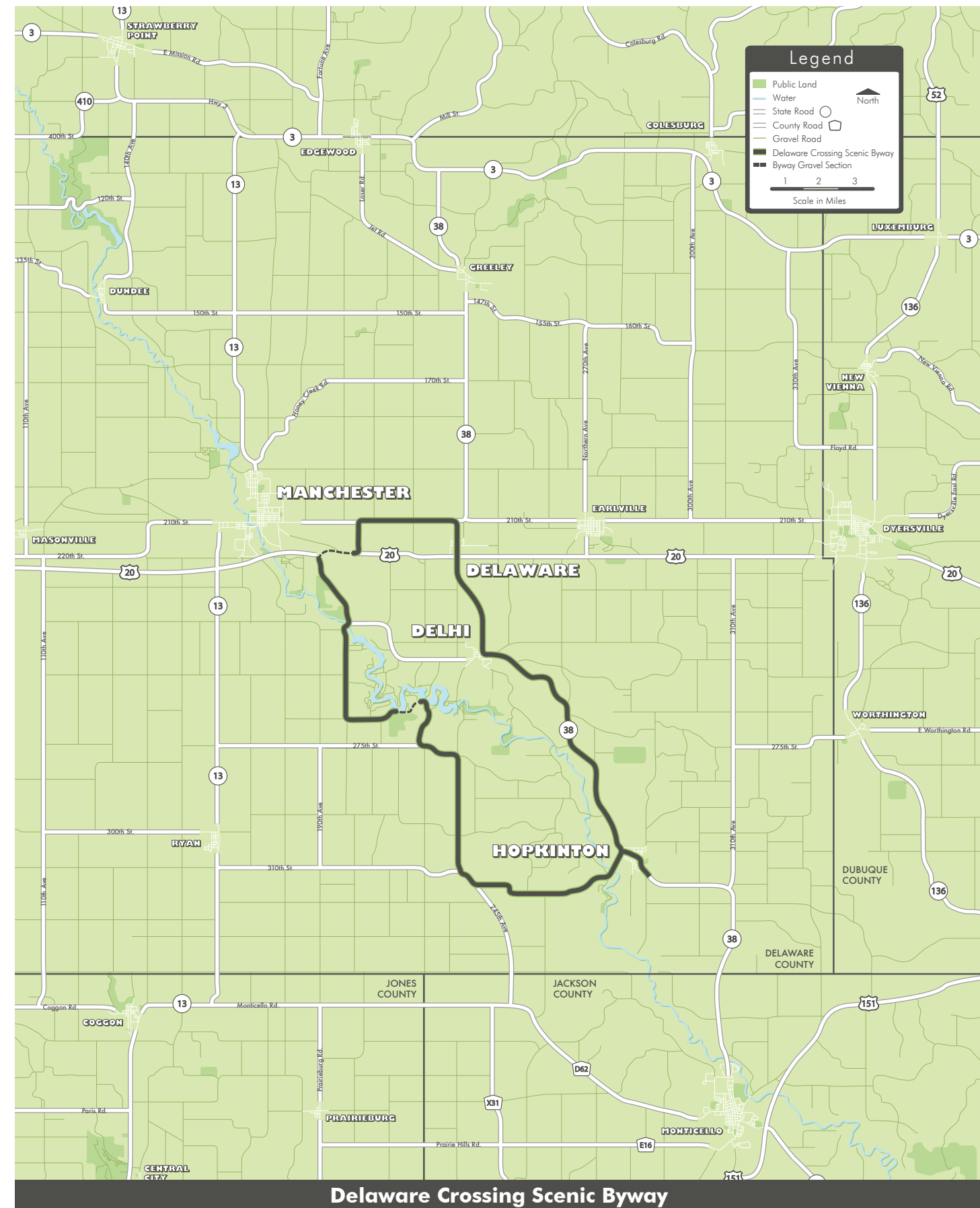
The route for the Delaware Crossing Scenic Byway is a 44-mile irregular loop that is entirely within Delaware County, in Northeast Iowa. It includes both paved and gravel sections. Although the gravel sections can be easily avoided, they travel through some beautiful landscapes, including dense forest.

The byway in its entirety passes through diverse terrain that includes rolling farmland, hardwood forests, and wetlands. It provides access to meandering streams, rivers and lakes, playgrounds, historic sites, monuments, small downtowns, and local food and drink establishments.

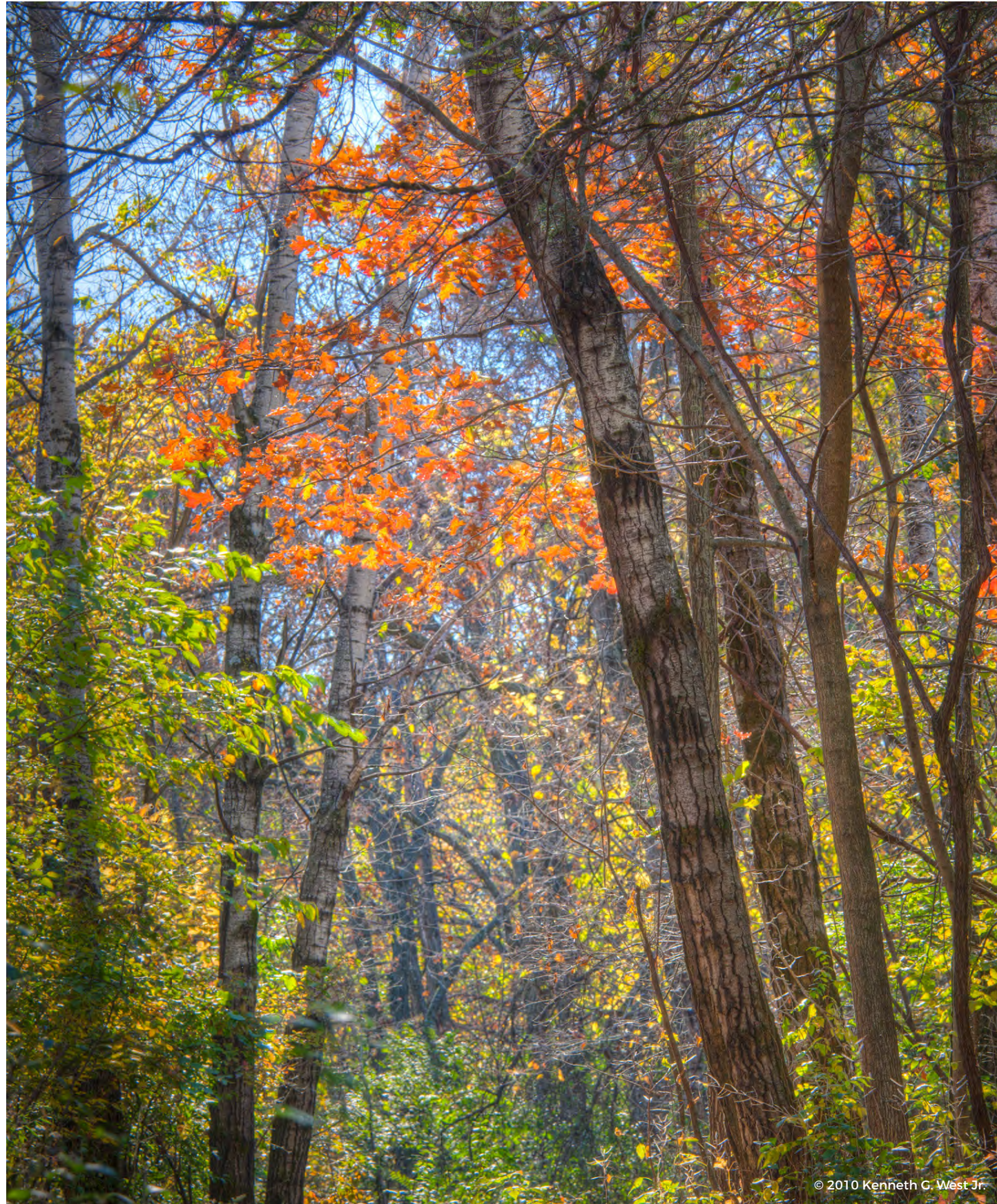
The circular nature of the byway allows the traveler to determine their own beginning and ending points. The small looped route allows visitors to travel the entire byway in one day and end up back where they began or use the byway as a central orientation route that they can return to periodically as they explore and enjoy nearby attractions in a larger corridor.

Byway travelers that begin a journey around the DCSB "loop" in Hopkinton can follow the byway on Highway 38 to the northwest through Delhi and the City of Delaware. The byway crosses Highway 20, which is a major east-west travel route through Iowa and follows County Road D22 west before jogging south and west on local gravel roads. It continues south on X21 to one mile north of D42 before turning east and meandering through the Turtle Creek Recreation Area on a short stretch of gravel roadway. It then turns south on X29 and east on D42 before continuing on X31 and east on D47 to end back at Hopkinton. Of course, the other option, as noted above, is for the byway traveler to use the byway as a starting point to explore the byway corridor.

The Delaware Crossing Scenic Byway (DCSB) Board initially nominated a much longer length of roadway for designation, including a route to and through northern Delaware County that included Backbone State Park, which is Iowa's first State Park, the Field of Dreams (a renowned historic movie set and tourist destination), and the community of Edgewood, which has cultural tourism opportunities available such as a tour of an active sawmill and access to local foods. Although the Iowa DOT did not approve the entire length of the original byway nomination, the DCSB Board was given permission to establish the DCSB Corridor as they felt was appropriate. Because the DCSB Board felt that many intrinsic qualities within Delaware







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Milo Forest near Bailey's Ford Park

County enhanced the visitor's experience and add value to the byway, they elected to include the entirety of Delaware County within the DCSB Corridor.

### 1.10 What is a CMP?

A Corridor Management Plan (CMP) is a grassroots, living document, developed at the local level by citizens, communities, stakeholders, partner organizations, and related experts. Each CMP follows guidelines set forth by, and includes specific sections required by, the National Scenic Byway Program, but may include additional information as deemed useful by the byway organization and/or partners.

Each CMP identifies the specific byway route and tells its story, inventories its intrinsic qualities, addresses its issues, and describes the vision and goals for the byway and the surrounding corridor. It includes an action plan and may identify specific strategies and projects that will be implemented to preserve, promote, enhance, and sustain the byway. The CMP is not a law, regulation, ordinance, or mandate. It is a document of ideas and recommendations for the management of the byway. It should be reviewed and revised often and updated with new information regularly.

The National Scenic Byways Program Interim Policy specifically states that a CMP should enhance, preserve, promote and sustain the byway by incorporating specific components and utilizing the document strategically as noted in the following text.

#### Enhance

- Be created with input from local individuals and groups to ensure byway development and enhancement.
- Reflect, express and support ideas for partnering on byway improvement projects.
- Describe the economic consequences of the byway and strategies for how to increase positive economic development benefits along the entire route.
- Include a plan to accommodate commerce.
- Serve as a plan of action to guide byway efforts.
- Explain the goals of the byway.
- Outline the purpose, objectives, schedule, and responsibilities for achieving goals including Who, What, When, Where, Why, and How they will be achieved.
- Help prioritize projects and allocate funding needed to enhance the byway and its resources.
- Build the partnerships necessary to turn byway project ideas into reality.

#### Preserve

- Identify the byway route and corridor.
- Plan for interpretation of the byway.
- Inventory the intrinsic resources of the byway corridor and assess their current conditions.
- Describe strategies to preserve and enhance these resources.
- Document and address local issues within the corridor.

- Review safety conditions and concerns.
- Mitigate the adverse effects and challenges of added visitors to the byway.
- Develop partnerships and foster cooperation between byway citizens, businesses, communities, stakeholders, partner organizations, and related experts.

#### Promote

- Be shared with byway partners.
- Be used to educate citizens, communities, stakeholders, partner organizations, and related experts about the byway.
- Be used to ensure a quality and a cohesive visitor experience along the byway corridor through wayfinding, strategic marketing, interpretive planning and design standards.
- Be used to help coordinate byway communities in a common strategic marketing plan to promote the byway as a sought-after tourist attraction and create a "byway brand."
- Be used to generate support for the byway and a plan for public participation.

#### Sustain

- Be used as a cross-reference in funding project applications for the byway.
- Help partners of the byway qualify for more funding opportunities, as many state and national funding sources require a CMP.
- If the national scenic byway national designation application re-opens, be available for use if and when partners seek designation in the national scenic byway program, for which a CMP is required.

The DCSB Advisory Board and partners have worked with planners to ensure that the CMP is a descriptive resource that chronicles the byway's past, present, and potential future, showcases the byway's character, and accurately describes the experiences that byway travelers can enjoy. Their diligence has ensured that this CMP will serve as a guiding document and that it will help partners better understand the DCSB and its corridor. To that end, it will be shared and made available to the public so it can inform and inspire citizens, communities, stakeholders, partner organizations, and related experts as they work independently and collectively to preserve, enhance, and promote the byway corridor. It will unite partners and spur action so that the overall byway traveler experience is enhanced. Creating and executing this CMP has already united partners and will continue to help the byway organization develop a shared sense of place.

The Advisory Board understands that this CMP document and its recommendations can be amended and will work to evaluate and update the CMP on a regular or as needed basis. They also understand that over time their priorities may change and new, unforeseen opportunities may arise. Therefore, they will use this document as a blueprint for action, but continue to generate and explore new ideas as they emerge.





# SECTION TWO

Planning and Public Participation

## 2.1 Introduction

The planning process for development of the DCSB CMP occurred over a five-year period. It was a dynamic process that included one-on-one discussion, small group input sessions, and large group dialog. Planners researched existing conditions, identified potential strategies, and sought out local input whenever possible. Drafts or segments of each section were reviewed by the DCSB Advisory Board, as well as partners and topical experts when appropriate. Organized planning sessions were facilitated by Northeast Iowa Resource Conservation and Development (RC&D) planners with support from the DCSB Advisory Board. City, county and state officials and employees participated, as did individuals and leaders from local organizations and businesses and citizens representing the various corridor communities. Entities with special knowledge or expertise on specific issues were invited to provide input via phone and/or one-on-one discussions with RC&D planners. The general public was encouraged to participate in the CMP planning process. Citizen input was gathered through public meetings and through contact with RC&D planners and DCSB Advisory Board members. Overall, the public assisted with research, writing, market research, networking, and decision-making regarding strategies and projects. They also assisted with individual site review, photography, and outreach to other potential partners. Additional information about each type of public input is provided in the following subsections.

## 2.2 Leadership

The DCSB Advisory Board provides overall leadership for the DCSB. Board members assist with development, periodic review, and revision of the CMP. The Board is comprised of citizen volunteers who stepped forward after community leaders from each town, village, and the county, as well as other significant partner groups, such as the historical society, economic development and tourism, the Amish community, and residents from the Lake Delhi area, were invited to participate and represent their respective constituents. Many of the DCSB Advisory Board members serve on other boards and committees or work in positions where they are asked to make or influence decisions that impact the byway or the content of the CMP. Members include:

- Amos Christner .....Amish Businessman
- Edwin Geers ..... Delaware County Resident
- Paula Hargrafen ..... Delaware County Resident
- Sarah Helle .....Hopkinton City Clerk
- Roger Hoekstra ... Delaware County Conservation Board
- Patricia Hucker ..... Delaware County Historical Society
- Margie Meehan .....Tippery Fiber n Art Studio Owner
- Kay Miles..... Delaware County Historical Society
- Jackie Mormann..... The Bread Basket Owner
- Jessica Pape .....Manchester Chamber of Commerce
- Caryssa Philgreen ..... Delaware County Tourism
- Robert Sack ..... Upper Bay Cemetery Board
- Lori Tucker..... Delhi City Clerk
- Timothy Vick.....Manchester City Manager
- Donna Wall ..... Delaware County Historical Society

The DCSB Board has a “Policy and Procedures Manual” that guides their organizational decision making and actions. They meet quarterly or as needed to discuss, plan and/or implement initiatives for and along the byway. Their goal is to “Promote, protect, and enhance the Delaware Crossing Scenic Byway Corridor and its communities.” The DCSB Advisory Board’s mission for their work on this CMP is to “Guide the development of the CMP and oversee its implementation through expanded outreach, education, marketing, and enhancement of the Byway Corridor, to and for stakeholders and visitors.” Byway stakeholders and visitors are defined as follows.

**1) Byway Stakeholders:** The citizens that live in the communities and rural areas along the byway and in the byway corridor.

**2) Byway Visitors:** Individuals traveling to the DCSB Corridor for any reason, including to tour the byway, visit byway attractions, visit family and/or friends, participate in a business trip, recreate, or any other activity that brings them from outside the corridor to the DCSB.

**3) Byway Tourists:** A subset of Byway Visitors, Byway Tourists are individuals traveling to and along the DCSB specifically because they understand it is a byway and they want to experience the byway or byway corridor’s intrinsic qualities and attractions.



DCSB Advisory Board Receives Award





DCSB Advisory Board Members with DCSB Coordinator

### 2.3 Administration and Coordination

The DCSB Advisory Board has a Memorandum of Understanding with Northeast Iowa Resource Conservation and Development (RC&D) that outlines their agreement to work together. Through the partnership, the RC&D provides a part-time DCSB Coordinator, who at the time of this publication development was funded through an agreement with the Iowa Department of Transportation (IDOT) through the Iowa Byways Sustainability Project (IBSP). The Coordinator provides direct assistance to the Advisory Board to complete all tasks and deliverables as outlined in an agreement between the RC&D and the IDOT. The Advisory Board provides annual input regarding the specifics of those tasks and deliverables. The Coordinator provides general support for the Advisory Board through administration, facilitation, accounting, grant writing, graphic design, and other assistance as needed. Whenever possible, the Coordinator works to secure outside funding to expand technical assistance or pay for projects that the Advisory Board deems important. In some cases, the Advisory Board members and their partners provide cash or in-kind contributions for grants. In other instances, the RC&D secures the match needed from outside sources. The partnership allowed local leaders to be directly and deeply involved in the development of projects and initiatives, including this CMP.

The DCSB Coordinator works to build support for the byway and maximize partner resources by developing social media,

developing and distributing informational and promotional materials, serving on committees and boards, and attending meetings on behalf of the DCSB Advisory Board. Local meetings include Board of Supervisor and City Council meetings. Regional and state organizational meetings include Iowa Byways Sustainability Project, Byways of Iowa Coalition, Byways of Iowa Foundation, East Central Intergovernmental Association, Silos and Smokestacks Partnership Panel, and Iowa Tourism Advisory Council meetings. Other meetings are attended as the opportunity arises.

Additional RC&D staff members provide assistance to the DCSB Advisory Board and stakeholders as needed for project administration and accounting, project grant writing, graphic design, interpretation, GIS analysis, social media, and other assistance. Specific past and current RC&D staff members that have or are providing assistance as needed and as funding allows include, but are not limited to, the following:

**Mallory (Marlatt) Hanson:** Regional Tourism & Economic Development Coordinator: Hanson serves as the DCSB Coordinator and assists with CMP Development. Duties include tasks and direct assistance to the DCSB Advisory Board through meeting facilitation, planning, marketing, project fundraising, public outreach, stakeholder communications, social media, grant writing, and other activities that preserve the intrinsic qualities and resources of the DCSB, enhance



DCSB Coordinator at State Fair

economic development, and maximize the Iowa byway designation. Hanson assisted with the development of this CMP and the DCSB Interpretive Master Plan. She works to sustain and support byway development and economic development, integration, and collaboration, and to sustain relationships with key byway partners and resources at the local and state level. She represents the DCSB Advisory Board in collaboration with byway partners across the state by serving on the Byways of Iowa Coalition (BIC) and reporting to the Byways of Iowa Foundation (BIF) when asked. She identifies and secures funding for project initiatives supported by the DCSB Advisory Board. She has helped the Advisory Board develop, fund, and implement several Iowa scenic byway projects including a culinary passport, two public art projects, brochure updates and development, and the creation and publication of tear-sheet maps. She developed a DCSB pull-up banner and worked on additional board initiatives and projects as needed. She completes IBSP and project reporting to the IDOT, the National Endowment for the Arts, and other local, regional, state, and federal private and public project funders that are contributing to DCSB projects. She specifically assisted with development and implementation of the DCSB CMP by facilitating meetings, identifying projects and content, conducting outreach to partner groups, completing research for and development of specific sections, assisting with photography, map and chart development, and other planning tasks as needed.

**Lora Friest:** Northeast Iowa RC&D Executive Director: Duties include assisting with CMP project oversight and development including plan development, small and large group facilitation, photography, and CMP writing and editing. Friest provided input into final content and layout for this CMP document and other assistance to RC&D CMP staff as needed. Friest also provided oversight to the DCSB through writing and technical interpretation for the DCSB viewshed analysis as part of a statewide viewshed analysis project led by the RC&D. Friest provides oversight for all DCSB projects that are implemented or funded through the RC&D, including grant identification and writing, project implementation, and reporting. She also serves on the Byways of Iowa Foundation (BIF) where she works to secure funding for DCSB projects that align with BIC/BIF goals.

**Jared Nielsen:** RC&D Senior Marketing and Design Specialist: Duties include graphic design and development for specific DCSB CMP content, including CMP maps, charts, and graphs. Nielsen also develops/developed Adobe In-Design templates and maps for the DCSB Coordinator to use to create publications for the DCSB Advisory Board, including templates that were used to develop the DCSB Culinary Passport, DCSB tear-sheet map publication, and the DCSB banner. Nielsen also provided final layout and design and map making for the DCSB viewshed assessment report. Nielsen is available to the DCSB Board for interpretation, layout, and design of publications and other media as needed.

**Brad Crawford:** RC&D Special Operations: Crawford assisted with the development of the CMP, ensuring that the CMP publication workflow was efficient and the final product was professional.

**Amanda Streeper:** RC&D Program Manager: Duties include administrative management for the IBSP and DCSB projects. DCSB projects include the development of the DCSB CMP and other projects as needed, including but not limited to, the Art Along the Byway Project, DCSB tear-sheet map publication, DCSB guidebook, DCSB culinary passport, etc.

**Ross Eversizer:** Watershed Planner and GIS Specialist: Duties include utilizing LiDAR and Quick Terrain Modeler to complete a viewshed assessment of the DCSB and DCSB priority overlooks as identified by the Advisory Board. Eversizer also assisted with DCSB corridor and viewshed GIS analysis for use in various CMP sections.

**Josh Dansdill:** Grants Specialist and Business Development Planner: Duties include assisting with CMP research, content development, and development of CMP maps.

**Eden Ehm:** DCSB CMP Planner: Duties include CMP research, data collection, content development, public outreach, chart and table content collection, CMP writing, and other duties.

**Deneb Woods:** GIS Specialist: Duties include utilizing GPS, GIS, LiDAR, Quick Terrain Modeler and other software and information to provide GIS assistance and information to the DCSB Board through projects.



## 2.4 Public Input and Outreach

The DCSB Advisory Board members and RC&D staff worked together to determine how the public would be involved in the development of this CMP to ensure the CMP development process resulted in the completion of a comprehensive, multi-faceted, and community-supported CMP. This process included the involvement and input of people, businesses, and organizations that represented a variety of interests and backgrounds along the byway corridor. Several different methods were used to obtain public input, including holding public meetings, inviting individuals to board meetings, and speaking one-on-one with individuals from throughout the byway corridor.

DCSB Advisory Board and RC&D staff worked directly with federal, state, and local city and township governmental agencies and councils, as well as a variety of local organizations and businesses. The methods of working with these partners varied from one group to another; some partner organizations have a board presence, others simply work on projects with the DCSB Advisory Board and/or RC&D staff. Structured input was gathered through specific meetings, sub-groups, committees, research projects, and small group outreach. The variety and complexity of partnerships and the dedication of the partners strengthen the DCSB Advisory Board and their work, creating a web of public and private interests that are stronger because they are interconnected. Specific groups and efforts included but were not limited to the following:

**1) DCSB Advisory Board:** Board members met throughout the CMP planning process as needed to conduct business, share information, and make decisions. A portion of each meeting was dedicated to CMP development, including discussion, revision, and approval of specific written sections and other content. The Advisory Board members were also engaged and involved in the development and implementation of strategic pilot projects that helped inform the CMP. The development, implementation, and results of these pilot projects were discussed and those deemed successful were included in the CMP. Board members brought information and input from their own boards and participated in other relevant boards and committees that informed the CMP, such as the Upper Bay Cemetery and Church Association and the Delaware County Tourism Board, providing invaluable input and content.

**2) CMP Sub-Committees:** CMP sub-committees were formed to gather information related to specific topics including recreation, art, history, culinary tourism, interpretation, and marketing. Sub-committee members were invited or volunteered based on specific areas of expertise or interest. Each CMP committee consisted of 2-4 members who met according to schedules determined by the committee members themselves. Committee members helped inventory resources, develop strategies for promotion and interpretation, prioritize projects, obtain cost estimates, collect photographs, assisted with writing for specific sections, and provided topic specific input needed for development of this CMP.

**3) Stakeholders:** DCSB Stakeholders participated in CMP planning sessions, which were organized and conducted as open public meetings in DCSB communities. These public meetings were publicized in local newspapers, through e-invitations, and by word-of-mouth. These open meetings provided an opportunity for RC&D staff and DCSB Advisory Board members to educate attendees about the DCSB and explain the purpose and importance of the DCSB CMP. Attendees were asked to identify, locate, and describe meaningful intrinsic qualities within the byway corridor, divide into special interest groups and participate in topical discussion. They discussed methods of information gathering and provided input and ideas related to DCSB Corridor history, art, recreation, interpretation, marketing, branding, culinary tourism, and other specific topics. They also identified potential projects for inclusion in the CMP.

**4) Business and Consumer Survey Groups:** RC&D staff distributed surveys to byway businesses to identify consumer awareness of the DCSB and gather input for the CMP. For example, businesses were asked to review, test, and provide input on various types of marketing material. Business owners shared what they preferred to distribute, changes they would recommend, and the public's response to the test marketing.

**5) Private & Public Businesses & Partner Groups:** The DCSB Coordinator worked to update the byway stakeholder list, also adding email addresses to a list previously dominated by mailing addresses. The updated list includes contact information for art studios & galleries, quilt shops, bars & taverns, restaurants, bed & breakfasts, cabins & guest houses, campgrounds, hotels & motels, city council members, committee & club members, economic development & tourism staff, historical society members, Iowa byway coordinators, byway community residents, outfitters, antique and thrift shops, local producers, gift shops, gas stations, and public libraries along the DCSB. This list was used to prepare for CMP planning sessions and to identify and invite businesses and groups to provide plan input.

**6) Small Group Partners:** RC&D staff attended meetings of outside organizations to obtain specific information and develop partnerships that would provide assistance with the development of specific CMP sections, or with specific projects that had the potential to be considered CMP projects for the byway. Specific meetings included sessions with agencies and organizations like the Iowa DNR fish hatchery personnel from Manchester, the Iowa Coldwater Conservancy Board, the Byways of Iowa Foundation and Byways of Iowa Coalition, as well as associations, tourism partners, county engineers, city council members, community visioning groups, county supervisors, chambers of commerce, historical societies, the Iowa Byways Sustainability Project members, and other meetings where the majority of the participants were specifically invited rather than attending in response to public announcements.



DCSB Advisory Board Meeting

**7) Friend of the Byway:** The DCSB Board relied on direct assistance from several individuals, groups, businesses, and communities that are considered "Friends of the Byway." Although these "Friends" are not formed as a legal entity, they do serve as advocates for the DCSB and were or are involved in various capacities. Friends participated directly in CMP development by providing the funds needed for test marketing and/ or promotional materials, securing meeting spaces, promoting byway meetings, contributing photographs, providing GIS layers, distributing information to their networks, and through other means. Byway "Friends" include the following: 1) Byway business owners and managers; 2) DCSB site and attraction owners and leaders; 3) Event organizers; 4) Formal and informal art, history, culture, and recreation organizations, groups, committees, and clubs; 5) Chamber of Commerce Directors; 6) County Economic Development; 7) County Tourism; 8) City councils and individual council members; 9) City Clerks, Administrators, Managers, Superintendents, and Mayors; 10) the County Conservation Board; 11) County Assessors, Attorneys, Auditors, Administrators, Engineers, Supervisors, Public Health, and Emergency Management Personnel; and 12) Elected Iowa legislative congressional representatives and senators.

The collective input from these stakeholders was invaluable to the development of this CMP. It increased the overall understanding

of the DCSB within the DCSB Corridor and throughout Iowa. It greatly enhanced the opportunities for the DCSB Advisory Board to work with partners and increased the DCSB's overall visibility to the public. Because of the outreach and discussions conducted through this CMP process, new board members were recruited and a new synergy for byway projects was created. Continued outreach and dialog and a corridor-wide collaborative effort will be important moving forward, as many of the participants who helped with the development of this CMP are the entities most able to implement the CMP and provide information for updates and revisions over time.

## 2.5 Ongoing Public Participation

The DCSB Advisory Board and DCSB Coordinator will continue to encourage and foster public participation beyond the development and completion of this CMP. The CMP is a living document and the DCSB Advisory Board will continue to collaborate with its partners as it transitions into working to implement the projects it proposes. An indication of ongoing local support is the commitment of \$250/year from the Delaware County Board of Supervisors for the byway's annual Byways of Iowa Foundation dues. As funding opportunities arise, potential partners and supporters will be contacted to give their input and lend their support to projects, prioritize initiatives, and help with updates of the CMP.





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# SECTION THREE

Mission, Vision, and Goals



Widner Drug 1950s Ice Cream Parlor

## 3.1 Introduction

The Delaware Crossing Scenic Byway is located in a very rural area of Iowa. Its Corridor includes the entirety of Delaware County, which has a total population of just over 17,500 residents. The presence of a State of Iowa byway in such a rural county has the potential to greatly impact tourism and economic development. In 2015, the Iowa Tourism Office reports that travel-generated expenditures in Iowa have increased over a five-year period at a rate that outpaced even national increases. Their report noted that domestic travel spending in Iowa totaled \$8.0 billion in 2014, an increase of 4.0% from 2013. Just as importantly, they reported that tourism provided 4.2% of total state non-farm employment in 2015, with total payroll income increasing 4.0%. Travel generated state tax receipts set records with a 25% increase in 2015 over 2014. Although Delaware County reported only \$9.01 million in expenditures, which is low compared to many other Iowa counties, they have something that many Iowa counties don't have, a scenic byway. The Iowa Economic Development Authority notes that nearly 75% of people using Travellowa.com are looking for information about Iowa's scenic byways, and "In 2015, visits to traveliowa.com topped one million for the first time, representing a 37% increase over the previous year and a good sign people are exploring Iowa as a vacation destination." (They also report that "fans" of the Iowa Travel Guide increased 19%, Twitter followers grew 18%, and Iowa Welcome Centers served 4% more visitors.) This research indicates that time invested in the DCSB is a good investment in Economic Development and Tourism.

Through the CMP planning process, the DCSB Advisory Board and partners came to understand the potential benefits of Corridor management. They also developed a better understanding of the potential challenges and impacts increased tourism and visitor traffic could have on the DCSB's intrinsic qualities. This CMP strives to find a balance and proposes initiatives and projects that will attract visitors, spur economic growth, and provide a safe and rewarding visitor experience while protecting the inherent liability for residents, the Corridor's natural and human resources, and its intrinsic qualities.

The DCSB's Advisory Board developed a vision statement and a mission statement to help guide them. These efforts are also supported by values and goals described in this section. Together, the following vision, mission, values, and goals paint a picture of what the DCSB stakeholders envision as the future of the DCSB Corridor.

## 3.2 Vision Statement

The vision statement articulates the direction, inspiration, and vision of the DCSB Advisory Board. Both the Vision Statement and the Mission Statement were developed through a facilitated process that included discussion of individual visions, review of other byway organization's visions and thoughtful consideration and discussion. The Vision Statement provides direction and inspiration for the DCSB Advisory Board and partners over the next ten to twenty years. It articulates how the DCSB Advisory Board envisions themselves, why they exist, and what will result from their work. The DCSB Advisory Board's vision is:

"To enhance the experience of visitors, the quality of life for residents, and the economic vitality of the Byway Community by preserving and promoting the Corridor's resources and offering extraordinary experiences."

## 3.3 Mission Statement

The mission statement describes "how" the DCSB Advisory Board, stakeholders, partners, communities, and citizens will work together and through the DCSB Advisory Board to achieve their shared vision for the Corridor through the CMP planning process. The DCSB Advisory Board felt it was important to have their Mission Statement reflect the CMP planning process and implementation of the CMP but may consider the development of a new mission at some point in the future now that the process is complete. If a new mission is developed, it will reflect the learning and growth that occurred during the CMP planning process. The DCSB Advisory Board's mission is as follows:

"To guide the development of the Corridor Management Plan and oversee its implementation through expanded outreach, education, marketing, and enhancement of the Byway Corridor, to and for stakeholders and visitors."



### 3.4 Values and Goals

The primary values and goals that support the vision and mission of the DCSB Corridor are outlined below. It is important to note that these values and goals are broad ambitions and intentions of desired conditions throughout the DCSB Corridor. These values and goals were developed by the DCSB Advisory Board after review of the values and goals of other byway organizations, with discussion and consideration for DCSB Corridor conditions, partners, opportunities, and challenges.

#### Value 1: Protect & Preserve the DCSB Byway's Intrinsic Resources and the Local Quality of Life

- Endorse programs and projects that preserve and protect: 1) Scenic qualities, views, and vistas; 2) Agricultural lands and resources that exemplify the rural character of the region; 3) Sensitive, threatened, or endangered animal and plant species; 4) Unique, threatened and endangered vegetation and habitats; 5) Natural resources in and adjacent to the Corridor's woodlands, prairies, wetlands, rivers, lakes and forest environments; 6) Historic sites, museums, structures, objects, and collections; 7) Archaeological sites, 8) Cultural resources and traditions.
- Ensure byway programs and projects will not detract from, but rather complement and enhance the Corridor's resources.
- Limit signage so as to protect the DCSB viewshed, the byway's natural character, and remote feel, while still principally providing for traveler's safety and wayfinding.
- Increase awareness of the need for conservation, protection, and stewardship of the byway's sensitive and unique resources and intrinsic qualities.
- Ensure that byway programs and projects respect local interests and enhance and retain the local quality of life.
- Support sustainable visitation and tourism that does not diminish the byway's intrinsic qualities.
- Promote and manage visitation and tourism to minimize their impacts to public safety infrastructure, residents' daily routines, cultural traditions, favorite locales, and lifestyles.

#### Value 2: Share Byway Stories with the Visitor and Create Lasting Memories

- Encourage byway visitors to slow down and experience the byway through contemplation, reflection, creative thinking, and introspection.
- Encourage exploration of the entire byway Corridor.
- Support and develop programs, projects, and publications that educate citizens and visitors about the intrinsic resources of the DCSB Corridor.
- Provide safe interpretation that engages all age levels, ability levels, and learning styles.
- Develop interpretive and educational opportunities for residents and visitors through information signs, audio tours, interpretive panels, wayside exhibits, kiosks, thematic art, information hubs, plaques, and place markers.
- Identify and share "untold stories" with the visitor about the places, people, features, and intrinsic qualities that are unique to the byway Corridor.

- Provide a variety of educational and interpretive facilities and services that are rotating, dynamic or updated so as to keep returning visitors engaged throughout all seasons.
- Develop a DCSB podcast, CD, or audio download for car travelers with information keyed to each milepost that provides specific information on various topics of interest such as the Amish culture, agriculture, barn quilts, art along the byway, historic sites, native vegetation, roadside management, etc.
- Develop and implement Interpretive Plans for main attractions along the byway.
- Develop a main interpretive theme, sub-themes, and storylines for the byway.

#### Value 3: Develop a Sustainable Byway Organization

- Sustain an active and engaged DCSB Advisory Board that is educated and involved in byway issues over the long-term.
- Continue to hold stakeholder meetings and public forums to discuss DCSB Corridor issues.
- Foster public interest and ownership in the welfare of the byway, its Corridor, and the community benefits of designation.
- Actively recruit new people to attend DCSB discussions and meetings to keep the discussion active and fresh.
- Convene regularly and foster open dialogue.
- Create sub-committees as needed to deal with specific issues.
- Provide group facilitation, partnership building, grant research, and grant writing for DCSB Corridor-related projects and programs.
- Facilitate communication between partners regarding city, county, state, private, organizational, and other specific plans and partnering opportunities.
- Strengthen community partnerships through collaborative programs and projects.
- Increase opportunities for cooperative relationships between communities and residents along the byway.
- Leverage funding and resources through collaborative planning and partnerships.
- Stay informed about future projects and how those projects could support or undermine the byway organization's goals.
- Collaborate with the Iowa DOT and other state and national byways, share ideas and opportunities, participate in trainings, and assist with statewide projects.
- Maintain DCSB social media accounts including but not limited to Facebook and add new accounts as social media trends evolve.
- Foster DCSB based events such as a celebration day, if possible in conjunction with local festivals such as the Delaware County Fair (July), Rhubarb Fest (June), or Bacon Fest (August).
- Ensure the DCSB CMP continues to be consistent with applicable local, state, and federal regulations as well as local community visions, plans, initiatives, and programs.
- Work collaboratively to ensure the vision, goals, and objectives outlined in this plan are being met and the intrinsic qualities of the DCSB Corridor are maintained and enhanced.
- Lead by example and set a model byway Advisory Board and CMP for sustainability.



Family Fun, Tirrill Park, Manchester

#### Value 4: Encourage Individual and Family Recreation of All Kinds Throughout the DCSB Corridor

- Perpetuate and expand the DCSB Corridor's range of social and recreational opportunities for byway travelers of all ages.
- Work with local outfitters, guides, and leaders to define new recreation investment opportunities that avoid significant negative impact to the environment, but will provide more recreation opportunities for visitors and residents in the DCSB Corridor.
- Work with city, county, and state park and recreation departments and managers, and other private and public recreation entities to improve access, parking, camping, playgrounds, and other recreational facilities in parks and public areas in the DCSB Corridor.
- Support existing interactive experiences in the DCSB Corridor, brainstorm and implement new interactive experiences, and market those experiences to DCSB travelers.
- Work to make the DCSB a destination for family fun, outdoor recreation, historic tourism, and rural Iowa experiential engagement.
- Support initiatives that build great experiences for DCSB Corridor residents and visitors alike.
- Implement projects that create and promote recreational opportunities for byway travelers while recognizing and capitalizing on existing natural resources and man-made infrastructure.

#### Value 5: Identify Strategies to Expand and Strengthen Local Economies Along the Byway

- Develop and promote year-round experiences to byway visitors in order to spread tourism out and increase economic benefits across all seasons.
- Support branding efforts for each community and encourage all branding to tie back to the byway and/or connect with the other communities located in the DCSB Corridor on some level.
- Create and promote byway-focused events within the Corridor to expand the DCSB reach and generate increased tourism traffic.
- Explore funding sources to help with downtown revitalization projects in DCSB Corridor anchor communities.
- Identify appropriate community & area representatives and engage them in DCSB Corridor leadership and activities.
- Use the DCSB brand as a marketing tool for business recruitment and relocation.
- Formulate a business expansion & recruitment strategy selecting from existing available models tweaked to fit the peculiarities of the situation. If possible, include the perspective of an individual experienced in retention & expansion.
- Devise an appropriate monitoring/mentoring process to help assure the success of the expanded business or the start-up for a determined period of time.
- Support tourism initiatives that increase business opportunities in the DCSB Corridor.



### Value 6: Ensure the Safety of Byway Travelers

- Work with byway partners and organizations to ensure the DCSB roadway, shoulders, bridges, and intersections are well-designed and maintained.
- Work with byway partners to ensure there are safe alternative transportation routes for pedestrians, bicyclists, watercraft, snowmobiles and other forms of transportation.
- Work with state, city, and county road jurisdictions to ensure the DCSB has adequate byway main route/auxiliary signs and traffic signs.
- Regularly review accident history information to understand and address high accident areas along the byway. When safety concerns arise, pursue traffic safety funding.
- Improve safety by actively working with byway partners to provide adequate sight distances by controlling unwanted trees, shrubs, and other vegetation.
- Provide opportunities for travelers to safely stop and enjoy the scenery, both distant and near.
- Provide a travel environment where visitors can conveniently access pull-offs, scenic overlooks, attractions, interpretation, restrooms/rest areas, parking, and other services and amenities in a safe and enjoyable manner.
- Encourage inter-agency cooperation and legislation that supports safety improvements along the Corridor.

### Value 7: Foster Byway Community Participation

- Conduct future DCSB planning and management revisions and modification with on-going community involvement.
- Encourage on-going community support of the DCSB through partnerships with residents, local government, organizations, agencies, and businesses.
- Reach out to all parties interested in the DCSB Corridor, its past, present, and future.
- Ensure that this DCSB CMP integrates and supports local community visions, plans, programs, and objectives relevant to the DCSB Corridor now and in the future.
- Promote and manage byway visitation and tourism in ways that minimize their impacts to sensitive resources and the local residents' daily routines, cultural traditions, favorite locales, and rural lifestyle.
- Organize community events that celebrate people and places along the byway.
- Promote the DCSB Corridor's recreational opportunities and the health benefits associated with an active lifestyle.
- Foster partnerships with local leaders to build infrastructure that encourages healthy lifestyles in the DCSB Corridor.
- Recognize and build on the strengths of each community in the DCSB Corridor individually and collectively.
- Continue to invite representatives from every DCSB Corridor community to participate in discussion, planning and projects.
- Identify and foster projects that encourage communities to work together such as a DCSB Corridor-wide playground improvement and expansion initiative, a DCSB Corridor-wide treasure hunt, mystery bus tour, and other projects that recognize and promote existing and potential infrastructure, businesses, and community initiatives.

- Identify each small town's anchor attractions and work with the community leaders to enhance their appeal.
- Encourage small communities in the DCSB Corridor to cross-promote each other's major attractions.

### Value 8: Create an Easy-To-Navigate Byway Experience

- Welcome visitors and help orient them to attractions, services, and facilities in the area.
- Support minimal byway wayfinding signage that enhances the visitor's experience, but does not detract from the Corridor's intrinsic qualities.
- Develop a unified and cohesive system of wayfinding through byway driving directions, maps, portal signs, main route/auxiliary signs, off-byway direction signs, community entrance signs, site-approach markers, and site identification signs.
- Develop a strategy for how to inventory, maintain, and replace damaged or missing byway main route/auxiliary signs.
- Support the implementation of periodic, detailed visitor use surveys to assess byway traveler's needs, and seek feedback to improve the experience.
- Enhance the byway visitor's traveling experiences (convenience, wayfinding, comfort, safety, etc.) by providing additional pull-off areas, scenic overlooks, interpretive waysides, information hubs, restrooms/rest areas, recreation improvements, and other services and amenities.

### Value 9: Identify Byway-Related Projects & Find Funding Sources to help Implement Those Projects

- Annually review, update, and prioritize the projects and initiatives identified in this CMP to maximize planning and partnership opportunities.
- Continue to facilitate discussions with DCSB stakeholders and partners to identify new DCSB Corridor projects and programs that are consistent with the goals, vision, and objectives of the DCSB Advisory Board and this CMP.
- Provide grant writing assistance to help public entities and partners secure the funding needed for projects and programs identified and prioritized in this CMP and in future additions or revisions to this document.
- Look for opportunities to maximize small projects so as to build momentum and funding for larger improvement projects.
- Actively manage a funding schedule that tracks funding opportunities and encourages the pursuit of that funding for CMP projects in the DCSB Corridor in a timely manner and also coordinates funding applications from partners in the DCSB Corridor so as to maximize any given funding source in any given funding cycle.
- Meet with, encourage, and empower DCSB Corridor community and county leaders, including but not limited to the DCSB Advisory Board, city and county elected officials, leaders, department heads, and employees to help them understand how and why they should implement this CMP and where they can find funding to implement projects.
- Identify new opportunities for funding and continue to explore additional funding and grant opportunities not listed in this CMP.

### Value 10: Expand Multi-Modal Transportation Options

- Allow for a range of travel choices along the byway. Examples might be pedestrian and bicycle facilities such as paths, trails, sidewalks, crosswalks, bike lanes, shared roads, etc.
- Work with municipal, county, and state jurisdictions to develop and improve DCSB Corridor infrastructure to enhance byway traveler safety, including but not limited to: create vehicular pull-offs in scenic sections of the DCSB, develop turning lanes for major attractions, pave gravel portions of the byway, add shoulders to narrow road sections of the DCSB where scenic value is high but opportunities for pull-offs are limited.
- Maintain and enhance ways for visitors and residents to leave their vehicles behind and explore in other ways, while also preserving and protecting important resources.
- Educate visitors about the opportunities to canoe, kayak, tube, bike, boat, ski, hike, etc. to experience the byway through alternate means of transportation.
- Provide support to local businesses that offer guide services or rent equipment related to multi-modal transportation.

### Value 11: Strengthen the Byway's Identity & Promote its Value as a Tourism Destination

- Become a fundamental part of tourism activities in the region by working collaboratively with partnering organizations to cross-promote the byway in regional marketing efforts.
- Develop a cohesive "brand identity" for the DCSB through the use of universal design standards and logos for signage, publications, kiosks, and all other marketing features.
- Connect the DCSB experience to other experiences visitors would encounter by traveling all of Iowa's scenic byways.
- Connect the DCSB experience to other nearby experiences such as the Great River Road National Scenic Byway, Grant Wood Scenic Byway, or River Bluffs Scenic Byway.
- Make information about the DCSB readily available and easily accessible to byway visitors.
- Develop byway-specific marketing material such as brochures, newsletters, trade show banners, social media sites, website content, videos, apps, audio tours, maps, and other materials.
- Develop complementary publications that focus on specific activities along the byway while encouraging exploration of the entire Corridor, such a historic tour of the byway Corridor, an art along the byway publication, a trout-fishing guide, a birding the byway brochure, a culinary passport, a playground guide that encourages play in the DCSB Corridor, etc.
- Leverage marketing dollars through partnerships and cooperative ventures with other organizations at the local, regional, and statewide levels.
- Plan ways to keep the byway interesting for return visitors, such as festivals, seasonal interpretation, artwork, or geocaching activities that change periodically.
- Promote year-round experiences in order to spread visitation out and expand economic benefits across all seasons.
- Keep the media and the public informed of DCSB activities.
- Identify the byway on various regional, state, and national touring maps in print and digitally on navigation systems.
- Coordinate with and support DCSB festivals and celebrations.

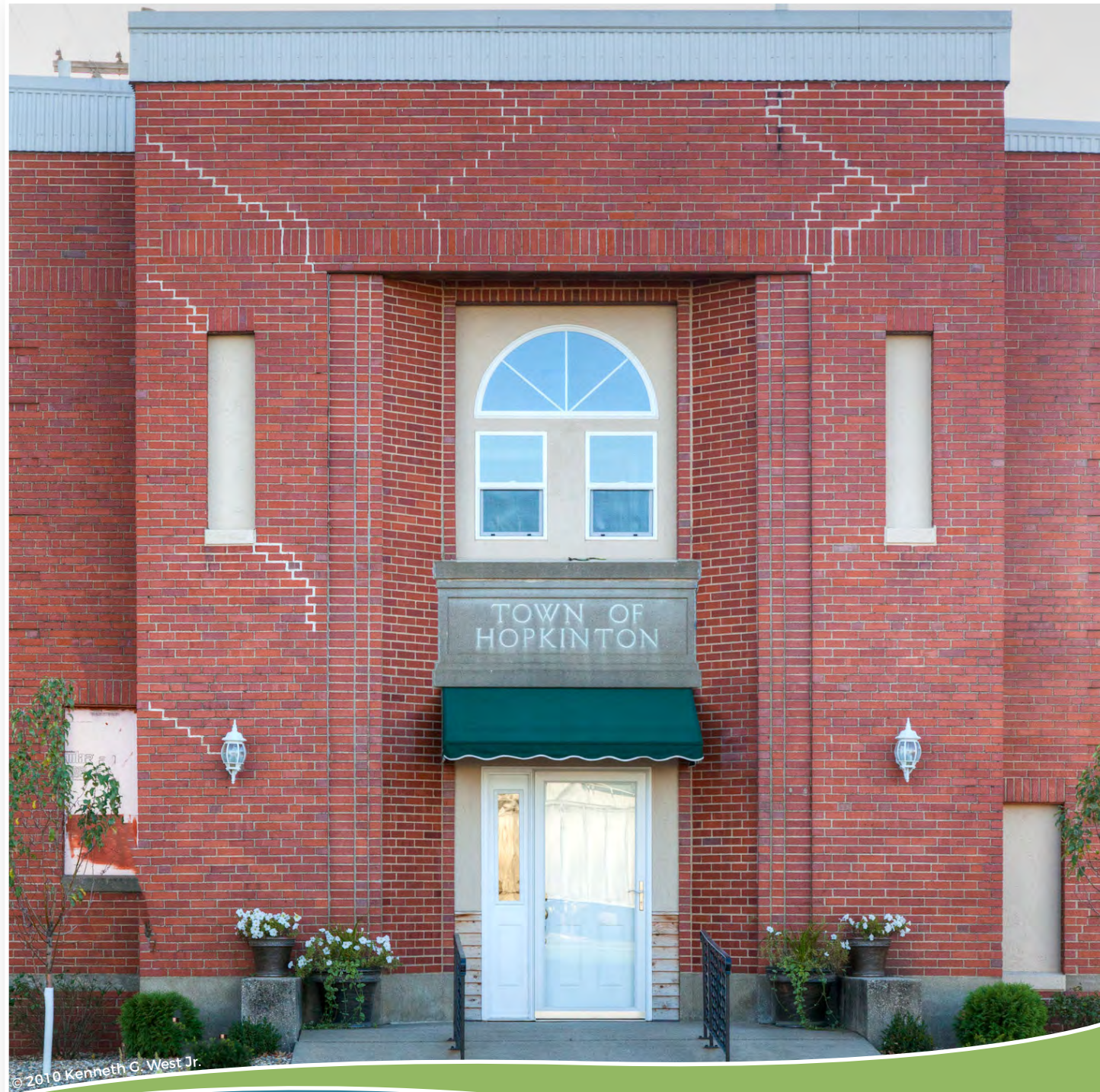


CMP Planning/Public Input



DCSB Coordinator & EITA Director





# SECTION **FOUR**

## Byway Corridor and Communities

### 4.1 Introduction

The DCSB Corridor is the focus of this Corridor Management Plan, therefore, it is important to understand the boundaries and content of that corridor. The DCSB Board searched for and considered several factors associated with local, state and federal precedent, guidance, and recommendations. Scenic America defines a “Corridor” Management Plan as, “a written plan developed by the communities along a scenic byway that outlines how to protect and enhance the byway’s intrinsic qualities and character that define their byway corridor.” Although they define what a CMP is, they do not stipulate what will comprise the “corridor” for any given byway. Iowa does not regulate the width or length of a scenic byway corridor’s boundaries, nor do they define byway corridors by political, geographic or scenic boundaries. The National Scenic Byway Program defines a byway as “the road or highway right-of-way and the adjacent area that is visible from and extending along the highway.” They are helpful in noting that “the length of the corridor can vary depending on different intrinsic qualities. Intrinsic qualities include scenic, historic, recreational, cultural, archaeological, or natural qualities.” (Federal Register, Vol. 60, No.96, May 18, 1995).

### 4.2 DCSB Corridor

At the time that this CMP was developed, determining the extent and official definition of the byway corridor was the responsibility of the byway organization associated with a given byway. Based on input from byway experts, the DCSB Advisory Board carefully considered the following factors in their decision making process to define the DCSB Corridor:

- What land area is visible from the DCSB roadway?
- What are the most significant intrinsic qualities adjacent to and near the DCSB roadway?
- Which intrinsic qualities do state and local entities consider significant enough to provide wayfinding from major roadways along the byway route?
- Where are significant intrinsic qualities located in relation to the byway and each other?
- If a byway traveler were to travel to and from the byway to experience a specific intrinsic quality, would they be able to spend more time at the site than they spent traveling?
- How do significant intrinsic qualities lie spatially within specific political jurisdictions given proposed byway corridor scenarios?
- If the byway organization were to invest in specific intrinsic qualities in the proposed byway corridor, would that investment enhance the visitor’s experience?
- How do political boundaries favor or detract from any proposed byway corridor?

After considering these factors, the DCSB Advisory Board determined that the DCSB Corridor would officially be defined as the entirety of Delaware County.

Specific reasons for that determination include the following: Much of Delaware County is visible from the hilltops along the byway. Several significant intrinsic qualities are located along the outlying edges of the county, particularly in the north where Iowa’s first State Park, Backbone State Park, and the community of Edgewood, which has major events and tourist attractions, are located. State and county wayfinding directs visitors from major roadways of the DCSB to sites located at the edge of the county. There are also several intrinsic qualities scattered throughout the county that support and enhance the visitor’s experience including county parks, small town attractions, and an international tourist destination. These sites are of significant value and can engage the visitors for a much longer time period than it will take the visitor to reach the site from the byway. Although the DCSB loops through a very rural area of Iowa and some of the intrinsic qualities that make this byway unique are in fact on the byway, many of the intrinsic qualities that support the byway are scattered around it rather than clustered all together within a mile of the byway. Delaware County and other byway partners, including the State of Iowa, have already made strong investments in many of the intrinsic qualities located within the proposed corridor, enhancing the byway visitor’s opportunities and increasing the value of further investment by the byway organization. Although there are intrinsic qualities outside the county boundary, defining the byway corridor as the entire county created a clear political boundary that is easy for the byway organization to communicate and support. The decision to define the DCSB Corridor as the entirety of Delaware County was and is supported by numerous partners and political entities.

The DCSB Corridor is a very rural and remote area of Iowa covering a total of 579 square miles. The 2010 census recorded 17,764 residents living within the corridor. Those residents were spread throughout the county on farms and in small communities and unincorporated villages. The largest city in the corridor is Manchester with just over 5,000 residents, but the majority of the towns have fewer than 900 citizens. The rural nature of the corridor limits the number and selection of visitor amenities but those amenities that do exist are more likely to provide unique, place-based experiences that are worth seeking out. The rural nature of the corridor also gives it a remote feel that creates its own very distinctive experience.

The DCSB Corridor is home to the Maquoketa River, its tributaries, and its watershed. The river is a major feature that is the lifeblood of the corridor and can be seen and accessed at many points along the DCSB Corridor’s loop. The Delhi-Hartwick Dam on the Maquoketa River forms the recreationally popular and scenic Lake Delhi. Manchester has developed Iowa’s largest Whitewater Park on the Maquoketa River as it passes through their community. Its spring fed coldwater tributaries provide fishing opportunities in county and state parks and provide the water for the Iowa DNR Fish Hatchery in Manchester. The South Fork of the Maquoketa runs through the middle of the byway loop, and the North Fork runs through



the far eastern edge of the county. Byway travelers climb to the tops of hills to view the watershed, including acres of diverse farmland with crops, pastures and small woodlots, acres of forest, unique and beautiful recreational lakes, small coldwater trout streams, and the meandering Maquoketa River Valley.

Byway travelers note the small towns, church spires, pioneer cemeteries and civil war monuments. Explorers may climb up limestone bedrock, kayak rivers and streams, and fish for trout. There are only a handful of options for overnight lodging but hundreds of campsites located throughout the corridor. Given its remote nature and limited cellular and wi-fi access, travelers are advised to do some pre-planning for excursions in the DCSB Corridor and then relax and enjoy their time away. The remote feel of the DCSB Corridor can be enhanced by the seasonal weather. Spring, summer, fall and winter each provide their own benefits and challenges for DCSB travelers. The average July high is 84°F and there are on average 191 sunny days each year, so anglers, kayakers, canoers and hikers are generally comfortable.

Although the average annual rainfall of the area along the DCSB is just 33 inches, some of the rainfall occurs as high-intensity thunderstorms during the summer months, swelling rivers and making outdoor activities less inviting. If the traveler is safely ensconced inside with a cup of their favorite beverage, they might enjoy the loud cracks of thunder and lightning. However, most of the campsites in the DCSB Corridor are posted with high water marks to warn campers that heavy rainfall and flooding needs to be taken seriously. Snowfall during the winter months averages 29 inches total and the average January low is 8°F. Although beautiful, snow and ice can be challenging for travelers that have never driven on them, especially on gravel sections of the byway. Spring brings bright greens back to the landscape and the brilliant colors of fall offered on the leaves of hardwood trees, pumpkin patches, and the changing crops are spectacular. However, travelers must realize the seasons change no matter the planning and leaves won't wait to emerge or to fall.

The DCSB is accessible via U.S. Highway 20, which is a major feature in Delaware County and the DCSB Corridor. Iowa Highway 3, Iowa Highway 13, and Iowa Highway 38 are also major highways within the corridor that can be used to access the DCSB. Although Manchester does have a airport that supports small, private aircraft, the more common air travel option is to fly into one of the nearby metro areas and rent a car. The Waterloo/Cedar Falls metro area is located just 48 miles west of Manchester on Interstate 20. These larger cities have a combined population of approximately 164,220 people. Waterloo has a small regional airport with passenger flights to airports throughout the Midwest. Both cities have lodging, shopping, dining and retail stores common to more urban areas. Cedar Rapids, with a population of approximately 125,500, is located 47 miles southwest of the byway on Highway 13. Cedar Rapids has the closest commercial airport to the

DCSB, the Eastern Iowa Airport. Dubuque, Iowa, population 58,000, is just 45 miles east of the DCSB on Interstate 20. Dubuque also has a regional airport, traveler amenities, and the nearest bridge across the Mississippi River — connecting Iowa to Illinois.

Although the byway is accessible via air, the primary mode of transportation for the majority of visitors to the DCSB is by car or bus. The area of visitor influence is typically the area within one day's drive of the byway road and Delaware County. That area includes the tri-state region of Iowa, Wisconsin, and Illinois, extending as far as larger cities such as Madison, Milwaukee, Chicago, St. Louis, and Minneapolis. The location of the byway lends itself well to visitors from mid-sized to larger Midwestern cities coming to the corridor to get away for a day or weekend trip. As information and promotion of the byway increases, the byway's proximity to airports will become more of an asset.

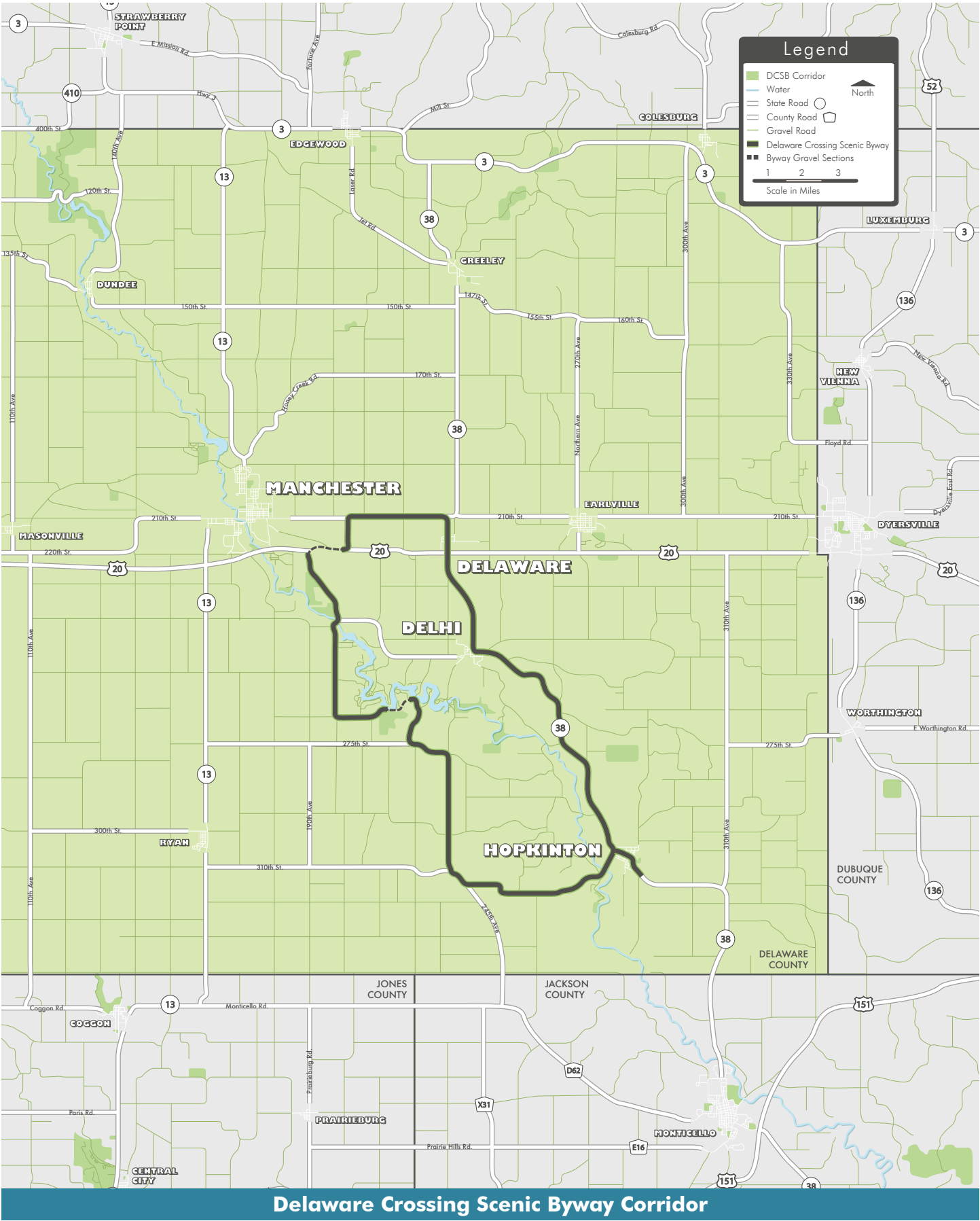
4.3 Corridor Communities

Corridor Communities are the communities within the boundaries of the Corridor, which in the case of the Delaware Crossing Scenic Byway Corridor, includes each of the communities in Delaware County. Cities include Colesburg, Delaware, Delhi, Dundee, Dyersville, Earlville, Edgewood, Greeley, Hopkinton, Manchester, Masonville and Ryan. Unincorporated communities or villages within the DCSB Corridor include Petersburg, Robinson, Rockville, Oneida and the Lake Delhi Area.

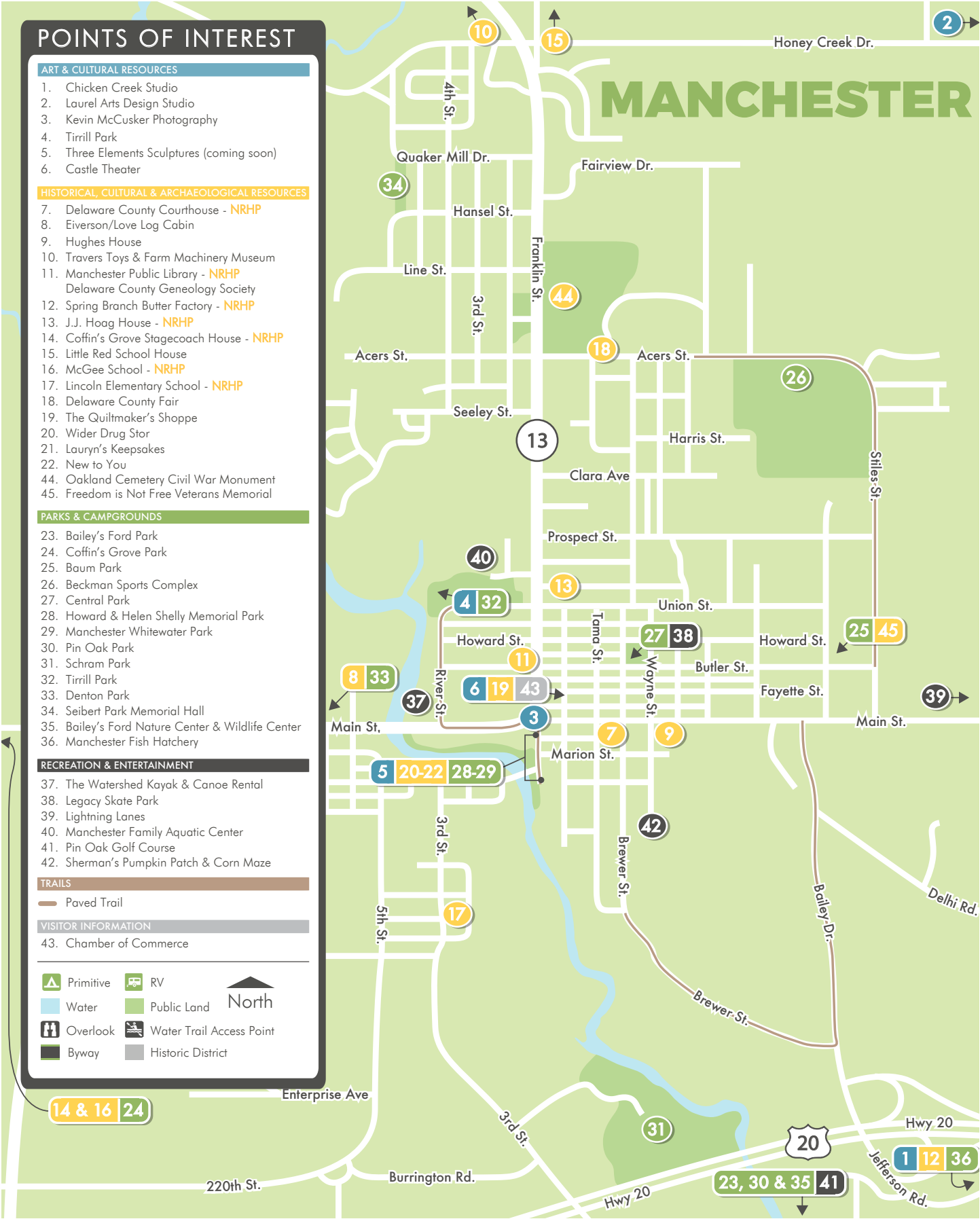
The largest corridor city is Manchester, with 5,179 residents reported during the 2010 Census. Dyersville, on the very eastern edge of the Delaware County, has the next largest population at 4,058. However, only a very small portion of Dyersville is actually in Delaware County. The majority of the town is located within Dubuque County and is therefore outside the defined byway corridor. The remaining communities all have fewer than 900 residents and seven have fewer than 500 people living within their municipal boundaries.

Although they have not incorporated as a city or gathered together in one place like a traditional “community,” there is also a significant and thriving Amish community in the DCSB Corridor. That community is further discussed in the Historic, Cultural, and Archaeological Resources Section of this CMP.

The communities and villages that the DCSB roadway passes through, or directly adjacent to, include Manchester, Hopkinton, Delhi, Lake Delhi Area, and Delaware. These five communities are considered DCSB Anchor Communities, or communities of greatest impact to the byway traveler's experience, and will be discussed in further detail in this section. Although these Anchor Community receive more attention in this CMP, the DCSB Advisory Board recognizes that the outlying corridor communities contribute to the quality of the DCSB Corridor and provide important and unique opportunities for byway travelers to experience small town Iowa.







**4.4 Anchor Community of Manchester**

As the largest community in the DCSB Corridor and the county seat for Delaware County, Manchester has intrinsic qualities and visitor services that the other DCSB Corridor communities do not have, including multiple dining, lodging, shopping, recreation and basic service options. It is located at the intersection of two major highways, U.S. Highway 20 and State Highway 13, which combined with its amenities, makes the community function as the primary gateway for the DCSB and its Corridor.

Manchester was founded in the 1850s and retains its historic charm. The county courthouse, a Romanesque Revival building designed by C.E. Bell, was constructed in 1894 and placed on the National Register of Historic Places in 1981. Built of red pressed brick, it boasts 18-inch thick walls, decorative metal ceilings, elaborate woodwork and a 135-foot tower and spire. The courthouse is just one of several interesting historic buildings in a community that has a thriving historic downtown and many historic residential structures. Manchester's downtown boasts unique private businesses, such as the Pumpkin Patch and Maze, a brew pub, a great sandwich shop and even a local ice cream shop that has unique options like rhubarb shakes. Many of these are ideal for families and other byway travelers.

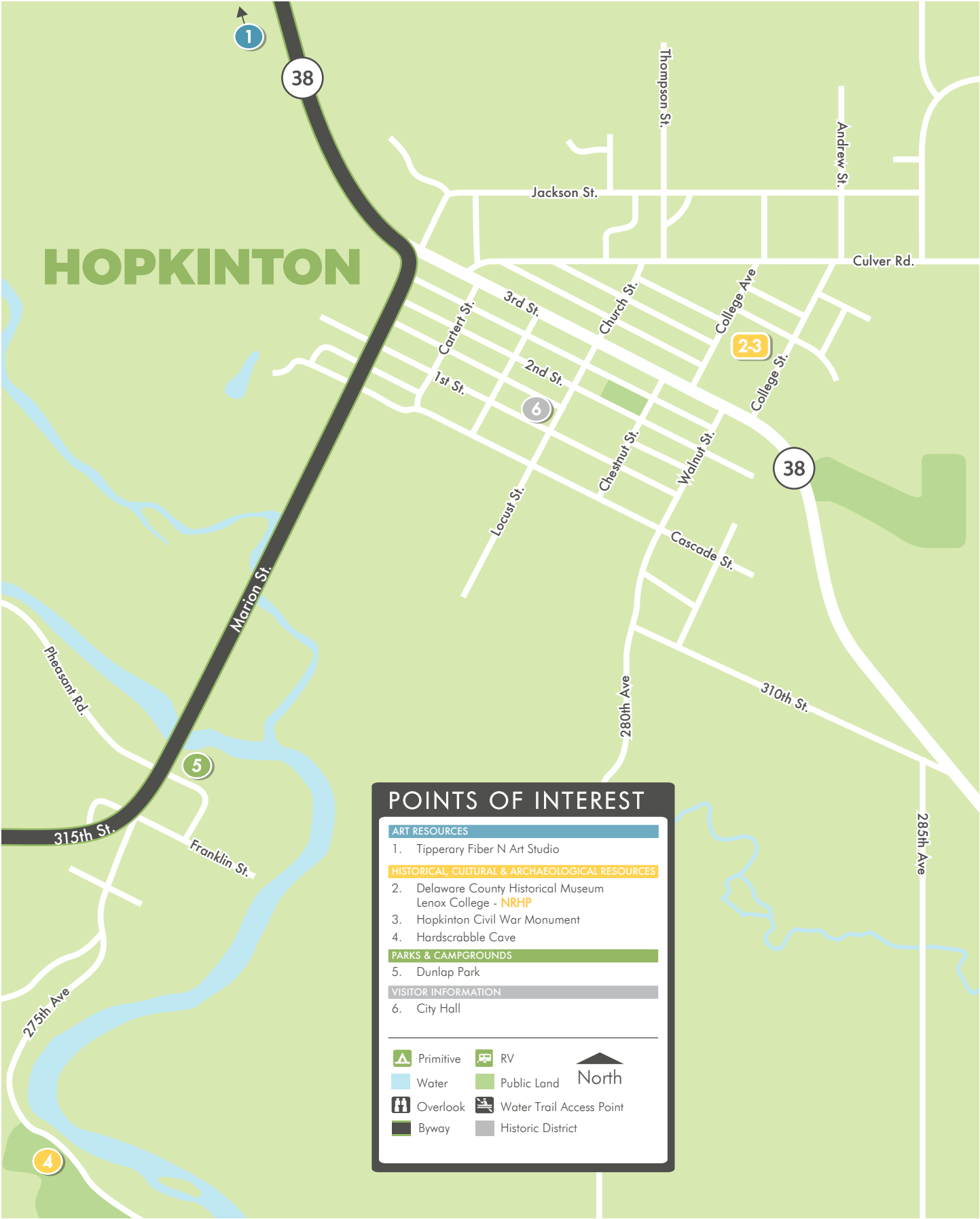
The Maquoketa River is a major feature in this community. City leaders created Iowa's longest/largest Whitewater Park



on this river in 2015 and promptly became Iowa's River Town of the Year. Easily accessible from the downtown, the park is approximately 900-feet long and features six 18" drops, more than any other Whitewater Park in Iowa. The City has also developed the Manchester Family Aquatic Center, which has three water slides, a diving board, zero depth entry, spray fountains, and a sand volleyball court. All seven city parks in Manchester: Tirrill Park, Baum Park, Central Park, Denton Park, Howard & Helen Shelly Memorial Park, Schram Park, and Seibert Park & Memorial Hall, are well-kept and provide a variety of recreational options for families and youth, including a new concrete skate park, several bikeway/walkway trails that are open year-round as snow is removed during winter months, tennis and pickleball courts, a bandshell, beautiful artwork, canoe access, and several high-quality playgrounds and shelters. Many of the parks have universal access facilities, some have extensive gardens, and others have historic sites, including Denton Park, which is home to "Love" Cabin, the first known home in Delaware County. Manchester Park and Recreation hosts a wide range of programs and activities for participants of all ages.

The Iowa DNR's Manchester Fish Hatchery is located on the edge of Manchester along the DCSB, providing additional outdoor recreation opportunities including fishing, hiking, picnicking and outdoor education. Visitors can feed the hatchery fish and learn about the history of the hatchery.





**4.5 Anchor Community of Hopkinton**

Hopkinton is located at the southeast end of the DCSB loop along Highway 38. Settled by Scottish, Irish, English and German immigrants, today it has a small downtown with limited local shopping and dining options, including the “not so” Tiny House Mission Store. Hopkinton also boasts a community trail, parks, access to the Maquoketa River, and proximity to Hardscrabble Wildlife Area and Brayton Memorial Forest, which all provide a variety of outdoor recreation opportunities for families from caving and mushroom hunting to canoeing.

The community hosts annual events that provide entertainment for byway travelers, including the Yesteryear Garden and Tractor Show at Lenox College and the Hot Rods & Harleys Car Show, which features all makes and models of cars, trucks, motorcycles and hot rods, food vendors, and live entertainment. Byway travelers who really want to experience small town Iowa might also enjoy the numerous ice cream socials, church breakfasts, fish fries and soup suppers that are all open to the public and provide an opportunity to engage with the locals in a small-town atmosphere.

This small community with just 628 residents is most well-known as the home of Lenox College, which operated from 1859 until it closed in 1944. The Lenox College campus became the Delaware County Historical Museum Complex, which houses a variety of impressive and extensive collections.



Established in 1959 by the Delaware County Historical Society, the museum complex is on the National Register of Historic Places for its late Victorian architectural style. Nine buildings and the first monument on a campus dedicated to the American Civil War make up the museum complex. The Civil War Monument is also the feature image on the DCSB wayfinding signs. An advertisement for the college in January of 1884 in the Dubuque Times referred to Lenox College as “one of the very best and cheapest colleges in the northwest with a first class college building.” Fortunately, the campus and buildings have been beautifully maintained and restored by the Delaware County Historical Society. Extensive collections include Civil War memorabilia and resources, a replica of an old-fashioned drug store, a 1930s print shop, replicas of a general store and a country school, a library, the historic Hopkinton Depot and caboose, a one room school house, an extensive natural history exhibit, historic musical instruments, local memorabilia and two Farm Machinery Halls, which have horse drawn farm equipment from pioneer days. The church still boasts the original stained glass windows from Bavaria. With its connection to and inclusion of a historical farming collection, the entire site is listed as a Silos and Smokestacks National Heritage Area Historic Site. The stories surrounding this museum are closely linked to the civil war as all but two male students from the school were drafted and most did not return from the war. The College is even said to be haunted by the ghost of a young woman waiting for her love to return.





**4.6 Anchor Community of Delhi**

Just three miles south of U.S. Highway 20, on State Highway 38, the small DCSB community of Delhi's motto is "One Smile Wide, Filled With Pride." Byway visitors might think that the City of Delhi is on Lake Delhi but neither Lake Delhi itself nor the Lake Delhi Area have been annexed into Delhi or incorporated as a city. Fortunately, access to Lake Delhi and to the Maquoketa River downstream of the Lake Delhi Dam are easily accessed only two miles from town. Not far from town, Lost Beach Campground and Marina and Turtle Creek Recreational Park both have camping. Turtle Creek also has public boat access and shore fishing access to Lake Delhi, a small beach, trails, and public restrooms.

Silver Lake, a 40-acre lake, is in the City of Delhi, as is Silver Lake Park. Both are beautiful natural resources and provide exceptional opportunities for recreation but are easy for visitors to miss if they aren't looking for them. Silver Lake is stocked with largemouth bass, bluegills, and catfish. It is a great place for families to spend time teaching youth how to catch fish, as the kids can catch pan fish from shore or from the public dock to their hearts delight.

Silver Lake Park has new playground equipment, picnicking amenities, campsites, a shelter and boat access to the lake. There is a short walking trail in the park that wanders around a portion of the lake. Private business owners and community



members are considering expanding both RV camping on the lake and developing a trail around the lake that would link the campsites on one side of the lake to the Silver Lake Park on the other. They would also like to extend the trail through the community to the downtown district and the Delhi City Park. The community of Delhi has invested in its downtown, installing period lighting, new sidewalks and landscape improvements in their parks. The Delhi City Park is a central feature of the community. Located adjacent to the downtown business district, it boasts a playground with new and unique playground equipment, a covered pavilion, as well as grills, water and electricity for picnics. The City Park also has a fun sculpture and a nice veterans memorial.

A local, family-friendly restaurant and bar in Delhi offers visitors the chance to sit down and enjoy a meal or grab something to go and eat in a park or on the edge of one of the lakes. Byway visitors also have access to other traveler amenities in Delhi, such as convenience stores, auto repair, beauty shops, a bank and ATM. There are historic markers and small but significant historic sites in Delhi, including the Hobbs Chimney, the McCreery Monument and, not far from town byway travelers can find the Bay Settlement Church and Historic Cemetery, Iowa's first monument to Civil War veterans. All in all, this byway community is a great place to spend time in with its parks and natural areas, or to fuel up and grab a meal or supplies for the road or to take out on the one of the nearby lakes.





Boating on Lake Delhi



Public Access to Lake Delhi

#### 4.7 Lake Delhi Area

Although the residents that live around Lake Delhi have not incorporated their community as a city, the Lake Delhi Area, which includes the residential and commercial areas, as well as the amenities that surround the lake, offer important natural and recreational intrinsic qualities to the DCSB Corridor.

Lake Delhi is created by a dam on the Maquoketa River that backs up water to create nine miles of meandering lake surrounded by wooded bluffs and wildlife areas. The dam and associated Labyrinth Spillway, which is the first of its kind in Iowa, are impressive, unusual, and award-winning structures. The dam received the top award, the Grand Conceptor, in the annual engineering excellence competition held by the American Council of Engineering Companies (ADEC) of Iowa. The award recognizes projects that demonstrate an exceptional degree of innovation, complexity, achievement, and value. The structures and the lake can safely be enjoyed from a viewing area at the top of the spillway or from below.

Visitors can drive around the lake on paved and gravel roads. Although the gravel section of the DCSB is avoided by some, it provides an opportunity to drive slowly through the dense hardwood forest that flank the lake and provides the shortest route between amenities. Trees canopy over the winding roadway, creating an isolated feel unlike any other part of the byway and put on a spectacular show during fall leaf season.

Byway travelers can access the lake for boating, canoeing, water skiing, jet skiing and other water sports in numerous public and private locations. Public access is available in several locations, including from boat ramps at Turtle Creek Park, which also boasts camping, a beach, public restrooms and temporary docking. Bailey's Ford Park, at the north end of the lake, provides lake access for small water craft, as well as camping and pavilion areas. Harwick Marina, a private business, is the only full-service marina on Lake Delhi. There is canoe portage around the dam and two beaches, one at Lost Beach and the other at Lake's End Cabin Resort.

After heavy rains and floodwaters in 2010 breached the dam, a six year, sixteen million dollar project was undertaken to rebuild the dam. The Iowa Department of Natural Resources (Iowa DNR) worked with the Lake Delhi Fish and Game Club to develop and implement a fisheries plan that reestablished the lake fishery. It included stocking of bluegill, largemouth bass, white bass, and black crappie until populations were self-sustaining, which occurred relatively quickly. Lake Delhi is also a popular spot for catching channel catfish and smallmouth bass, which maintain excellent populations without stocking. The Iowa DNR has and continues to stock the Maquoketa River above and below the dam with river strain fingerling walleye and northern pike each year. The Lake Delhi Fish and Game Club also hosts public fishing tournaments that are intended to bring in visitors and are popular with byway anglers.



Lake Delhi Area





**4.8 Anchor Community of Delaware**

The small community of Delaware, which has a population of fewer than 160 residents, is located at the intersection of U.S. Highway 20 and Iowa Highway 38. Although it is a very small byway town it does have a gas station and convenience store where byway travelers can pick up supplies. Delaware also has a church, St. Paul’s Lutheran Church, for byway travelers looking for a place of worship. It is home to a city park that has nice playground equipment and a picnic shelter that provide an outdoor option for families or other travelers looking for a place to stretch their legs or have a picnic.

Delaware is most well-known as the home of Delaware Speedway, which is a go-cart and dirt race track that is open throughout the summer on weekends, providing a unique experience for residents and visitors. Byway travelers can participate or enjoy the show from the bleachers while youth as young as five years old participate in the racing. This track follows NKA rules and their race schedule is published online at [delawarespeedwayllc.com](http://delawarespeedwayllc.com). There are entry fees and fees for spectators but there are payouts and awards as well. Children under five can attend for free. The speedway provides a unique experience for byway visitors.

**4.9 Corridor Community Attractions**

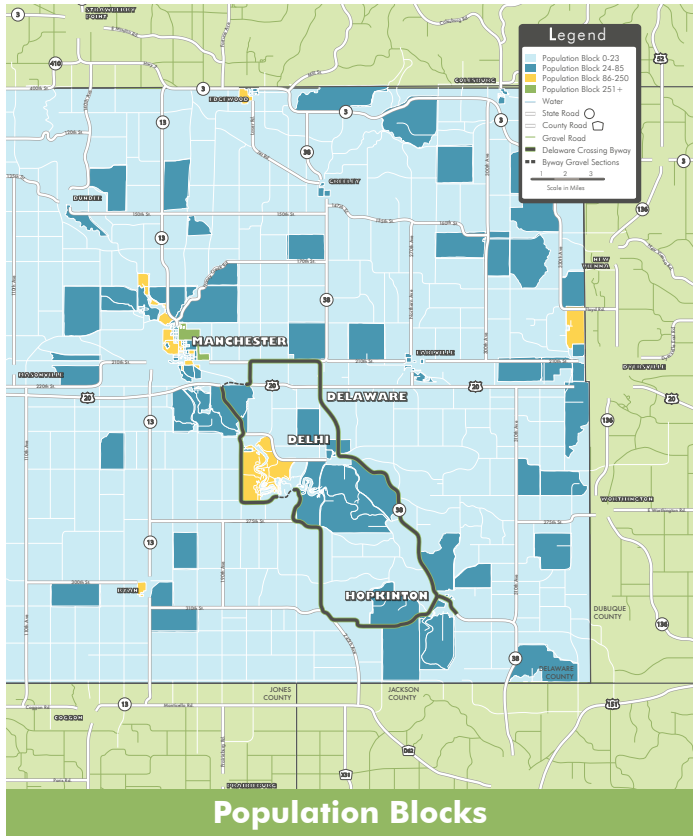
The DCSB community of Ryan is home to the “World’s Largest Umpire” statue and there is a life-size replica of an Anheuser-Busch Clydesdale in Greeley. There is a Freedom Rock painted

by Bubba Sorenson in Dundee. Earlville boasts a small meat locker, a raceway and has a motel. Every community has a playground and most have newer playground equipment, including the small unincorporated village of Oneida.

Many DCSB non-anchor communities and villages have remarkable war monuments and/or memorials of some kind, including the small town of Ryan, which boasts a Veterans Living Memorial and offers guided tours. They also host Veterans Day, Memorial Day, 4th of July, and other holiday celebrations. Some of the non-anchor DCSB communities have a local tavern or small family restaurant that serves unique “local” flavors, recipes that are developed by the owners and served as “one-of-a-kind” specialties. This includes a restaurant in Masonville that is known for its homemade onion rings and another in Colesburg that is the home of the “Willie Whopper.”

Dyersville is home to a well-known movie site, the Field of Dreams, which inspired millions of people and became an Academy Award nominee for “Best Picture.” The National Farm Toy Museum is located in Dyersville and hosts a Summer Farm Toy Show annually. Dyersville also boasts one of only 53 basilicas in the United States, which was recognized by Pope Pius XII. It is one of several historic churches in and visible from the DCSB Corridor that have been included in the “Spires of Faith Cluster.” These and other DCSB non-anchor community attractions enrich the DCSB Corridor.



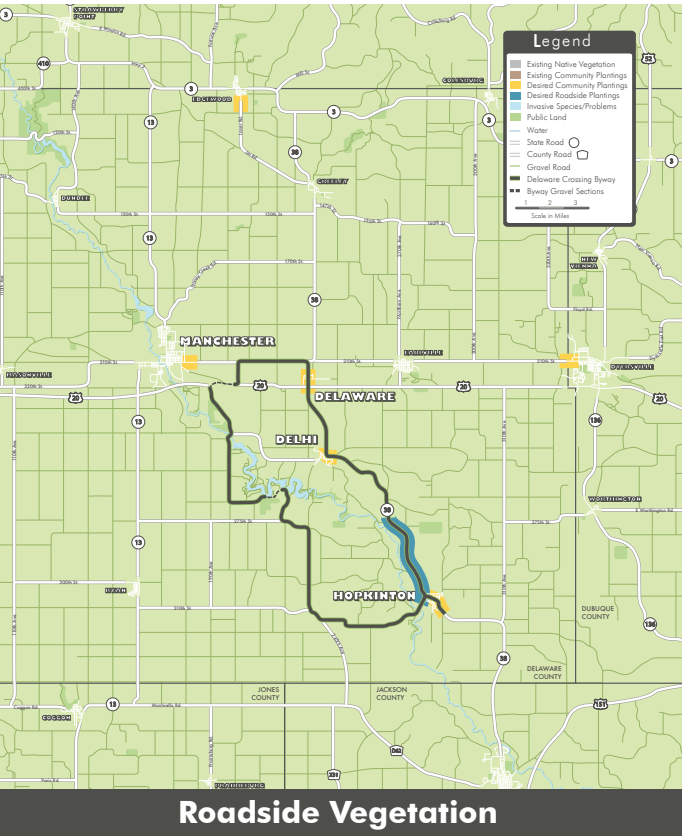


#### 4.10 Dispersed Population

Delaware County is a rural area with a dispersed population. Approximately 17,764 people live within the 577.76 square miles of the county according to the 2010 census, or about 31 people per square mile. As of July 2017, the population is estimated to have fallen to 17,153. The map above illustrates the census blocks in the DCSB corridor and is color-coded by each block’s population. (Green: 251+ people; Yellow: 86–250; Dark Blue: 24–85; Light Blue: 0–23)

#### 4.11 Roadside Vegetation

The type, amount and quality of vegetation within the DCSB Corridor’s road right-of-way and the land area directly adjacent to the DCSB road immediately impacts the visitor’s experience and also impacts the quality of life for DCSB residents. The right-of-way for roadways in the DCSB Corridor is publicly owned and/or managed by several different entities including cities, Delaware county, the Iowa DOT, private railroad companies and federal entities. A majority of the right-of-way in the DCSB Corridor is managed by county personnel, and a large portion of the DCSB roadway is under Iowa DOT jurisdiction. The Delaware County Engineer’s Office leads Delaware County’s roadside vegetation program. The office has an Integrated Roadside Vegetation Management Plan on file with the Iowa DOT which states the Delaware County Roadside Vegetation Management Program goals:



- Preserve and provide safe, functional and environmentally improved corridors of travel throughout the county
- Utilize a long-term integrated management program that promotes desirable, self-sustaining plant communities & encourage those plant communities that are native to Iowa through preservation and re-establishment whenever practical
- Make more efficient and effective use of chemicals as a control method of undesirable plants, and
- Enhance the scenic qualities of the roadsides and their value as roadside habitat.

The DCSB Advisory Board is supportive of these goals. Northeast Iowa Resource Conservation & Development personnel and DCSB Advisory Board members convened a regional meeting where county personnel from four byways discussed scenic byway corridor roadside management and opportunities for partnership to help inform this CMP. During the discussion, the Delaware County participants, including the Delaware County Conservation Director, developed a map of existing roadside vegetation.

#### 4.12 DCSB Route Extension and Loop

The original DCSB designation application included a much longer route that extended the DCSB into the northern portions of Delaware County. The original proposed route took the byway traveler through additional miles of very scenic and historic parts of Iowa that the DCSB Nominating



Committee felt showcased the byway’s intrinsic qualities and provided opportunities for byway travelers to enjoy some of Iowa’s most treasured public spaces and cultural treasures. Some of the major intrinsic qualities and sites along the original proposed route included Backbone State Park, the city of Edgewood, Bixby State Preserve, Twin Bridges State Park, Fountain Springs County Park, Ram Hollow Iowa DNR Wildlife Management Area, and significant historic churches, including a site in the county where seven significant churches can be seen at once.

As part of this CMP process, the DCSB Advisory Board reviewed the reasons for the original DCSB route request, as well as the scenic and other intrinsic quality associated with a potential northern route. They also asked CMP planners from the RC&D to visit and research some of the sites and intrinsic qualities in the northern section of the county/DCSB Corridor, which would have been along the original route. After review of the information and careful consideration, they are supportive of an extension of the DCSB through northern areas of Delaware County.

They feel this extension could take visitors past numerous natural, cultural, archaeological, and recreational intrinsic qualities that would better help the byway traveler understand and enjoy the DCSB and the DCSB Corridor. Although a northern route extension would support the existing DCSB Corridor’s intrinsic qualities, the DCSB Board does not feel

that they would duplicate the existing intrinsic qualities. Instead, an extension will provide opportunities for byway travelers to experience scenic views and engage with the DCSB’s intrinsic qualities in new ways. Also, although many of the most significant intrinsic qualities are located within the current DCSB Corridor, the DCSB Board feels that an expanded DCSB northern loop would help guide the byway traveler to high quality intrinsic qualities along the most scenic route. Therefore, The DCSB Board will continue to explore and pursue the development of a DCSB northern route extension, which they feel will increase public access and awareness to some of Iowa’s most treasured resources, as well as provide improved visitor services, including businesses that cater to the public through tours, events and products that are uniquely Iowan.

The DCSB Board will continue to explore various route options, provide justification for potential byway route extensions, as well as work with the DCSB Coordinator to develop a formal application to the Iowa DOT for the extended route. Exploration of various routes and loops will take into consideration some of the most notable resources along the proposed route extension including Backbone State Park, Edgewood, Bixby State Preserve, natural areas and coldwater trout streams, and cultural and historic attractions including churches and Amish Cultural Hubs. Several of these attractions, sites and resources are described in detail on the following pages.



### 1) Backbone State Park

Backbone State Park was Iowa’s first state park. Named for the narrow and steep ridge of bedrock carved by the signature DCSB Corridor river, the Maquoketa River, this park has rocky cliffs, columns and spires that tower above roadways and trails. Dedicated in 1920, the Iowa DNR’s website notes that this park “remains one of the most significant” state parks in Iowa. It provides tremendous opportunities for DCSB travelers who want to understand and/or experience the geology and/or the natural resources of the DCSB Corridor through rock climbing, cave exploration, hiking, biking, trout fishing, camping or exploration and study of CCC structures. It includes 2,001 heavily wooded acres that harbor a plethora of wildlife including songbirds, wild turkey, deer, fox and other woodland mammals and birds. Although the forests in Backbone State Park were planted by the Daughters of the American Revolution and other volunteers decades ago, today, they represent an important component of the natural and economic system in the DCSB Corridor. The park’s forests are also more extensive, more accessible and more well designed for tourism than any other public forests in the DCSB Corridor. The park has 21 miles of multi-use trails that support year-round recreational activities, including hiking, cross-country skiing and snowmobiling.

This park is well-known for its swimming, boating and fishing, some of the anchor recreational opportunities of the DCSB Corridor. Backbone Creek supports rainbow and brown trout. The stream is managed by Iowa DNR fisheries personnel who are directed out of the Iowa DNR Manchester Fish Hatchery, which is an important intrinsic resource on the existing DCSB route. The trout streams in Backbone State Park support and enhance the learning and recreation associated with the hatchery as a DCSB attraction.

In addition to the fishing, boating and swimming activities, Backbone State Park has other exceptional byway traveler amenities that support the family outdoor play theme of the DCSB Corridor including new playgrounds, opportunities for rock climbing, picnicking, hiking, biking and other activities. The park also has extensive interpretation and full time Iowa DNR employees, beautiful tent and RV camping facilities, an auditorium, and several picnic shelters.

Many of the shelters at the park, including the impressive stone auditorium, the beach house, the CCC museum building, auditorium, several historic bridges and other unique historic buildings and structures were built by the Civilian Conservation Corp (CCC) between 1933 and 1941. The CCC was established in 1933 as part of President Roosevelt’s New Deal program in an effort to provide work for unemployed Americans during the Great Depression. According to the Iowa DNR, Backbone State Park has the most concentrated collection of CCC work found in any one Iowa park, including trails, cabins, tree plantings, classic stone and timber structures, lodges, and a unique boathouse. Even the lowhead dam constructed to hold back the lake in the park was constructed by the CCC.

Approximately 46,000 Iowans were enrolled in the CCC program when it discontinued at the beginning of World War II. Although other CCC program structures can be viewed in other parks in the DCSB Corridor, as supported by the Iowa DNR’s testimony, there are none of the quality, quantity and character of those in Backbone State Park. Therefore, these features complement and support the existing DCSB route.

The historic importance of the CCC structures and of Backbone State Park itself are significant enough to match the phenomenal historic resources found at the southern end of the DCSB loop at Lenox College, further enhancing the visitor’s byway experience. A Historic District in Backbone State park is listed on the National Register of Historic Places. It includes a Cabin-Bathing Area, a Picnicking, Hiking & Camping Area, the Richmond Springs Area and additional sites, which collectively contain over 90 contributing resources and additional supporting resources. The historical and cultural significance of this concentration of CCC structures can not be overstated and is made even more relevant by the fact that this park is home to the only CCC Museum in the State of Iowa, which is in and of itself a significant historic site crafted of limestone and timber by the CCC.

The historic dam in Backbone State Park provides the perfect counterpoint and complement to the new dam on the Maquoketa River at Lake Delhi, which demonstrates today’s most modern and innovative techniques. The low-head dam on the Maquoketa River at Backbone Lake is a testimony to the dedication and hard work of the young men in the CCC program, while the Lake Delhi dam is a testimony to the dedication of Lake Delhi Area residents who restored their lake after a catastrophic flood washed out the original dam.

In addition to natural, recreational, historic and cultural sites, Backbone State Park and the area immediately surrounding the park are home to art and cultural events and festivals that provide opportunities for byway travelers to have unique experiences. One of the most notable is the Backbone Bluegrass Festival, which is held annually during the last week of July. The largest and oldest bluegrass festival in Iowa, this one of a kind event draws thousands of musicians and their families and music lovers from around the region and the country to listen to amateur and experienced bluegrass musicians in scheduled performances and impromptu jam sessions. Participants can learn how to play bluegrass music in more formal classroom settings early in the week and then publicly perform with other musicians at weeks end. The event has encouraged internationally renowned artists who attended as children and then went on to become famous musicians, including Alison Krauss, who is the most-awarded living recipient of the Grammy Award, and Bill Monroe, who helped to create the style of music known as bluegrass and is commonly referred to as the “Father of Bluegrass.” The genre takes its name from his band, the Blue Grass Boys. Monroe even wrote and named his “Strawberry Point” instrumental for a nearby town.



Rock Climbing Wall at Backbone State Park



Birding at Backbone State Park



Cabins at Backbone State Park

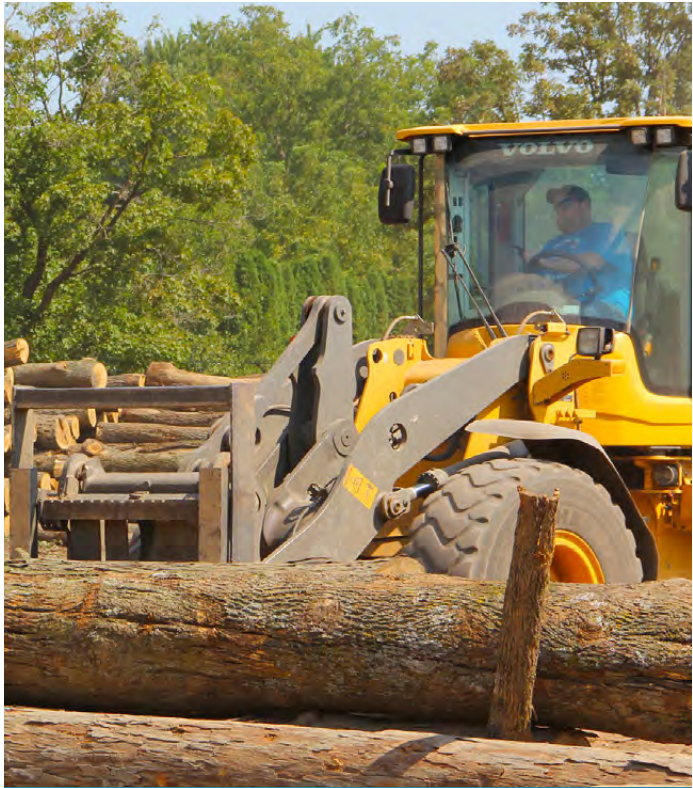




Downtown Edgewood



Edgewood Meat Locker



Kendrick Lumber, Edgewood

### 2) Community of Edgewood

The DCSB Board feels that the community of Edgewood should be located on the proposed route extension. It not only has convenience stores, restaurants and other visitor services that are fairly scarce along the DCSB, it has cultural intrinsic qualities that support and complement existing byway intrinsic resources and can't be found anywhere else in the region.

One of the most notable Edgewood sites is a working sawmill that processes lumber for the entire region. This family owned and operated saw mill provides tours for visitors wanting to learn more about Iowa's hardwood industry and the significance of Iowa's forests to the economy. Visitors can see firsthand the beautiful hardwood and hardwood products grown and made in the DCSB Corridor and revered around the world. They can watch giant saws cut through massive walnut, oak, maple and other trees and learn how all parts of the trees are used to create lumber, veneer, mulch, bedding and other more refined products including cabinets and frames. The mill and the information provided by the tour will give the DCSB visitor a greater appreciation and understanding for private and public woodlands, including county and state forests they can explore along the existing DCSB route. Although there is a lumber business in the DCSB community of Delaware, they do not process lumber or give tours, so the experiential opportunities in Edgewood are even more important.

Edgewood also boasts a well-established and well-known family meat locker that processes and sells local meats,

cheeses and other local foods, allowing byway travelers to savor and take home a taste of the DCSB. The DCSB has a high percentage of land in pasture that supports small beef and dairy herds but there is no other establishment in the region that processes as much local meat, including deer, hogs, beef and other meats. The Edgewood Locker is an industry leader, processing hundreds of thousands of pounds of meat annually. Like the sawmill, Edgewood Locker gives tours of their 18,000 square foot facility, which is a state of the art facility that provides products and services to customers throughout the DCSB Corridor. The opportunity for tours of a working meat processing facility takes this cultural opportunity from average to extraordinary. The prevalence of dairy and beef cattle along the existing DCSB route and in the DCSB Corridor makes the experience event more relevant to the DCSB byway traveler.

Edgewood Pro Rodeo Days is well-known throughout the region. It draws more than 11,000 visitors who have an opportunity to see, taste and experience family friendly activities that exemplify life in the DCSB Corridor. In addition to the rodeo itself, kids can try to catch a pig, buy a cowboy hat or a lasso, watch a parade, a dance performance, or a tractor pull. The rodeo itself includes barrel racing, bareback, and bull riding. The experiences provided by this event are elemental to the lifestyle and values associated with the DCSB Corridor and would therefore further enhance the DCSB Corridor and the experiences of the DCSB byway traveler.

### 3) Bixby State Preserve & other Public Natural Areas

According to Iowa DNR Botanist William Norris, who inventoried the plants for the Iowa State Preserves Board, Bixby State Park has the highest diversity of plants per acre of any Iowa woodland. Norris explains that one of the reasons the small 184-acre preserve harbors more individual species of plants, at least 380 native species and another 60 introduced species, is that it is at the intersection of several different native ecosystems including savanna, prairie, woodland, an algific talus slope, a cave, large bedrock limestone exposures and talus, and a spring-fed coldwater trout stream. Each ecosystems hosts a variety of plant and animal life, some common and others more rare.

Visitors to this remote preserve feel like they have taken a step back in time and away from the agricultural landscape of Iowa as the entrance drive drops down into the valley next to a coldwater stream. The surrounding forested limestone bluffs create a sense of isolation. The trails that climb them are primitive but enchanting.

The most rare ecosystems on the property are the algific talus slopes. Experts from Iowa and around the country note that these cold-air slopes in Bixby State Preserve are the highest quality in existence, not just in Iowa but anywhere in the United States. These northern slopes with their endangered Northern Monkshood flowers, ferns and large dolomite bedrock fragments are not only beautiful, they harbor state and

federally endangered species of plants and invertebrates that can't survive anywhere else. The woodlands in this park still harbor common and uncommon spring ephemerals including Dutchman's breeches, bellwort, bishop's cap, toothwort, sweet william, wild geranium, nodding trillium, and yellow lady's slipper orchid. Summer visitors can also enjoy jewelweed and coneflowers. The birding in this preserve is also exceptional.

Although not internationally renown, Fountain Springs Park, Ram Hollow-Hoffman Wildlife Area, and Twin Bridges Park, all located within the current DCSB Corridor, provide exceptional natural and recreational opportunities for DCSB byway travelers. These natural areas have exceptional opportunities to see and explore limestone bluffs, hardwood forests, coldwater trout streams and high quality rivers. Within these county and state public areas, families can camp next to rivers, children can play on new playground equipment, anglers can fish for trout in clear streams, and hunting is allowed in designated areas. These public areas vary from very primitive parks where the visitor must drive on gravel roads and through water crossings, to well-developed campgrounds with universal access to amenities. These site complement the existing natural areas along the DCSB route but they also provide unique experiences and showcase the unusual geology and natural resources of the Driftless Area of Iowa, which creates the hills and valleys that make the current DCSB route so interesting. The DCSB Board feels that expanding the DCSB route and designating it to reach these exceptional resources is imperative.





**SS. Peter & Paul Catholic Church, Petersburg**



**Reformed Presbyterian Church**

#### 4) Historic Churches

According to “Iowa Spaces, Places, Faces” by Carson Ode, Dyersville is home to one of only 53 basilicas in the United States as proclaimed by Pope Pius XII in 1956, who recognized it as follows. “Sacred for its works of religion and renowned for the nobility of its structure is the Church of St. Francis Xavier in the Archdiocese of Dubuque...by virtue of these letters we elevate in perpetuity the Church...situated in Dyersville, Iowa...to the dignity and honor of a Minor Basilica...”

Built between 1887 and 1889 using a block and tackle system of rope pulleys, the Church of St. Francis Xavier is a brick masonry church boasting two spires, which is one more than St. Boniface in nearby New Vienna in 1887 and one less than nearby SS. Peter & Paul in Petersburg constructed in the early 1900s. Legend has it that it is no accident that the order of construction is reflected by the number of church spires. St. Boniface is known for its stone Gothic architecture, as well as the parish families that took in boys and girls from the orphan trains and the high number of parishioners that were ordained.

The SS. Peter & Paul in Petersburg, which was the last of the three to be built, boasts three spires and was the first consecrated church in the State of Iowa. Its location on the top of a hill and its towering spires, the highest rising 145 feet, make it visible for miles around. It is constructed in the Late Gothic Revival Style of cut stone. The stained glass windows

were designed and manufactured under the direction of an expert from Munster, Germany and this church is listed on the National Register of Historic Places.

According to the Archdiocese of Dubuque, the SS. Peter & Paul, St. Francis Xavier Parish and St. Boniface Parish are part of their *Spires of Faith Cluster*, which also includes St. Joseph Parish in Earlville, and St. Paul Parish in Worthington. These churches are important for their cultural and religious significance but also for the way they reflect the DCSB values and beliefs and the astounding historic architecture accomplished using relatively primitive construction techniques. The three in the DCSB Corridor are some of the most elegant examples of early historic settlement church structures in Iowa. The historic cemeteries located at these churches could also be interpreted and would also complement the historic cemeteries along the existing DCSB route. The DCSB Board feels that extension of the DCSB Corridor should include a route that draws visitors into this history.

The aforementioned Catholic Churches, complement, add context to, and enrich the travelers experiences related to the other DCSB historic sites that are along the current route, including the Delaware County Courthouse in Manchester, which is a Romanesque Revival building, and Lenox College in Hopkinton, which has Victorian architecture and a Presbyterian Church known for its Bavarian stained-glass windows, without duplicating either the structural or taking away from the cultural significance of the other sites.





Amish Wash Day

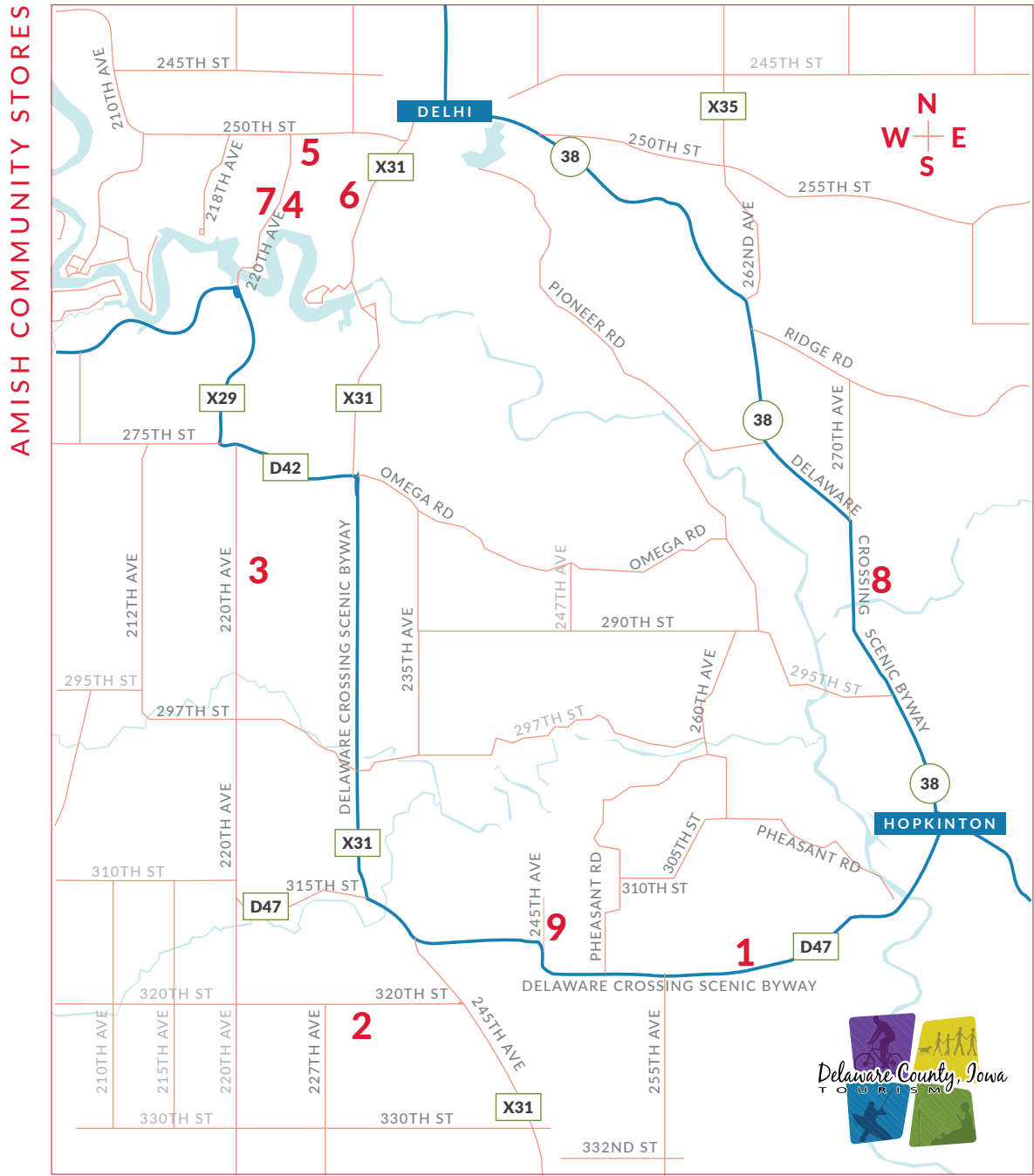
5) Amish Cultural Hubs

The Amish community in Delaware County and the DCSB Corridor is represented on the DCSB Advisory Board and open to interaction with the byway traveler. They are steadily increasing in size and expanding new business start-ups that are willing to sell products to byway travelers. In some instances, Amish businesses are clustered, creating a “cultural hub” where byway visitors can easily interact with Amish business owners and employees, see Amish community members on their farms, and develop a better understanding of Amish culture. There is one such area that has emerged between Lake Delhi Area and Lake Delhi. This small but dynamic cultural hub already has four businesses where byway visitors can purchase goods including a general store, a bakery, a bulk foods store and a greenhouse. While there are Amish communities and/or Amish Cultural Hubs like those found in the DCSB Corridor along or near several Iowa byways, they are rarely promoted — often because they are located along gravel roads.

The fact that the Amish community in the DCSB Corridor is represented on the DCSB Board and that the DCSB Board is eager to respectfully partner with the Amish community and their small businesses provides an opportunity for new cultural partnerships. Development of an “Amish Cultural Hub Loop” that encourages byway travelers to drive through portions of the DCSB Corridor that have a higher concentration of Amish residents would provide new cultural experiences and greatly expand the cultural intrinsic qualities of the DCSB.



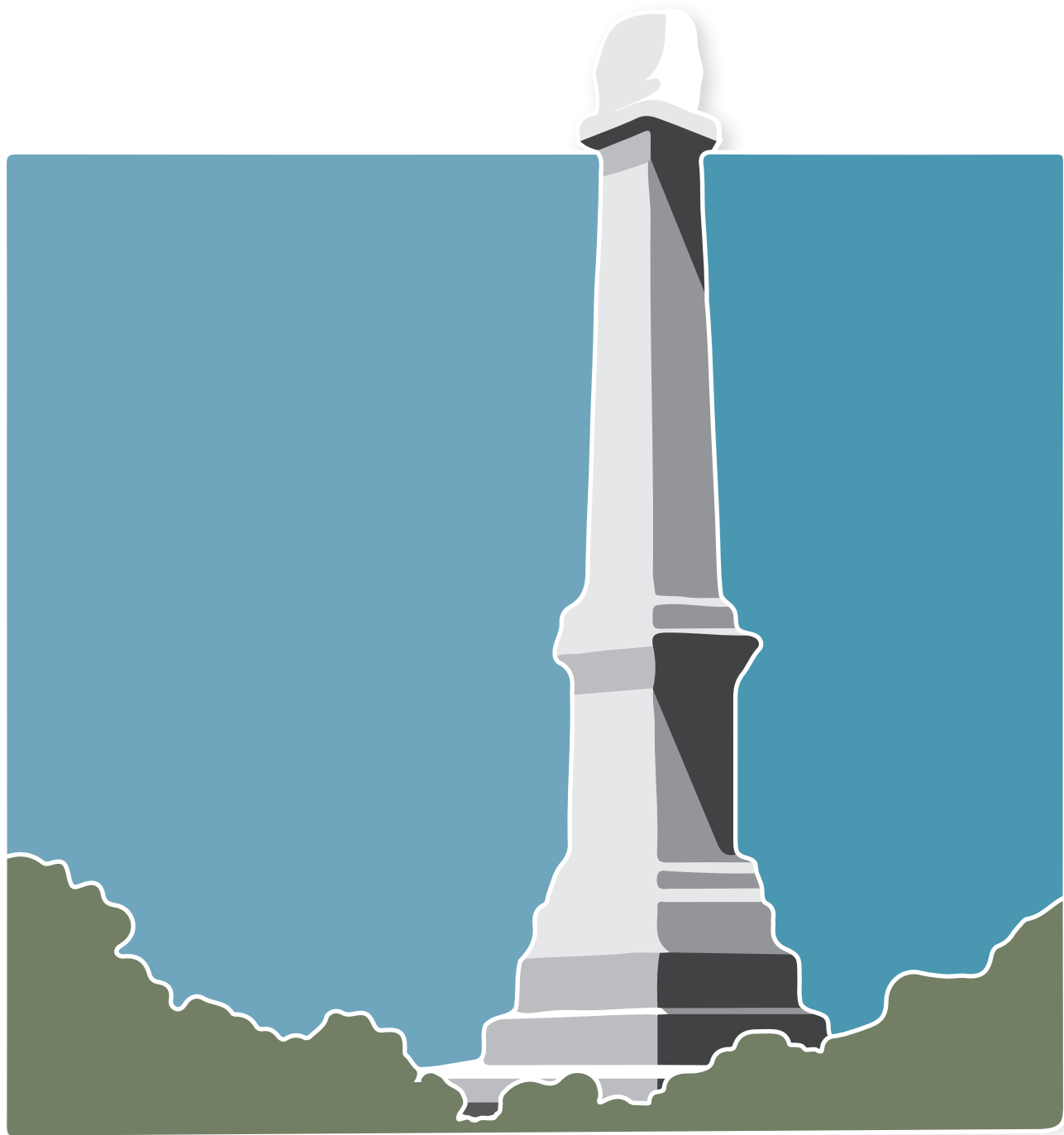
Amish Buggy



AMISH STORES

- |   |  |  |
|---|--|--|
| <b>1 Double E. Discount</b><br>Closed Thurs. & Sun.<br>2607 315th St. Hopkinton, IA | <b>4 Hartwick General Store</b><br>Mon-Sat<br>2552 220th St. Delhi, IA             | <b>7 C&amp;M Greenhouse</b><br>Spring<br>2567 220th Ave. Delhi, IA               |
| <b>2 Miller's Produce</b><br>In Season<br>2290 320th St. Hopkinton, IA              | <b>5 Borntrager's Bakery</b><br>Fri. & Sat.<br>2502 220th Ave. Delhi, IA           | <b>8 Countryside Greenhouse</b><br>Spring & Summer<br>2856 Hwy 38, Hopkinton, IA |
| <b>3 Yoder's Farm Store</b><br>Fruits in Season<br>2854 220th Ave. Delhi, IA        | <b>6 E &amp; A Bulk Foods</b><br>Closed Thurs. & Sun.<br>2543 230th Ave. Delhi, IA | <b>9 Yoder's Greenhouse</b><br>Spring & Summer                                   |





## SECTIONS FIVE-NINE

### INTRINSIC QUALITIES & RESOURCES

The National Scenic Byways Program (NSBP) collectively defines intrinsic qualities as the “archaeological, cultural, historic, natural, recreational and scenic features that are considered representative, unique, irreplaceable or distinctly characteristic of an area.” They are the important attributes of a byway, or the distinguishing features that create the character of the route and make the byway a special place for both residents and visitors. The following five sections include the DCSB Advisory Board’s inventory and assessment of the intrinsic resources along the DCSB. It describes the current conditions, identifies challenges and opportunities, and sets related goals, actions, and strategies.





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# SECTION FIVE

## Natural Resources and Major Attractions

### 5.1 Background Information

*Natural Quality applies to those features in the visual environment that are in a relatively undisturbed state. These features predate the arrival of human populations and may include geological formations, fossils, landform, water bodies, vegetation, and wildlife. There may be evidence of human activity, but the natural features reveal minimal disturbances.* Source: [www.scenic.org](http://www.scenic.org).

The *Natural Qualities* of the Delaware Crossing Scenic Byway Corridor, which are some of the most recognized in Iowa, are one component of the natural resources in the Corridor. They are most evident in county and state areas and vary from extremely remote to easily accessible. They can also be seen in communities and on private lands. They change in character and content as the traveler moves from north to south, enhancing and diversifying the visitor's experience and providing exceptional opportunities for byway travelers to spend a few or many days exploring geologic formations, cold water trout streams, dynamic rivers, and hardwood forests.

Delaware County, otherwise referred to as the DCSB Corridor, is located at the intersection of three landforms; the Driftless Area, the Iowan Surface, and the Southern Iowa Drift Plain. It exhibits characteristics of all three, but is most well-known for those indicative of the Driftless Area. Human activity in the Corridor has been greatly influenced by the landforms, which also create additional visual interest and unique opportunities for visitor engagement and/or interpretation. The majority of the natural qualities of the Corridor are associated with the Maquoketa River. This river system not only dominates the landscape but most of the 5,308 acres of public lands in the Corridor are located along the river and its tributaries, including forested areas in the Maquoketa River Valley.

City, county, and state entities manage forests, wildlife management areas, trout streams, lakes, nature preserves, and many different types of parks. These areas provide opportunities for the public to enjoy different ecosystems. Although the public acres do not encompass as great a percentage of the DCSB Corridor as they do for some other Iowa byways, many of the public areas in the DCSB Corridor are significant for the region and Iowa, including Iowa's first state park, a nationally renowned State of Iowa Preserve, premier public coldwater trout streams, and some of Iowa's most beloved lakes.

The forests in the DCSB Corridor are also notable. Forested acres encompass a significant percentage of the landscape in the DCSB Viewshed, 12%, as compared to 6.9% forested acres for Iowa. Some are large blocks and others are smaller woodlots on private lands. Private lands in the DCSB Corridor harbor natural areas that, although closed to the public, diversify and enhance the overall visual experience, have tremendous ecosystem value as components of a greater natural system, and enhance the overall sense of place in the DCSB Corridor. This section provides details about specific public and private natural qualities and natural resources of the DCSB Corridor.

### 5.2 Land Use and Climate

Land use in the DCSB Corridor as a whole differs greatly from land use in the DCSB Viewshed. The "Delaware County Land Use Map" on page 57 shows the route of the DCSB in relation to those different types of land use. Cultivated crops, including corn and soybeans, are grown in 73.2% of the DCSB Corridor. This percentage is greater than the State of Iowa, which has 67% row crop. However, the DCSB Viewshed, is comprised of only 63% cultivated crops, a lower percentage than Iowa or the DCSB Corridor.

The differences in land use in the DCSB Corridor and DCSB Viewshed are visible on the map, which shows the DCSB wrapping around the deciduous forest associated with the riparian areas of the Maquoketa River and its tributaries. Although forested lands cover 7.5% of the DCSB Corridor, which is more than Iowa's 6.9%, the forested lands are a much greater component of the DCSB Viewshed, covering 12% of the area within a three-mile radius of the DCSB roadway. The private forested acres are typically located on steeper terrain, in farm woodlots or along streams and rivers. Public areas encompass more extensive blocks of forest. The byway traveler not only sees the native upland and bottomland hardwood forest ecosystems, they also have access to them in the DCSB Corridor. They can drive through them, can walk/hike through them, hunt, fish, rock climb, wildlife watch, bird watch, camp, hunt for mushrooms, learn about forest management techniques, or just spend time exploring the flora and fauna in these ever changing woodland ecosystems. Many of the DCSB public forests are adjacent to and associated with water resources. Although the percentage of the DCSB Corridor that is open water is only 0.3 %, the streams, rivers and lakes are a major component of the DCSB Corridor as they are accessible to the public for recreation and leisure. Surrounded by forests, they add a dynamic component to the natural public areas and forests that can not be over valued. The lakes are man made but, in large part because of the surrounding forests, they seem natural. Many of the streams are coldwater trout streams that flow adjacent to forested bluffs and limestone outcroppings. The Maquoketa River feels remote in part because of the trees that flank its shores.

The other notable land cover in the DCSB Corridor that, although influenced by humans, seems to the untrained eye to be natural ecosystems, is the herbaceous vegetation including native and restored prairie, grassland, hay, pasture, and private lands enrolled in the Conservation Reserve Program and other conservation programs. Once again, these acres are more concentrated in the DCSB Viewshed, which is 10% pasture and hay compared to the 6.4% pasture and hay in the DCSB Corridor. Grassland and herbaceous vegetation encompass 7.6% of the DCSB Viewshed, as compared to 5.7% of the greater DCSB Corridor. Iowa has only 4.7% grassland and herbaceous vegetative land cover.



Developed acres cover 6.6% of the DCSB Viewshed and only 6.2% of the DCSB Corridor, which is less than the State of Iowa (7.4%). However, while Iowa has larger metropolitan areas, the DCSB Corridor “developed acres” are actually comprised of small and very small communities. The largest town is Manchester, with an estimated population of 5,182 residents in the last US Census. The DCSB communities consist of a mix of historic and new residential dwellings, historic downtown districts and structures, and some newer convenience and chain stores but they also boast city parks, lakes, rivers, and other natural areas.

A dynamic climate influences the natural qualities and resources of the DCSB Corridor, determining which vegetation will flourish, how plants and ecosystems will compete with each other, influencing the seasonal hydrology of streams and rivers, and further developing the active network of karst features. It also influences the byway traveler’s experiences. The average annual rainfall in the DCSB Corridor is 35 inches, with most rain falling during high-intensity thunderstorms in the summer months. These storms provide spectacular displays of meteorological energy, but they can also cause dangerous flood events that impact natural areas, communities, roads and bridges.

The average July high is 85°F and there are on average 191 sunny days per year. Snowfall during the winter months averages 30–32 inches and the average January low is 9°F. These seasonal variations provide opportunities for the visitor to experience the natural resources in the DCSB Corridor differently depending on the time of year. The high concentration of forest and herbaceous vegetation on display along the byway is particularly beautiful in the fall, but the lush green summer landscape and stark white of snow against clear blue winter skies also have a certain appeal.

5.3 Significant Natural Resources

Some of the most significant natural resources in the DCSB Corridor are listed below. More in-depth information for each is provided in this section, as are challenges, opportunities, and the DCSB Board’s proposed goals, actions, and strategies for how it plans to promote, maintain and enhance the natural qualities and resources within the DCSB Corridor.

**Grassland and Herbaceous Vegetation:** The grassland and herbaceous vegetation combined with the historic farming and cultural practices still embraced by the Amish create a powerful image of natural quality that is unique in its own right.

**Landforms:** The DCSB Corridor is located at the intersection of three landforms: the Driftless Area, Iowan Surface, and Southern Iowa Drift Plain. It exhibits characteristics of all three, making its landscape a dynamic place for byway travelers to visit.

**Major River:** The Maquoketa River is a significant component of the natural quality of the DCSB Corridor. Although the land under and adjacent to the river in Delaware County is privately owned, the river itself is publicly owned and a portion has been designated by the Iowa DNR as a state water trail. The designation is backed by improved access and wayfinding. City, county and state partners have created abundant, and in some cases unique, opportunities for river exploration and recreation not found in other parts of Iowa.

**Geologic Formations and Karst Features:** The bedrock in the DCSB Corridor is the basis for the unique landscape of the DCSB Corridor and creates some of its most defining natural qualities and natural resource characteristics. Geologic formations and active karst features provide unique opportunities for the byway visitor to explore and better understand the geology, topography, hydrology and natural ecosystems of the DCSB Corridor. They also provide a beautiful backdrop for other natural qualities and resources.

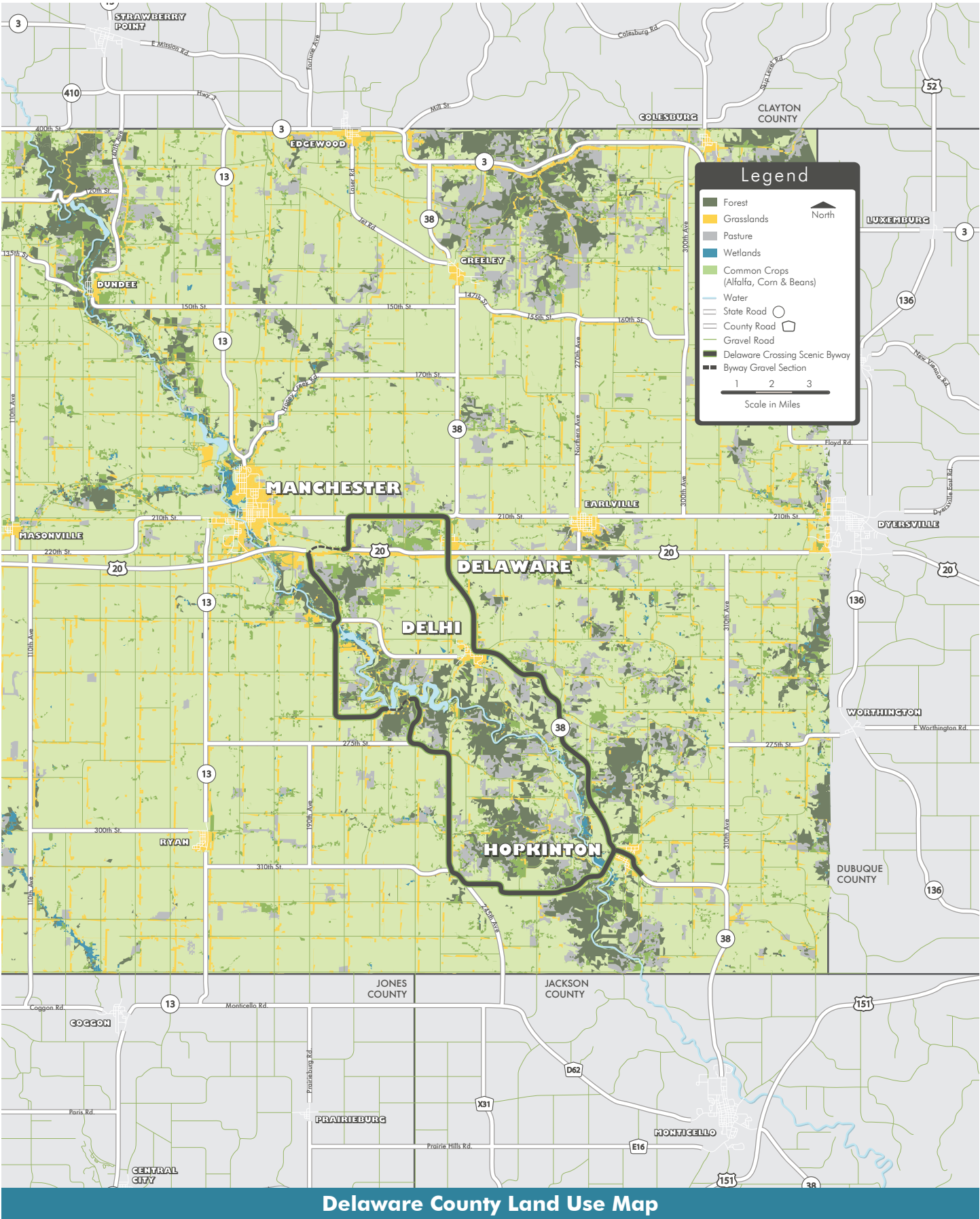
**Public Lands:** The natural quality and natural resources in the DCSB Corridor have provided the justification for local, county and state partners to protect, interpret and create access to state and federally significant natural resources. These public lands enhance the interface between the natural qualities of the DCSB and the byway visitor.

**Cold Water Trout Streams:** There are several cold water trout streams within the DCSB Corridor. Access to these streams has been developed by public entities and through public-private partnerships that provide unique opportunities for the byway traveler to enjoy this natural quality and enrich their understanding of the associated natural resources.

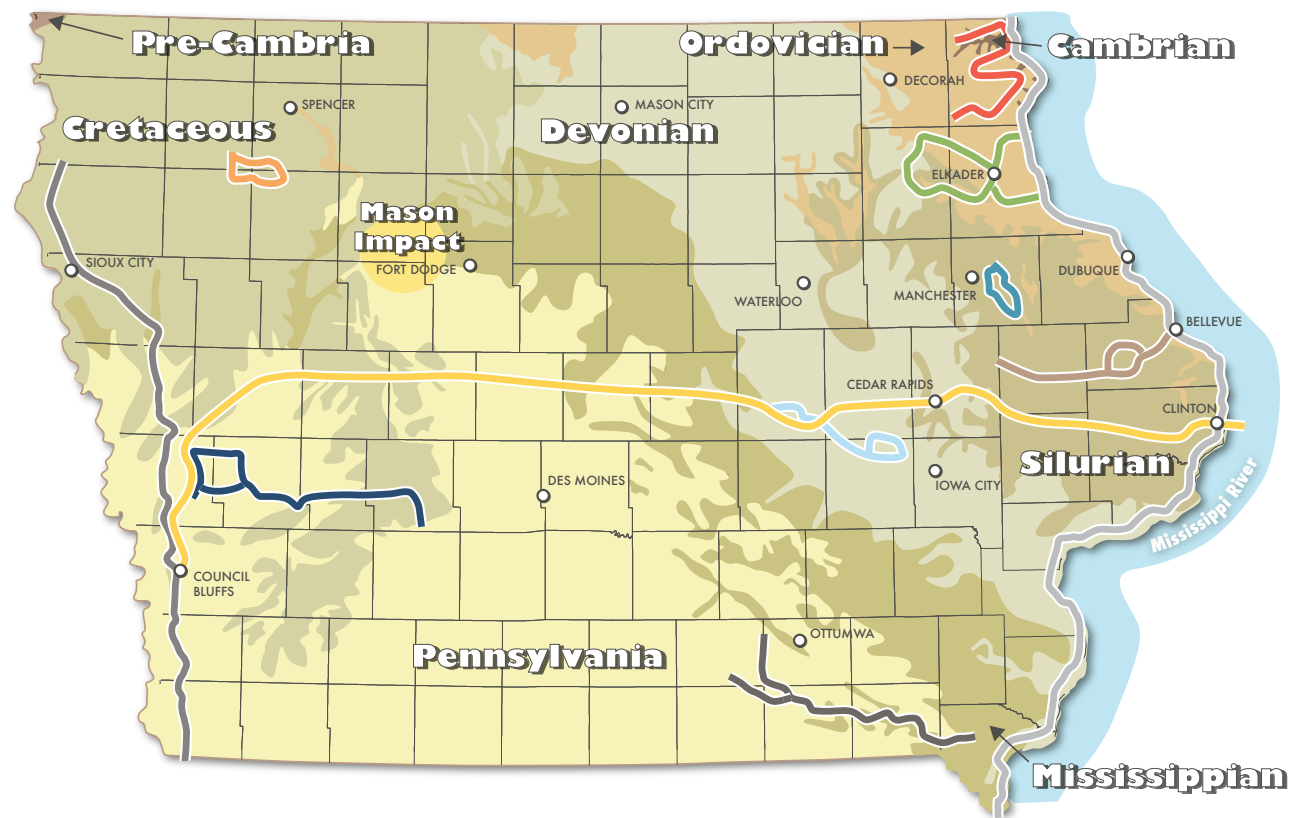
**Forest/Woodland:** Public lands in the DCSB Corridor provide exceptional opportunities for the byway traveler to explore native hardwood forests and woodland ecosystems. Northeast Iowa’s hardwood forests are world renowned for providing some of the highest quality veneer and other wood products, especially black walnut. The beauty of these living ecosystems, although not as widely recognized in other parts of the world, is also enchanting.

**Lakes:** The lakes in the DCSB Corridor provide opportunities for visitors to experience a type of aquatic system that is not typically found in Iowa. Iowa is more a land of rivers and wetlands. Lake Delhi, Backbone Lake, and Silver Lake are some of the small but powerful aquatic ecosystems that support an abundance of wildlife, provide recreational opportunities, add beauty to the corridor, and are destinations in their own right.

**Wildlife:** Although altered by human presence, wildlife continues to enhance the visitor’s experience. Its presence adds interest and beauty to the DCSB corridor.







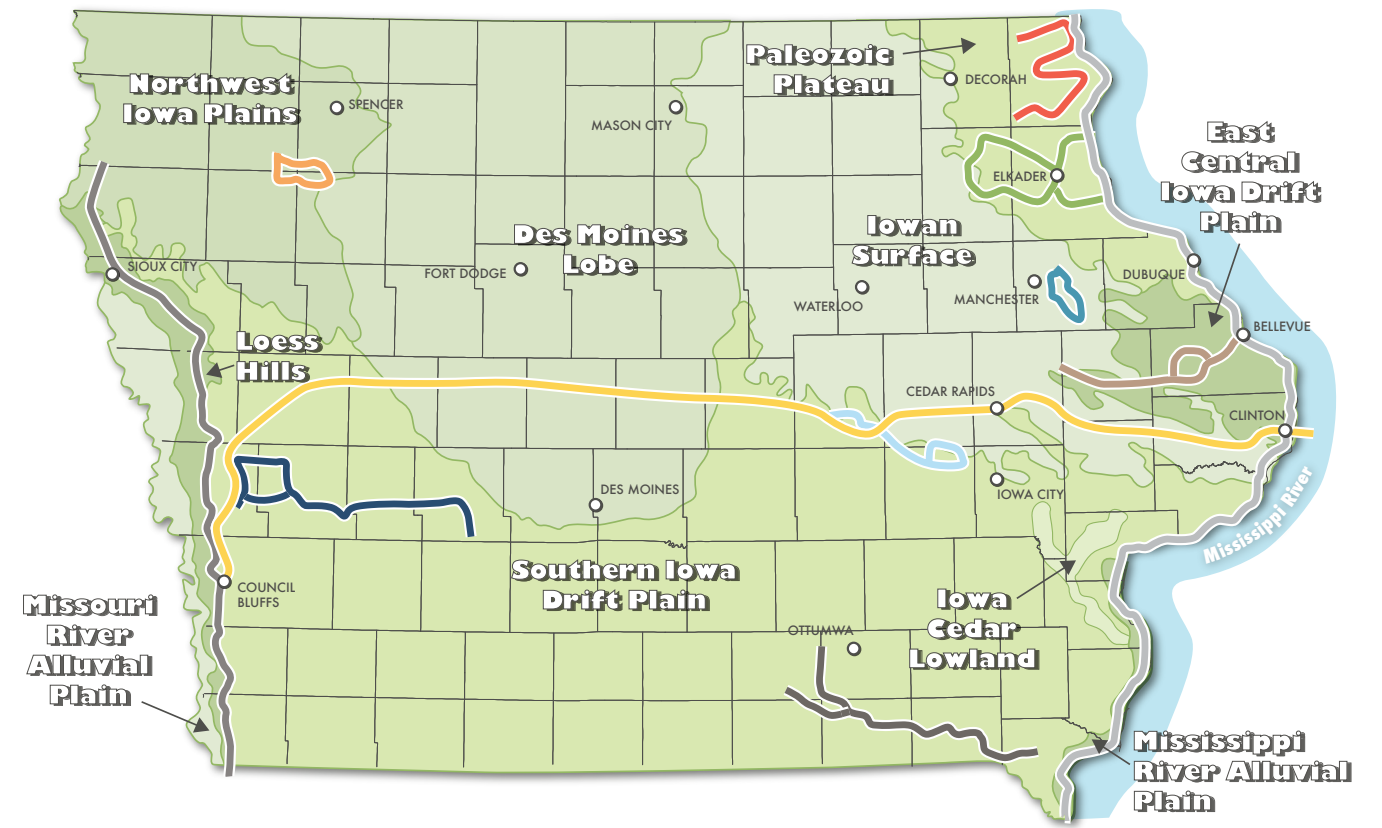
#### 5.4 Geologic Formations

The geologic history of the DCSB Corridor has greatly influenced the landscape, as can be seen in the well-connected and well-developed drainage systems of the deeply carved Maquoketa River and its streams, and the well-developed hills and ravines that limit vistas from any single point on the DCSB. The geology has shaped and continues to influence natural resources, land use, topography, the culture of the DCSB Corridor, and recreation but it has also added distinction and beauty to the DCSB Corridor. In the northern portions of the DCSB Corridor, there is more exposed bedrock and the karst features are more prominent, but the rolling hills and deep river valleys that hint at the underlying bedrock in the southern half of the DCSB Corridor are also impressive. The diversity of the natural qualities in the DCSB Corridor can be attributed to its location at the intersection of three landforms: the Driftless Area, Iowan Surface, and Southern Iowa Drift Plain. There is not an equal division or a clean separation of these landforms, making the landscape even more dynamic and unpredictable. In general, the DCSB Corridor is rugged through a central swath that follows stream and river corridors, with deeply carved stream and river valleys, abundant rock outcroppings and bluffs, cold water streams and meandering rivers within a high-relief landscape. Outlying areas are more mellow, flatter with a greater influence from glaciation and fewer dramatic features.

The Iowa Geological Survey notes that if Iowa had to be divided into two regions, one would be Northeast Iowa and the other would be the rest of the state. They are referring to the distinct and

distinguished qualities of the Driftless Area. Iowa's Driftless Area, which is also referred to as the Paleozoic Plateau was bypassed by the last continental glacier so the streams and rivers had more time to cut deeply into the landscape, the geologic formations are older and closer to the surface, and the rugged topography of the area, known as karst topography, is distinctive. Natural qualities common in the Driftless Area are found in the northern sections of the DCSB Corridor, including limestone bluffs and outcroppings, caves, springs, algific talus slopes, and coldwater trout streams.

The most visible geologic layers in the DCSB Corridor are those deposited 443–416 million years ago during what is defined as the Silurian Period. The weather resistant properties of the dolomite deposited during the Silurian Period resulted in impressive geologic features that are studied and extremely important to the understanding of the geologic history of Delaware County and of Iowa. Some of the bedrock in the DCSB Corridor is part of the Silurian Escarpment, which is a ridge-like topographic feature that marks the edge of the Silurian. The Silurian Escarpment is long-known as one of the most resistant bedrock units in Iowa. Well-known Iowa geologist Jean Prior notes that, "Silurian bedrock produces a dramatic effects on both topography and drainage patterns." This Silurian bedrock is so strong that it deflected the Mississippi River eastward, forming a large bend around east-central Iowa. Silurian age rocks contribute to the phenomenal geologic formations in Backbone State Park in the northern part of the DCSB Corridor. The Silurian Escarpment is divided into



different formations. It is the Hopkinton Formation that underlies the majority of the DCSB Corridor. The Hopkinton Formation is named for rock exposures along the Maquoketa River near the DCSB community of Hopkinton. The Silurian dolomite has economic value for strength and durability in concrete and road stone. Samuel Calvin, Iowa's first geologist (A Lenox College graduate) described the Silurian dolomite exposures in Delaware County in 1897 thusly: "It becomes very pitted on the surface, but in the mass resists the weather admirably, and tends to stand in vertical, picturesque cliffs and towers, some of which approach 100 feet in height...Even over the prairies, remote from streams, particularly in the southeastern part of the county, ledges of this same horizon project through the thin drift in numberless places."

Exposed bedrock in the DCSB Corridor reveals fossils of brachiopods, coral, crinoids, gastropods, trilobites and other ancient marine animals. The fossils are most visible in the DCSB Corridor where natural and man-made forces have cut deeply into the bedrock layers. Natural forces include streams and rivers; man-made forces include road cuts and rock quarry operations. There is an unusual geologic formation in the DCSB Corridor that goes largely unnoticed, the *paha*, which is found along the Maquoketa River Valley ridges in the Iowan Surface. A *Paha*, the Lakota Sioux word for hill, is a constructional landform, a southeast-trending ridge that was created during periods of low flow and high wind when sand and silt were blown from floodplains to adjacent uplands. *Pahas* are visible in the DCSB Corridor, including in Backbone State Park.

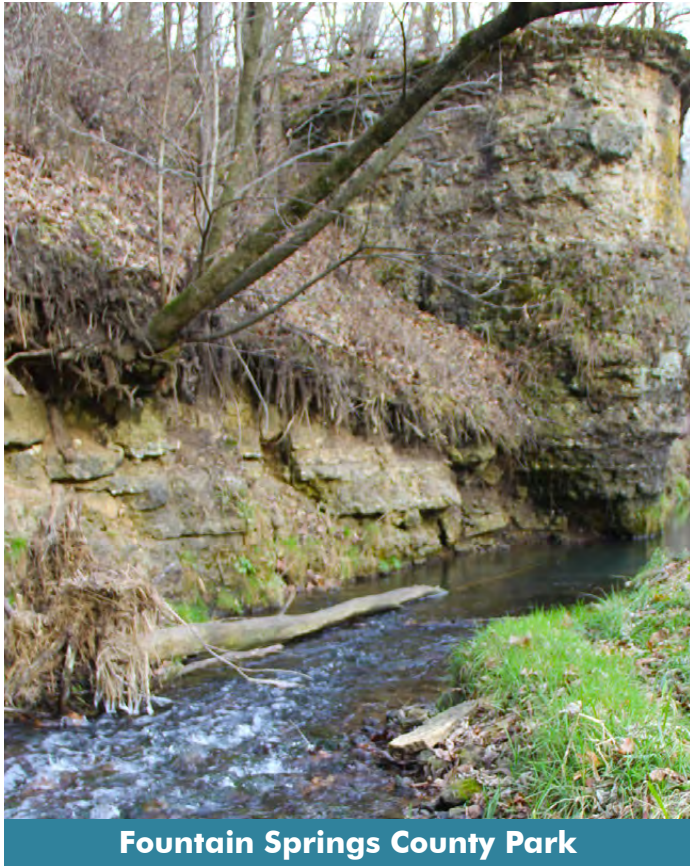
#### 5.5 Karst Topography and Features

The karst topography of the DCSB Corridor is distinctive. Karst topography is a landscape that has been formed over many years by the dissolution of soluble rocks. It is characterized by karst features, which include sinkholes, caves, springs, cold water trout streams, and underground drainage systems that mix surface and ground water. The karst features in the DCSB Corridor are still being formed. They are dynamic and interesting natural qualities that draw visitors from around the world. Some public parks in the DCSB Corridor provide opportunities for the byway traveler to explore and learn about karst. Backbone State Park boasts many karst features and related interpretation. Bixby State Preserve and several of the county parks in the DCSB Corridor also exhibit these features. One of the most unusual karst feature is the algific talus slope. Algific talus slopes are found on north facing slopes in the Driftless Area. Algific, which means "cold producing" refers to the cool air that cools the north facing slopes during the summer months. Rainwater flows into sinkholes above the hillsides, pooling and freezing in bedrock cavities during the winter months. As air flows through the bedrock and over the ice in the warmer months, it maintains a consistency colder micro-climate on the northern side of the hill. Soil and air temperatures are lower than they are in the surrounding landscape, creating the perfect conditions for cold loving plants and animals that have not been seen anywhere else in the Midwest since the Pleistocene Era. There are nationally renowned algific talus slopes on public lands in the northern portion of the DCSB Corridor.





Relaxing on the Backbone Trail



Fountain Springs County Park



Backbone State Park Cave Entrance

5.6 Public Lands

There are 5,308 acres of public land in the DCSB Corridor, which is approximately 1.4% of the total area in the corridor. However, only 545 of those acres are visible from the byway, most of them county wildlife management areas. The others public properties are located at various distances from the byway. Some are remote and primitive; others are easily accessible and well-developed as tourist destinations. Public lands are summarized in the table on “Natural Resources” on page 76.They include but are not limited to the following: city, county and state parks, wildlife areas, preserves, and other public properties. It is important to note that public land area alone does not accurately represent all the opportunities associated with the DCSB Corridor. Major rivers and streams in the corridor provide the public with additional engagement with the natural qualities of the DCSB Corridor. Descriptions of the natural qualities and resources associated with some of the most significant public lands follow.

**Backbone State Park:** Iowa’s first State Park, Backbone State Park, was dedicated in 1920. Today, it encompasses 2,001 acres of forested bluffs, slopes, and uplands along the Maquoketa River and its tributaries. It is one of Iowa’s most celebrated and unique parks. It was named for a narrow and steep ridge of bedrock originally referred to as the Devil’s Backbone, which was carved by the signature DCSB Corridor river, the Maquoketa River. The Backbone was eloquently described by Geologist Samuel Calvin, who noted, “Its sides are in places precipitous, the rocky cliffs rising sheer for more than 80 feet. Erosion and secular decay have carved the rocks into picturesque columns, towers, castles, battlements and flying buttresses.” Natural qualities and resources abound in this park, making it a prime destination for DCSB byway travelers. Rocky cliffs, limestone columns and spires tower 80 feet above the roads, trails, and the cold-water trout streams that wind their way through the forested hills and valleys. These and other karst features, including sinkholes, caves and springs, are evidence of an actively changing landscape. The Iowa DNR recognizes Backbone State Park as important even though many additional parks have been added to the Iowa park system, noting that it, “remains one of the most significant” state parks in Iowa. Its trout streams, lake, caves, woodlands and abundant wildlife, feel, and are, remote and isolated from urban influences.

Approximately 80% of the park is forested, with white, red oak, and sugar maple dominant, but also black oak, white pine, basswood and ironwood. Walnut and hackberry, boxelder, cottonwood and willows are more common in the bottomland forests. Some of the trees were planted by volunteers, including the Daughters of the American Revolution, who planted 6,000 trees in 1928. Although there is a limited amount of native prairie, the majority of the rest of the park is scattered openings associated with amenities developed to encourage its use. Access to all sectors of the park and exploration of the entire park can be challenging, it has three separate entrances to

different areas of the park. However, the division of the park created by the road and bridge infrastructure reduces the amount of drive-through traffic, inherently slowing traffic speed and enhancing the park’s remote feeling. The park has many different tourism amenities that make exploring and learning about the natural qualities in the DCSB easier, including 21-miles of multi-use trails that support year-round exploration of a variety ecosystems and numerous interpretive signs and kiosks. Backbone Lake, a man-made lake on the Maquoketa River, supports crappie, bluegill, brown trout, largemouth bass, and rainbow trout. Richmond Springs, which according to the Iowa DNR flows at 2,000 gallons per minute near the north end of the park, is the source for the coldwater stream of the same name. It supports rainbow and brown trout and has universal access. Although the park once boasted its own fish hatchery, today the stream is stocked and managed by Iowa DNR fisheries personnel out of the Iowa DNR Manchester Fish Hatchery, which is a related and important intrinsic quality in the DCSB Corridor.

In December of 2017, the Iowa Ornithologists’ Union noted that this park is within an Important Bird Area and is an eBird Hotspot that is “a great place to visit.” Designation as an Iowa Important Birding Area requires that the site meet one of three criteria. The site must be important 1) to breeding birds 2) for migration staging 3) for wintering roosts. Forty-three criteria species that are endangered, threatened, or of conservation concern are used as indicators for the designation. Even before the designation, Backbone State Park had been recognized for providing large tracts of hardwood forest that are needed by many neotropical migratory birds that breed in North America and winter in Central and South America and the Caribbean, including flycatchers, warblers, thrushes, swallows, cuckoos, tanagers, vireos, grosbeaks and other songbirds. According to the Geological Society of Iowa, in 1995, two of the nine bird species that had been documented through the national roadside Breeding Bird Survey to have a widespread decline throughout the Midwest over several decades were some of the most abundant species found in the park, including the eastern wood pewee and the American redstart.

The natural variety inherent to Backbone Park’s ecosystems is one of the park’s greatest strengths. A review of the most recent Breeding Bird Atlas survey of Backbone State Park (2008–2012) identified a total of 100 species of birds, with 30 of those species on Iowa’s list of Breeding Birds of Greatest Conservation Need and some of them listed as Endangered in Iowa. They included everything from bald eagles, red-shouldered and broad-winged hawks, long-eared owls and red-headed woodpeckers to bobolink, dickcissel, horned larks, wood thrush, grasshopper and henslow’s sparrow. Like the red-shouldered hawk, one of those listed as Endangered in Iowa, many of these birds need large blocks of timber. However, other birds on the list need the edge of the forest, the riparian and stream or river habitat, or the habitat associated with the small prairies in this secluded DCSB Corridor park.



**Bixby State Preserve:** Although the remote and beautiful 184-acre Bixby State Preserve is located just three-miles north of the DCSB community of Edgewood and the current DCSB Corridor boundary, it is significant enough to be recommended to DCSB byway travelers and therefore warrant discussion. Hunting is not permitted because, as the name denotes, Bixby State Preserve is designated as a “preserve,” but fishing, photography, birding, picnicking, hiking and exploration of the area can provide endless hours of pleasure for the byway traveler.

The Iowa Conservation Commission began purchasing the land for the preserve in 1926. It was dedicated in 1979 as a biological and geological state preserve. As noted in the Corridor and Communities section of this document, historically this state preserve had the highest diversity of plants per acre of any Iowa woodland including at least 380 native species and another 60 introduced species.

The park is located along the Silurian Escarpment, a ridge-like topographical feature that marks the edge of the Silurian bedrock. The diversity of this park has been attributed by some to its association with this geologic feature. However, even more important is the fact that it is located at the intersection of several different native ecosystems: savanna, prairie, woodland, an algific talus slope, a cave, large bedrock limestone exposures and talus, and a spring-fed coldwater trout stream. Each ecosystem hosts a variety of plant and animal life, some common and others more rare, but the ability to enjoy all of them so close together and within the same park is unusual for Iowa. Visitors to this remote preserve have described their experience as being like they have taken a step back in time. Once they drop down into the forested valley that defines the park, the agricultural landscape of Iowa seems remote and the rare ecosystems of the park remind visitors of vegetation that was common centuries ago.

The entrance drive takes visitors to a parking area that is adjacent to Bear Creek, a coldwater stream where visitors can fish for trout, swim in cool freshwater pools, photograph wildlife, or just relax. The surrounding rugged forests and the fifty to two hundred foot limestone bluffs create a sense of primitive isolation, especially during weekdays when visitation is low. The trails that climb out of the valley are primitive and sometimes steep, but have been referred to by many as an enchanting to access the different ecosystems and natural qualities of the park.

The hardwood forests in this park are primarily comprised of mature oaks, sugar maple, and basswood. More significantly, Canada yew and leatherwood, both uncommon for Iowa, are found on the north facing slopes. The woodlands also still harbor common and uncommon spring ephemerals, including Dutchman’s breeches, bellwort, bishop’s cap, toothwort, sweet William, wild geranium, nodding trillium, and yellow lady’s slipper orchid. Summer visitors can also enjoy jewelweed, joe-



**Directional Signage**

pye-weed, and coneflowers. In the fall, coralroot orchid, Indian pipe, asters and other flowers have also been documented. Unfortunately, as invasive species become more prevalent, these flowers are becoming more rare in Iowa’s woodlands.

This preserve is well-known for its ice cave, which is in fact a partially-mined fissure that was opened when prospectors were mining for lead in the 1800s. Ice is present in the cave most of the year even during the heat of the summer, creating a flow of welcome flow of cold air that stays right around 52 degrees, even when the thermometer is approaching 100 degrees.

The native prairie and forests plants, the coldwater trout stream, the cold-air ice cave, and a variety of birds are all popular natural qualities of the park but the most rare quality is in fact an entire ecosystem. Algific Talus Slopes are located on the north facing slopes in the preserve. Experts from Iowa and around the country note that the Algific Talus Slopes, also called cold-air slopes, in Bixby State Preserve are the highest quality in existence, not just in Iowa but anywhere in the United States. These northern slopes with their endangered Northern Monkshood flowers, ferns and large dolomite bedrock pieces are not only beautiful, they harbor state and federally endangered species of plants and invertebrates that can not survive anywhere else in the Midwest. Colleges have used Bixby State Preserve for decades to teach their students about different ecosystems, plants and specifically about Algific Talus Slopes.



**Bixby State Preserve Entrance**





Silver Lake Park

**Wildlife Management Areas:** State of Iowa Wildlife Management Areas (WMAs) within the DCSB Corridor, provide opportunities for visitors to enjoy timber, wetlands and marsh ecosystems, and the flora and fauna that inhabit those natural areas. They provide opportunities to explore geologic formations and get lost in remote natural ecosystems. These properties are typically undeveloped so travelers can experience natural areas without the intrusion of trails, buildings, or other man-made disturbances. They usually have one or a limited number of vehicular access entry points. Although these areas are not large tracts of land, some adjoin remote private forests or other public lands, creating a greater sense of isolation and a more authentic experience. They are by definition open to hunting and are managed using revenues from the sale of hunting, fishing and trapping licenses that are purchased by residents and nonresidents, so visitors that are not hunting are advised to avoid these areas during hunting seasons. State WMAs include Brayton Memorial Forest, Buffalo Creek and Ram Hollow.

**Brayton Memorial Forest Wildlife Management Area** encompasses 307 acres of timber. It is located three miles north of the DCSB community of Hopkinton with access off of 270th Avenue. There is only one access to this WMA. This area is undeveloped and open to hunting so byway visitors will want to be aware of hunting seasons and respectful of hunters. However, byway visitors can enjoy viewing or photographing neotropical migratory and other nongame interior woodland

birds, deer, wild turkey, squirrel, rabbits and other wildlife. Birds are plentiful in this WMA. The most recent Breeding Bird Atlas survey of Brayton Forest lists 71 species of birds, including 19 Species of Greatest Conservation need. Visitors may spy eagles, kestrels, cuckoos, thrashers, wrens, pewees, flickers, flycatchers, woodpeckers, eagles, herons, a variety of sparrows or many other species that use this habitat.

**Buffalo Creek Wildlife Management Area** is located two and a half miles south of the DCSB community of Ryan on State Highway 13 just four miles west of 325 Street. It encompasses over 1,000 acres of grassland, river, ponds, timber and wetland, with timber covering two fifths of the area and grassland covering half with the remainder in river and wetlands/ponds. Byway visitors can park in multiple parking areas to access this area. They can hunt, photograph or just enjoy seeing deer, turkey, squirrels, pheasant, waterfowl, rabbits and doves. Birding in this area is also exceptional. The Iowa Ornithologists’ Union notes that it is best for viewing waterfowl and shorebirds.

**Ram Hollow Wildlife Management Area** is located two miles east of Colesburg on Hubbard Street/Voyager Road. It encompasses over 800 acres of timber. This area covers rugged terrain. It is divided into two separate areas and there is a private property located in the middle of the largest tract. Deer, turkey, squirrel and grouse are common with nongame forest bird species and other wildlife also using the area.

**County Parks and Natural Resource Areas:** Delaware County owns and manages 31 properties, which they categorize into parks or natural resource areas. *County Parks* are typically more developed than County Natural Resource Areas. County Parks typically offer camping, toilets, shelters, picnic sites and play equipment. These amenities make it easy for byway travelers and their families to enjoy the undeveloped natural areas associated with the properties and the DCSB Corridor.

Delaware County Parks vary in size from one acre to 200 acres. Specific County Parks with “undeveloped natural areas” include Bailey’s Ford Park, Coffins Grove Park, Fountain Springs Park, Turtle Creek Park, Twin Bridges Park, Silver Lake County Park. Some of these parks have exceptional wildlife watching/bird watching opportunities. The most recent Breeding Bird Atlas survey of Turtle Creek Park, for example, lists 80 species of birds, including 23 Species of Greatest Conservation need. In addition to geese, ducks, herons and wild turkey, visitors can see dozens of different species of neotropical migratory and other birds, including vireos, larks, bobolinks, dickcissel, meadowlark, wood thrush, brown thrasher, many different types of woodpeckers and swallows, yellow-billed cuckoos, flickers and others. Although the Breeding Bird Survey is not completed for all the County Parks or County Natural Resource Areas, the survey conducted in Turtle Creek Park demonstrates the quality of these areas and their potential for wildlife watching recreation.

*Delaware County Natural Resource Areas* include wildlife areas, river access areas, forests and preserves between one acre and 433 acres. They are designated for hiking, river or lake access, fishing, and/or hunting and are specifically intended to be enjoyed for their natural qualities including woods, meadows, trout streams, wetlands, prairies, lakes, rivers, birds and other wildlife.

County properties, both parks and natural resource areas, remain open all year. Although access to the parks has been developed, county properties are close to vehicle traffic and allow only walk-in access during the late fall and winter season. Some of these properties feel and are very remote, with few services and primitive access but many are developed to meet the needs of byway and other visitors. The trout streams that flow through county properties are open for fishing all year round. This is unusual in the Midwest where many states close trout fishing after stocking ends in the fall. Not only are the streams open, some anglers believe that the best trout fishing occurs after stocking and summer visitor pressure ends.

The facilities associated with Delaware County Parks and Natural Resource Areas are well-tended and cared for. They provide access to panoramic views, geologic formations and a variety of native aquatic and terrestrial habitat. They protect ecological and archaeological treasures. They also create opportunities for byway travelers to enjoy natural ecosystems all year round.

**City Parks:** City Parks are one of the greatest strengths of the DCSB Corridor. They are discussed by community in Section 4, the Byway Corridor and Communities section of this CMP. Some of the towns in the DCSB Corridor are known specifically for their city parks. Almost all of them have invested in infrastructure to enhance their parks, including shelters, picnic facilities and playgrounds. Some have developed more elaborate visitor amenities, like a whitewater course, skate park, swimming pool, lake access or a trail; others have created simple places where travelers can sit, play outdoors for a time, or share a picnic lunch. All are well-maintained and easily accessible. Some of the city parks are adjacent to, associated with, or developed around, natural qualities and or areas, including coldwater streams, the Maquoketa River, lakes, and city, county or state natural areas. The significance of these city parks as a byway intrinsic quality and scenic byway tourism resource can not be overstated. They can act as a point of entry for individuals, families and groups who want to slow down along the byway and/or enjoy a variety of outdoor activities in a safe, clean environment. The most prominent among them in terms of position within the corridor in relation to the DCSB or major roadways, have the potential to change the way DCSB travelers perceive the DCSB and its corridor. Collectively these city facilities are a powerhouse intrinsic quality that could be expanded upon and promoted to draw byway visitors into the communities and encourage them to spend more time and money in the DCSB Corridor and its communities.



Lake Trail, Silver Lake





**Iowa DNR Fisheries Supervisor for Interior Streams, Manchester Fish Hatchery**

### 5.7 Major Rivers

Although the DCSB Corridor encompasses portions of three major watersheds, the Maquoketa River, the Wapsipinicon River and the Turkey River watersheds, the steep and varied terrain of DCSB Corridor is largely formed by the Maquoketa River and its tributaries. The Maquoketa River Watershed encompasses 83% of the DCSB Corridor and 26% of this 1,196,824 acre watershed is in Delaware County. The Maquoketa River and its tributaries, as well as the forest and herbaceous ecosystems that flank them, dominate the landscape. The river meanders, flowing from the northwest to the southeast corners of the county and corridor, down the center of the DCSB Byway loop. Portions of the Maquoketa River and some DCSB Corridor streams, including Fountain Springs, Spring Branch, Little Turkey River and Ram Hollow are listed as High Quality Watershed by the State of Iowa. Unfortunately, the Maquoketa River and several of its tributaries, and lakes are or have been listed on Iowa's list of Impaired Water Bodies. Impaired or not, the river and its tributaries create a dynamic visual interest and greatly influence the topography and the byway road character itself. Their relentless flow has cut into the landscape and shaped the hills and valleys. The numerous parks and natural areas along the streams and river corridor, large tracts of private and public woodland, and other natural ecosystems adjacent to the river diversify the landscape and create a linear natural resource that, when accessed from the river, seems isolated from civilization. They collectively create linear habitat that harbors a plethora of birds, mammals and other wildlife that the byway traveler can explore and enjoy. The Maquoketa River is a popular recreational

river with portions that have been designated by Iowa as a State Water Trail. Partners have joined forces to develop the water trail and water trail amenities, improving wayfinding signage, access, and developing recreational features on and near the river, including a one of a kind, multi-stepped, whitewater course in Manchester. Lakes on and close to the river have also been developed including Backbone Lake, Lake Delhi, Silver Lake and others. The recreational amenities associated with the river are further detailed in the Recreational Qualities section of this CMP. Although there were large modifications made to this river system to develop the whitewater course and recreational lakes, the human influence on the river is not as evident as it could be and thus the natural quality of the river is still exceptional. The lakes on and near the Maquoketa River, even though they are man made, appear to the untrained eye to be natural. This is due to the nature of the construction, which takes advantage of natural topographic features and the mature vegetation that surrounds them. The whitewater course, although the longest whitewater course in Iowa, actually spans a very small segment of the river. Located in downtown Manchester at the site of an old dam, the whitewater course, especially during high flow, was constructed in a manner that respects the river and mimics its original meandering quality. Recreational components of the course were developed with respect for the overall functionality of the river system, allowing fish passage and improving aquatic ecosystem function at and above the site. Development of the course also makes the river much safer for byway travelers as it eliminates the dangerous undercurrent associated with the old dam that was removed.



**Maquoketa River**



### 5.8 Cold Water Trout Streams

Cold water streams and rivers with native brook trout were once a major, self-sustaining, ecosystem found throughout Northeast Iowa, Delaware County and the DCSB Corridor. Unfortunately, cold water fish assemblages were greatly impacted by European Settlement, land use changes and the resulting water quality decline, in-stream and near-stream habitat degradation, urban runoff, and increased water temperatures. After the decline of native brook trout, the Iowa Department of Natural Resources (DNR) began stocking catchable introduced trout species. Over 59,000 catchable trout were stocked in 1943 in eleven counties, including Delaware County. By the 1980, only five streams still supported natural reproduction of any trout species. In the 1990 and early 2000's, a concerted public-private effort was made to restore cold water systems through in-stream and near stream restoration, watershed restoration, easement acquisition, and public education. DNR Fisheries personnel also began to better evaluate and understand the genetics of native and introduced trout species.

Today, hundreds of thousands of fingerling and catchable rainbow and brook trout are stocked into dozens of Northeast Iowa streams and an additional 57,000 into ponds annually. Most of these are hatched at the Manchester Fish Hatchery. Over 72,000 two-inch fingerling brown trout are stocked into 22 streams. DNR Fisheries Biologists report that today seventy-eight streams have some form of natural reproduction with forty-five of those streams having consistent natural reproduction, with no supplemental stocking required. As a result, trout streams are an important natural resource in the DCSB Corridor. The (DNR) reports 14.8 miles of cold water trout streams in the DCSB Corridor and additional miles of cold water trout streams that can be accessed by the public with permission from the private landowners that own those stream corridors. Some of these streams support natural reproduction of cold water fish assemblages such as trout, green sunfish, and white sucker; most are stocked by the DNR with either fingerling or catchable size trout. A few also have natural reproduction of small mouth bass. According to the DNR website locations and characteristics of the cold water trout streams in the DCSB Corridor include the following:

- **Baileys Ford:** Located three miles southeast of Manchester, with signage from Jefferson Road, this stream is stocked with catchable-sized brook and rainbow trout each year from April through October. It also maintains a low density population of wild brown trout that originate from upstream segments of Spring Brand Creek. Popular fish species in this stream include brook trout, brown trout, green sunfish, rainbow trout and white sucker.
- **Ram Hollow:** This one mile stream segment maintains a low-density brown trout population originating from fingerling stockings and natural reproduction. Ram Hollow is a very small stream and access to it requires travel over private property so landowner permission is required to cross the private land. The fishery includes brown trout and white sucker.

- **Fountain Springs:** Just two and a half miles northeast of Greeley along Oak Road with the majority of the fishery located within Fountain Springs County Park, this stream is stocked with catchable rainbow and brook trout from April through October each year. Most of the stream is in county or state ownership, but portions of upper and lower Fountain Springs are in private ownership and require permission. Popular fish in this stream include brook, brown and rainbow trout and white suckers.
- **Grimes Hollow:** This stream is one and a half miles east of Colesburg off Hubbard Road. Although the trout population is relatively low-density and access is challenging, this fishery contains stream-reared brown trout maintained through an annual stocking of fingerling fish. Landowner permission is required due to private ownership.
- **Little Turkey River:** Located just tree miles east of Colesburg in Hoffman Wildlife Management Area off Hubbard Road, this stream receives unannounced stockings of brook and rainbow trout from April through October of each year. It also contains stream-reared and wild brown trout so that the fishery includes brook, brown, rainbow trout and white sucker.
- **Little Turkey River (put and grow):** Four miles east of Colesburg off Hubbard Road, this fishery is primarily on private land and permission is required. It has a low to moderate density of brown trout that is sustained through annual fingerling stocking and wild production.
- **Richmond Springs:** This stream is located three miles south of Strawberry Point. It is entirely within Backbone State Park and closest to the north park gate access. Access to this stream is very good and it is a very popular fishery. It is stocked twice a week during April through October with catchable brook and rainbow trout. The stream also contains a moderate-density population of wild brown trout. Popular fish species include brook, brown, and rainbow trout and white sucker.
- **Spring Branch:** Three miles east-southeast of Manchester off 205th Avenue, with parking available near Highway 20 overpass and at the Manchester Fish Hatchery, this is a special regulation fishery that has a 14-inch minimum length limit. Only artificial lures are allowed on this stream, which is primarily on private land with some state land and some permanent public fishing easements on private land. A fish population assessment completed during 2015 showed a high-density population of resident brown trout with fish up to 22-inches but there was a low-density of brook and rainbow trout with few fish over 14 inches. The easy to access fishery supports brook, brown, rainbow trout and white sucker.
- **Spring Falls:** Entirely located on private property, this stream has a self-sustaining brown trout population but permission is required before entering. It is located in the northern portion of the DCSB Corridor just south of Highway 3 and east of Twin Bridges Park and Wildlife Area.
- **Twin Bridges (Elk Creek):** Located south of Highway 3 and 5.5 miles west of Colesburg in Twin Bridges County Park, this fishery receives regular stockings of catchable brook and rainbow trout April through October. It also supports a low-density population of stream-reared and wild brown trout.



Spring Branch Creek

#### Iowa DNR Fish Hatchery and Spring Branch Creek:

The Manchester Fish Hatchery is not only located in a beautiful natural setting, adjacent to forested bluffs and a cold water trout stream, it is located down a short gravel road that feels removed and remote. The natural qualities inherent to the site are worthy of a byway traveler visit but the biology associated with the hatching and rearing of hundreds of thousands of trout that are distributed throughout Northeast Iowa and DCSB Corridor streams is also a cultural and natural quality that is unique and interesting.

The hatchery is actually located just south of the DCSB Corridor Community of Manchester. Fish have been hatched and reared at the site since the 1890s. Originally operated by the U.S. Fish and Wildlife Service through 1976, it is now operated by Iowa DNR Fisheries personnel who spawn, incubate and hatch over 600,000 rainbow, brown and brook trout for stocking in Iowa waters annually. They supply fingerling trout of all species to the two other Iowa trout hatcheries and stock catchable size rainbow and brook trout for Iowa's stream and urban put-and-take programs.

Byway travelers can walk through the hatchery grounds and get a first hand look at how the trout are hatched, raised and managed before they are stocked into the DCSB streams. Personnel at the hatchery also give guided tours, and presentations that help visitors better understand some of the more complex management and biologic issues associated with the operation.

One of the streams that is stocked by the Iowa DNR fisheries personnel from this hatchery is Spring Branch Creek, which is adjacent to the hatchery on Iowa DNR property and private lands. This clear, cold stream is not only fun to fish but the trout and other fish in this stream are not as skittish as they are in some other streams. They are easily viewed by byway travelers from the banks. There is a fun hanging walking bridge that makes it easy for families and children to cross from one side of the stream to the other and universal fishing access on both sides of the stream.

Photographers looking for underwater fish photos have been known to visit this stream because of the clear water, easy access and friendly fish provide great opportunities for photography that are not typically common in trout streams. In fact, some anglers note that the trout in Spring Branch may be easier to photograph than catch.

The stream also feels very remote during the weekdays, even though it is close to the hatchery and to the community of Manchester. There are great picnic spots, interpretation and walking trails. On weekends and holidays, this beautiful natural area can be busy. There is also another, lesser known, smaller trout stream on the property behind the hatchery buildings. This facility and the adjacent cold water streams are open year round providing an exceptional look into Iowa's trout fishery.



## 5.9 Forests/Woodlands

The DCSB Corridor also boasts exceptional opportunities for byway travelers to understand forest management, harvest, use and economics. Although not as dominant on the landscape or as pristine as they would have been before European settlement, forest ecosystems can still be seen and experienced along the byway and throughout the corridor. As previously noted, the majority of the forest acres in the DCSB Corridor are associated with the riparian areas of the Maquoketa River and its tributaries.

Forested lands cover 7.5% of the DCSB Corridor and 12% of its viewshed, which is more than Iowa's 6.9%. The private forested acres are typically located on steeper terrain, in farm woodlots or along streams and rivers. Public areas encompass more extensive blocks of forest. A high percentage of the larger blocks of forest acres in the DCSB Corridor are located within the county and state parks and wildlife management areas, along major river corridors and on the hillsides and bluffs. Forest acres and smaller woodlots on private acres are typically located near rural acreages or on the hillsides and terrain that are too steep for conventional row crop farming. There are also substantial private and public acres of timber in linear forests along stream and river corridors and in steep gullies and draws where flash storm flows inhibit farming. There are several public forests in the DCSB Corridor that are open for public hunting and many private acres that have landowners who provide access with permission.

Forest tree species in the upland sites and on the steep sides of valleys consists mostly of various oak species, shagbark hickory, and some walnut except in woodlands that have been harvested, in which case sugar maple and basswood are more prevalent. Spring ephemerals and other woodland flowers, ferns, and grasses are still common in many forest ecosystems. Mushrooms and other ecosystem components are also found in many forests but plants, such as ginseng, Northern Monkshood and others that were never very abundant are typically only found in more interior or privately managed and protected woodlands or sub-ecosystems of woodlands. Flood plains of the Maquoketa River are dominated by silver maple, elm, and ash, with cottonwood, river birch and willow. However, Emerald Ash Borer has reduced the number of viable ash trees and is expected to eliminate that tree species within the next decade. Sedge grass and other native wetland species with scattered trees grow on some lowland sites but introduced grasses have spread from farmsteads and pastures areas into adjacent woodlands. Although invasive species have out competed or damaged many individual components of the forest ecosystem in some timbered acres, such as the spring ephemerals and some tree species, there are ongoing local, regional and state private and public efforts to monitor for and manage invasive forest plants and insects including Garlic Mustard, Japanese Knotweed, Emerald Ash Borer, Thousand Cankers Disease of Black Walnut, Oak Tatters, Burr Oak Blight, Oak Wilt, Gypsy Moth and other invasive plants and insects.

In addition to providing habitat and ecosystems benefits for wildlife and humans, native hardwood trees in the DCSB Corridor are considered a long-term investment by many private landowners who periodically harvest and sell them to buyers who consider them some of the highest quality hardwoods in the world. Some forests on public land in the DCSB Corridor have been used as experimental and demonstration sites for woodland management. This is particularly true of the Brayton Memorial Research Forest, a 322-acre property located just north of the DCSB community of Hopkinton. The Brayton Memorial Research Forest is managed by the Iowa State Extension Forester. The forest landscape is similar to the landscape of other DCSB Corridor forests, with limestone outcroppings, steep side-slopes and narrow ridges. However, instead of solely using the forest for recreation, researchers use them to study and demonstrate a variety of forest establishment and management techniques, including research into woody biomass and its impact on wildlife, the impact of deer browsing on plant survival, and establishment of oak trees through harvesting and prescribed burning. The DCSB visitor's understanding of the forest resources in the DCSB can also be further deepened through a tour of the sawmill in the DCSB community of Edgewood. Although it is not technically a natural intrinsic quality, the ability to see and learn first hand how timber is made into lumber and then into wood products is a cultural intrinsic quality that is tied to the important natural intrinsic qualities of the DCSB Corridor forests.

## 5.10 Grasslands, Prairies, and Wetlands

The vast majority of the native grasslands, prairie and wetlands in Iowa and in the DCSB Corridor has been converted into the cropland and pasture with patches and strips of remnant or restored prairie interspersed throughout. However, the percentage that is documented and reported as "grassland and herbaceous land use" encompasses 5.7% compared to what is reported for the entire State of Iowa, at 4.7%. Native grasses and forbs, such as big and little bluestem, Indian grass, sedge grass, flowers, legumes and other prairie vegetation grow on different topography and in different soils in the DCSB Corridor. In some cases, these prairies are scattered with trees, usually oak trees. However, the majority of the prairie vegetation seen in the DCSB Corridor today is actually restored prairie with introduced and/or native plants that have been established through the USDA Conservation Reserve Program, the Wetland Reserve Program, the Emergency Wetland Research Program or some other federal incentive program that requires or encourages the use of native plantings. Some of the more common species of prairie plants found in the DCSB Corridor are big bluestem and Indian grass, as well as clovers, phlox, sunflower, goldenrod, bergamot and other forbs located on the rolling hills where there are well-drained soils. Little bluestem, porcupine grass, and sand lovegrass are more dominant in rocky and sandy soils. Prairie bush clover, spiderwort, and flowering spurge are more likely to be found on drier soils; switchgrass, prairie cordgrass, prairie dropseed, sedges, and rushes are common on wetter soils. Also tolerant of wet soils are loosestrife, bedstraw, milkweed, and tickleovers. Swampier areas are typically dominated by cattails

and sedges but restoration efforts on some lands have added to the diversity of species. Although they were once a common ecosystem in Iowa, today wetlands, many of which are actually restored wetlands, make up only .6% of the DCSB Corridor. Pasture and hay, which comprise 6.4% of the land cover of the DCSB, may be perceived by the byway traveler as grassland, but they are typically comprised of introduced grasses and forbs rather than native plants.

The grassland, prairie, and wetland vegetation found within the DCSB Corridor road right-of-way, the land area directly adjacent to the DCSB road, collectively comprise an extensive public land holding that is very impactful to the visitor experience in the DCSB Corridor. It harbors native and restored prairie, wetland and forest ecosystem species in varying degrees of density, complexity and health in an interlocking linear ecosystem that provides nesting and travel habitat for insects, butterflies, birds, small and large mammals, frogs, reptiles etc. This land area immediately impacts the visitors' experience as it is highly visible from the roadway. Although the majority of it has been disturbed by man at some point in the past, usually during road construction, it still provides an opportunity for the visitor to see native flora and fauna in the DCSB's Immediate Foreground as they travel the byway route. The greatest percentage of the road right-of-way is managed by Delaware County personnel but overall it is publicly owned and/or managed by several different entities including cities, the county, and the Iowa DOT.

Native public plantings along the DCSB route include those at Bailey's Ford Park, Coffins Grove Park, and Fountain Spring outside of Greeley. The DCSB communities of Manchester and Edgewood have been identified by the Delaware County Master Gardeners and the DCSB Board's Native Vegetation Committee, which included DCSB Board members, the Delaware County Engineer and the Delaware County Conservation Board Director, as communities that want to participate in native planting projects or community entrance projects. The DCSB Board also identified an existing corridor of native vegetation along 221st street on the gravel section of the DCSB route that they would like to enhance.

Although the communities and/or the county could pay for and care for these plantings themselves, one of the greatest challenges related to establishment of these native plantings in the right-of-way has to do with the requirements of the primary funding agent in Iowa, the Iowa Living Roadway Trust Fund, which requires the applicant be located in a county that has an Integrated Roadside Vegetation Management (IRVM) County Roadside Manager and a current county Integrated Roadside Vegetation Management Plan. Delaware County does not meet these requirements. The IRVM program was established in the 1970s in Iowa as one of the first in the country. The goal of Iowa's IRVM program is to provide an alternative to conventional roadside management practices, which commonly included mowing and extensive herbicide use and were often costly, ineffective and contributed to surface water contamination.



Turkey Hunting on Public Lands

## 5.11 Wildlife

The DCSB Corridor is home to abundant species of wildlife. Visitors can view wildlife while driving, but they are more likely to be able to observe, photograph, study, and enjoy wildlife if they stop and explore natural resource areas. Mammals, including white tailed deer, coyotes, foxes, raccoons, weasels, opossums, minks, badgers, skunks, and otters, move throughout the DCSB Corridor. Smaller rodents like rabbits, mice, voles, squirrels, chipmunks, gophers, woodchucks, muskrats, and beaver are also common throughout the Corridor. The area's rugged landscape and woodlands provide ideal places for bats to live, which is important for all bat populations, but especially those that are threatened and endangered. Reptiles and amphibians include several species of frogs and toads, snakes, and turtles; even some lizards and salamanders, can be spotted. Insects include the non-so-popular beetles, ants and termites, aphids, hopping insects, flies, bees and wasps, and the popular butterflies, moths, and dragonflies.

The DCSB Corridor has several bird watching opportunities closely associated with public lands, streams and the river corridor. The Iowa Breeding Bird Atlas II records birding information for six different blocks in the DCSB Corridor, with as many as 100 unique species/block, including everything from neotropical migratory birds, songbirds, woodpeckers, herons and hawks that are popular with ornithologists, to upland game birds like wild turkey and pheasants, and waterfowl such as duck and geese.



5.12 Threatened / Endangered Species

The DCSB Corridor harbors many at risk, threatened, or endangered plants and animals. According to the Iowa Natural Resource Conservation Service (NRCS), Maquoketa River Rapid Watershed Assessment published in 2011, there were at least 90 different state and federally endangered, threatened, and at risk species of concern in the Maquoketa River Watershed, including plants, mammals and birds. Although the accounting and distribution of those species was throughout the entire Maquoketa River Watershed, which goes beyond the DCSB Corridor boundaries, the connectivity of the forests and other native vegetation within the Maquoketa River corridor is such that many of the mammals and birds on the list could be expected to move between counties. The US Fish and Wildlife Service reports that the Northern long-eared bat, eastern massasauga rattlesnake, prairie bush clover, western prairie fringed orchid and northern monkshood, federally threatened species, were still present in Delaware County as of May 2017. A complete list of endangered, threatened, special concern, federally protected, unique or rare species is listed in the table at right.

A portion of the DCSB Corridor, including Backbone State Park, is an Iowa Bird Conservation Area, which Iowa DNR Wildlife Diversity Program Biologist Bruce Ehresman notes, “provide important nesting habitat for declining grassland birds, such as Eastern meadowlark and bobolink; for declining savanna birds like red-headed woodpeckers and state endangered barn owls, and for declining forest birds like wood thrush and Eastern whip-poor-will; plus this area provides migration stopover habitat for a large number of other bird species suffering nationwide declines.”

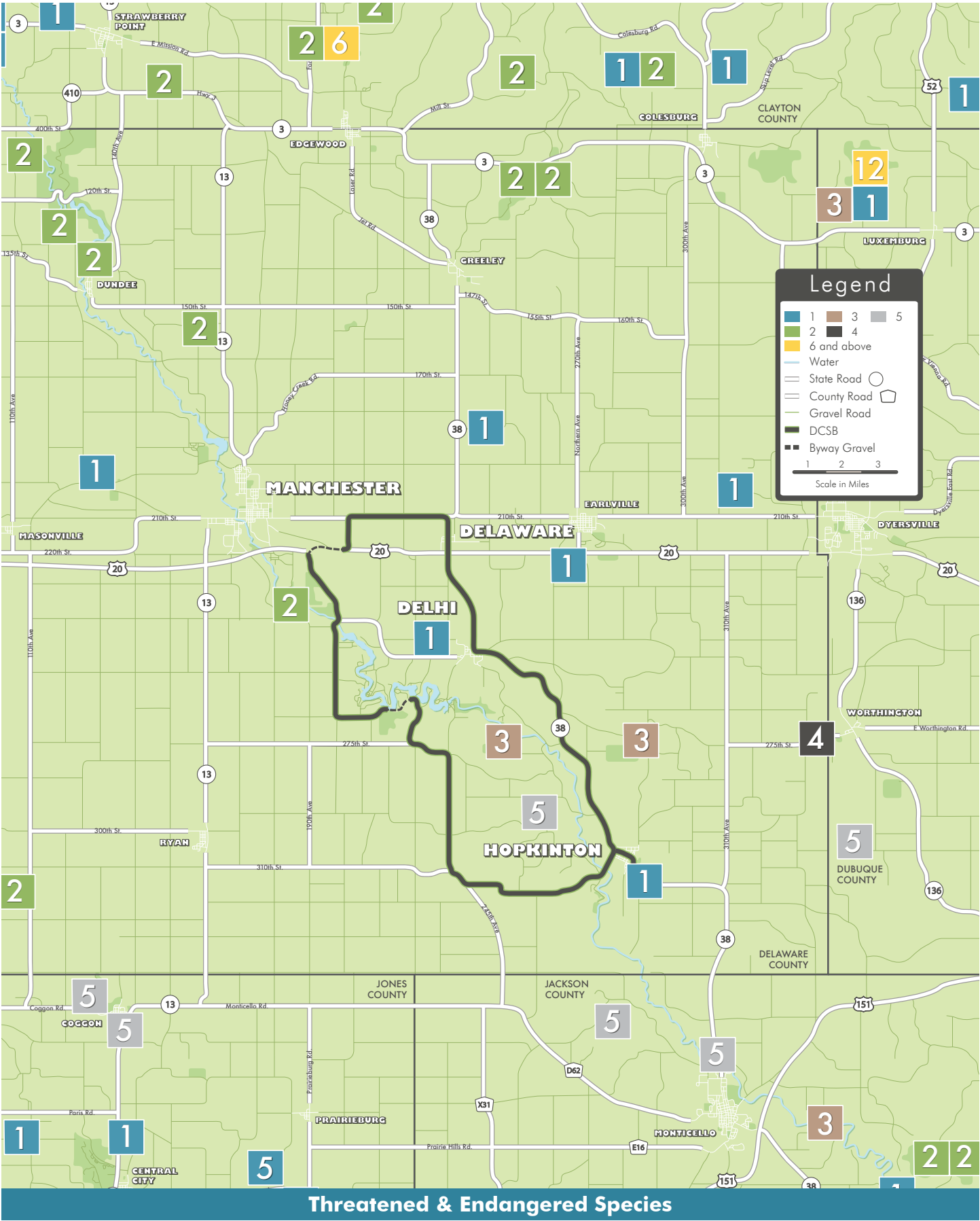
5.13 Challenges and Opportunities

The most difficult challenges the DCSB Board faces in the protection of the DCSB Corridor’s natural intrinsic qualities and natural resources are related to land ownership and management. Although individual DCSB Board members influence some property and land management decisions associated with their own land and through their memberships in public and private organizations like the historical society and county conservation board, the DCSB Board as an organization does not currently own any DCSB Corridor property. The vast majority of the DCSB Corridor is privately owned and managed by landowners who are fiercely protective of their property rights. Fortunately, private land management and land use in much of the DCSB Corridor is diverse and respective of a variety of natural ecosystems including wetlands, woodlands, prairies, cold water trout streams, and other ecosystems. Some private landowners also allow fishing, hunting, or horseback riding and other activities with permission. The DCSB Corridor private landowner’s willingness to engage in future discussions and project development will be a key aspect of the DCSB Board’s successful implementation of the actions and strategies detailed in this CMP. The areas of the DCSB Corridor in state ownership and management present their own challenges. The Iowa budget

for the DNR has been decreased in recent years, resulting in fewer personnel available to monitor and/or manage invasive species, restore native habitats and maintain existing facilities. Although they only control a small percentage of the overall land area in the DCSB Corridor, public entities control interpretation of their natural areas. Existing state interpretive personnel and media at DNR properties in the DCSB Corridor varies in quality and quantity, but the decline in funding may make new or updated interpretation difficult unless the DCSB Board can provide technical and financial assistance with development, installation and maintenance. The same may hold true for county and city properties. Although city, county, and state areas are managed in relative isolation from one another and public land managers rarely share information or work across political and/or park boundaries, there may be opportunities for public-private partnerships that can help overcome these challenges. Pursuing public-private partnership will be more important as increased public use and interface with natural areas occurs, bringing with it inherent problems and creating new challenges for natural resource managers. Challenges may also include transport of invasive species into or between natural environments, overuse of sensitive ecosystems, vandalism and wear on interpretive and vertical infrastructure, and general overall increased pressure on public areas that have limited staff to monitor or care for them.

Common Name	Scientific Name
Plants	
Jeweled Shooting Star	Dodecatheon amethystinum
Eastern Prairie Fringed Orchid	Platanthera leucophaea
Wild Blue Phlox, Louisiana Phlox, Blue Woodland Phlox, Sweet William, Wild Sweet William	Phlox divaricata
Goldenrod	Solidago genus
Spiderwort	Tradescantia genus
Flowering Spurge	Euphorbia corollata L.
Prairie Bush Clover	Lespedeza leptostachya
Mead’s Milkweed	Asclepias meadii
Northern Blue or Wild Monkshood	Aconitum noveboracense
Animals	
Bald Eagle	Haliaeetus leucocephalus
Peregrine Falcon	Falco peregrinus
Iowa Pleistocene snail	Discus macclintocki
Higgins eye pearly mussel	Lampsilis higginsii
Eastern Massasauga rattlesnake	Sistrurus catenatus
Northern long-eared bat	Myotis septentrionalis

Species of Greatest Conservation Need





### 5.14 Goals, Actions, and Strategies

It is the DCSB Board's goal to expand opportunities for the DCSB byway traveler to experience, enjoy and understand natural intrinsic qualities and resources while protecting those qualities and resources from any impact caused by increased use or pressure associated with the byway traveler. To accomplish this goal, the DCSB Board reviewed other actions and strategies as proposed by other byway organizations, considered their own unique issues, and then identified actions and strategies they felt were appropriate to use in the DCSB Corridor. They also noted that several of the actions and strategies they proposed to protect natural qualities and resources will also help protect the scenic and/or recreational intrinsic qualities of the DCSB and may already be noted in other sections of this CMP. Therefore, a comprehensive understanding of actions and strategies and how they relate to multiple intrinsic qualities is best understood by considering all related sections of this CMP.

#### Foster Public and/or Private Partnerships and Projects Related to Natural Resources

- Conduct public and private stakeholder meetings that increase awareness of and opportunities for partnerships and projects.
- Develop and support DCSB committees and partnerships that create opportunities for public and private stakeholders to develop projects, programs, organizations and businesses
- Assist with implementation of natural intrinsic quality or resources projects and/or programs that encourage both public and/or private partnerships and recognition.
- Provide start-up support for "friends groups" that want to form to provide financial or technical aid to city, county or state public partners, parks or areas.

#### Increase Site Specific Landscape Interpretive Tools

- Secure and/or develop maps, descriptions and photographs of natural landscapes, native flora and fauna from aquatic and terrestrial habitats, invasive species, and good and bad public use that can be utilized in publications and interpretive material regarding specific sites, resources or topics.
- Continue to add interpretation of natural areas, features, and stewardship practices in a manner that is informative and engaging. This interpretation should use common design principles and uniform byway branding.
- Develop opportunities for improved or expanded maintenance, updates, enhancements, and repair of traveler amenities and interpretive materials that recognizes the budgetary and time constraints of the partners.
- Partner with special interest groups that are natural resource focused to develop and implement topical self-guided tours, kiosks, publications, youth materials, maps, social media, bus tours and other media that engage travelers or provide information and/or directions. (Examples: birding the byway, fishing the byway, geological tour, farm tour, spring ephemeral hike, fungi hunt, tree trivia, hiking the byway, biking, night hikes, schedule of park programs, etc.

#### Increase Access to and Safety in Natural Areas

- Work with public land managers, volunteers and friends groups to improve safety in parking areas, public restrooms, picnic areas, trails, overlooks, and other high use natural areas access points, through implementation of a "Park Watch" program.
- Work with public land managers, volunteers and friends groups to develop and install or publish wayfinding signs, materials, maps and kiosks etc that make finding and navigating to and in natural areas easy for byway travelers. Add "you are here" signs where needed and entrance kiosks with maps that detail the public land amenities.
- Work with public land managers, cities, volunteers and friends groups to raise awareness of dangerous situations and issues such as recirculating areas below dams, impaired water quality in lakes, rivers or streams, high percentages of dead fall due to invasive species like emerald ash borer in forests, etc.
- Work with public land managers, volunteers and friends groups to develop and implement water trail wayfinding (whether or not the stream or river segment is designated as an Iowa Water Trail) and land trail wayfinding and safety signage.
- Encourage public park managers to post emergency and safety numbers (local police, fire and hospital etc) and site 911 information for use by byway travelers and other natural areas users.
- Work with public land managers, volunteers and friends groups to develop and implement night sky friendly lighting, including solar powered lighting, that increases safety in parks and encourages outdoor activities and natural resource area use in months with increased darkness during evening hours.
- Work with organizations, including the Iowa DNR and private organizations, to secure technical assistance and funding for projects that will increase or improve public fishing access along streams and ponds in the DCSB Corridor.
- Increase universal accessibility to natural areas. Examples include, but are not limited to, parking, handrails, removing curbs and creating ramps, ADA-compliant trails and facilities, and universal equipment, restrooms, and campsites.

#### Develop Promotional Materials that Reinforce the Sustainable Brand

- Provide support for partners developing and publishing DCSB promotional publications, itineraries, videos, magazine articles, special interest stories and social media content to encourage them to use images and language that shows a respect for natural environments, flora and fauna.
- Develop a coloring book, safari, or other publications that feature and encourage exploration of natural areas, including flora and fauna and iconic sites. This can be used to market the byway, engage visiting children and families, educate children who live in the corridor and encourage byway travelers to return with children to explore the DCSB's parks, natural qualities and/or resources.

#### Support Preservation and Restoration of Natural Ecosystems & Resources

- Partner with volunteers, and private and public organizations to implement surveys such as but not limited to bird, fish, wildlife, vegetative, and use surveys, in all DCSB natural areas to help natural resource managers and private organizations understand existing resources, develop baseline information, and justify and fund habitat preservation and restoration projects and initiatives.
- Promote field days, campaigns, practices and projects that raise awareness and improve the health of the DCSB's private ecosystems. These might include, but are not limited to, invasive species monitoring and control, on-farm conservation practice demonstration, water and air quality monitoring and improvement projects, promotion of night sky preservation techniques, reforestation workshops, timber stand improvement field days, etc.
- Partner with private & public land owners to develop projects & programs that result in native ecosystem restoration and preservation and an increased presence of diverse native ecosystems in the DCSB Corridor.
- Encourage the public to adhere to *Leave No Trace* (LNT) principles while in parks and natural areas. Support LNT principles through education, signage, and by encouraging public land managers to have adequate facilities (trash cans, restrooms, etc). The seven LNT principles are: 1) plan ahead and prepare, 2) travel and camp on durable surfaces, 3) dispose of waste properly, 4) leave what you find, 5) minimize campfire impacts, 6) respect wildlife and 7) be considerate of other visitors.
- Encourage educational programs and projects that increase awareness about the role roads and other infrastructure play in habitat fragmentation, interior habitat destruction and increased wildlife risk from predation and human influences. Frequent and sudden wildlife crossings also endanger motorists on the road.
- Encourage and promote public field days that teach habitat restoration, invasive species eradication, seed collection and other skills that are useful for private and public natural area preservation and restoration.
- Encourage preservation of woodlands through education and outreach that helps private landowners understand their economic and environmental benefits including but not limited to the reduction of the environmental impact of development, the habitat value for birds and other animals, the return on investment for well-managed timber, etc.
- Work with Delaware County Engineer Office and Board of Supervisors to foster support for, develop and implement a successful Integrated Vegetation Roadside Management program.
- Work with private and public partners to fund and encourage installation of high quality native plantings including "pollinator gardens" in the road right of way, immediate foreground and foreground to provide habitat, beautify the DCSB route, reduce chemical use and draw attention priority sites along the byway.

#### Facilitate and Coordinate Discussion and Partnership

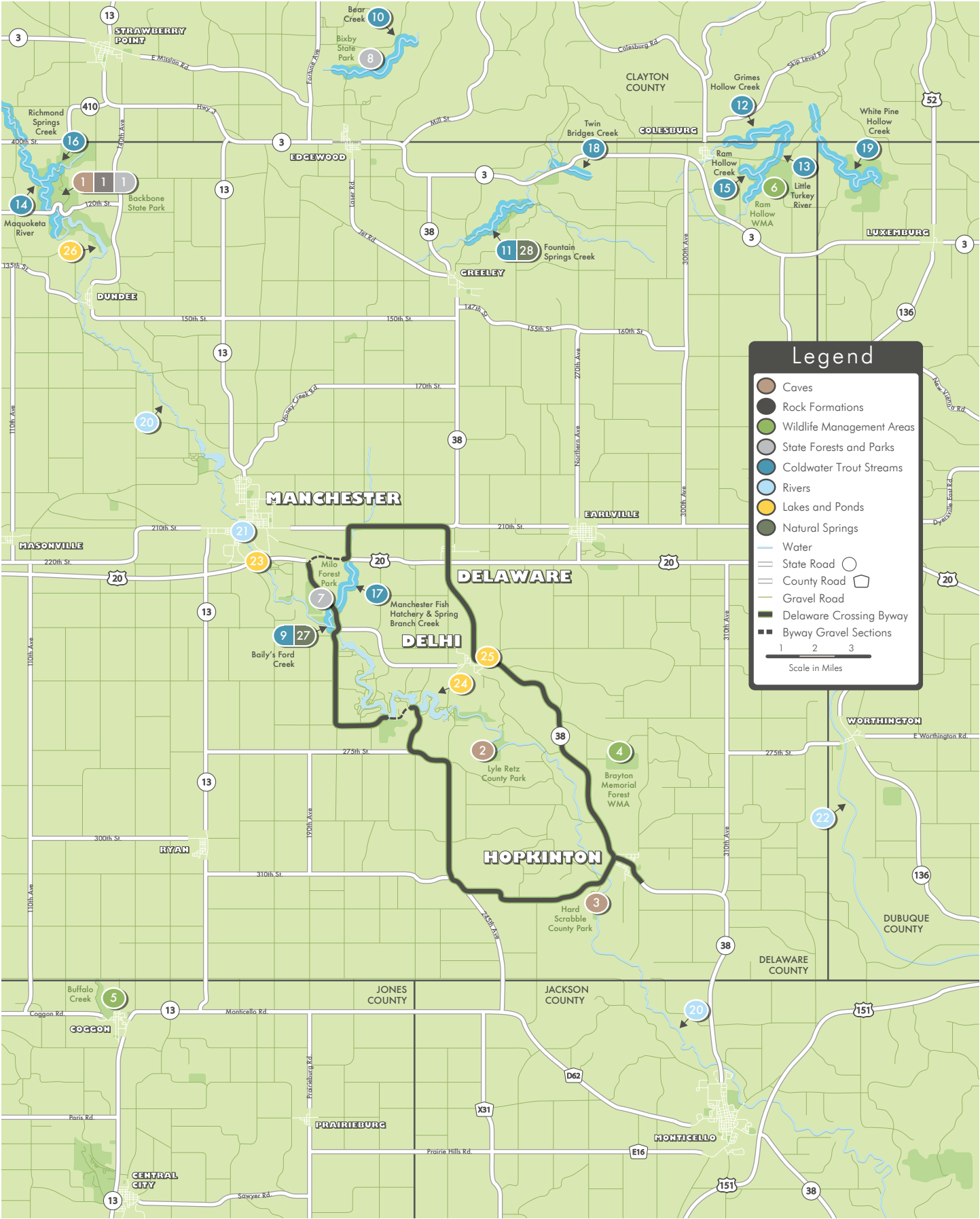
- Conduct public and private stakeholder meetings that foster participant discussion, dialog, idea sharing and visioning through small and large group dialog, breakout sessions, workshops and other interactive opportunities.
- Provide leadership for a DCSB Natural Resources Committee that brings together city, county and state natural resource professionals.
- Invite private natural resource oriented organizations and businesses to present to and engage with the DCSB Board. (Organizations might include but not limited to the Audubon Society, the Coldwater Conservancy, Friends of the Hatchery, the Master Gardeners, Iowa Spelunkers Organizations, Pheasants Forever, the Snow Pioneers Snowmobile Club, Trout Unlimited, Hawkeye Fly Fisherman, Lake Delhi Recreational Facility and Water Quality District, Lake Delhi Trustees, Lake Delhi Recreation Association etc.)(Businesses may include but not be limited to those associated with the sale and rental of natural resource equipment, guides, etc.)
- Use technology to encourage an increased exchange of information about the DCSB natural resources, invasive species, wildlife, and other common natural resource issues, to engage the public, expand partnerships and minimize public impact to natural areas.

#### Empower Local Public Land Managers

- Work with public area managers to develop and implement public use inventories, develop site plans, analyze use impact, and track changes in use that result from DCSB recommended actions.
- Implement economic impact of natural resource studies and other research that provides baseline data before implementation of projects and informs the management and promotion of public land units.
- Provide technical support for public land managers that are interested in development and implementation of natural resource friendly projects on public land.
- Help public land managers develop and implement projects to secure new properties that expand existing public lands or open new areas to public use.
- Help public land managers secure private and public funding for natural resource improvement projects.
- Develop and implement projects that help public land managers better understand the byway visitor and/or improve the visitor interface.
- Help public land managers develop and implement projects that improve infrastructure, wayfinding, interpretive tools and other amenities while protecting the natural intrinsic qualities of the land unit.
- Foster multi-jurisdictional inventories, projects and partnership between city, county and state public land managers and political entities to encourage DCSB Corridor-wide projects, positively impact, improve and protect multiple parks, natural areas, and natural qualities.
- Promote events, fund raising and awareness efforts that benefit natural areas in the DCSB Corridor.



Map #	Natural Resources	Community
Caves		
1	Backbone State Park	Dundee
2	Lyle Retz County Park	Delhi
3	Hard Scrabble County Park	Hopkinton
Rock Formations		
1	Backbone State Park	Dundee
Wildlife Management Areas		
4	Brayton Memorial Forest WMA	Hopkinton
5	Buffalo Creek WMA	Ryan
6	Ram Hollow WMA	Corridor
State Forests & Parks		
1	Backbone State Park	Dundee
7	Milo Forest Park	Manchester
8	Bixby State Park	Corridor
Coldwater Trout Streams		
9	Bailey's Ford	Delhi
10	Bear Creek	Edgewood
11	Fountain Springs	Greeley
12	Grimes Hollow	Colesburg
13	Little Turkey River	Colesburg
14	Maquoketa River	Colesburg
15	Ram Hollow Creek	Colesburg
16	Richmond Springs Creek	Strawberry Point
17	Manchester Fish Hatchery & Spring Branch Creek	Delhi
N/A	Spring Falls	N/A
18	Twin Bridges Creek	Greeley
19	White Pine Hollow Creek	Luxemburg
Rivers		
20	Maquoketa River	Corridor
21	Manchester Whitewater Park	Manchester
22	North Fork Maquoketa River	Corridor
Lakes & Ponds		
23	Schram Park	Manchester
24	Lake Delhi	Delhi
25	Silver Lake County Park	Delhi
26	Backbone Lake	Strawberry Point
Natural Springs		
27	Bailey's Ford Park	Manchester
28	Fountain Springs Park	Greeley







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# SECTION SIX

## Scenic Resources



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### DCSB Rural Viewshed

#### 6.1 Introduction

*Scenic Quality is the heightened visual experience derived from the view of natural and man-made elements of the visual environment of the scenic byway corridor. The characteristics of the landscape are strikingly distinct and offer a pleasing and most memorable visual experience. All elements of the landscape – landform, water, vegetation, and man-made development – contribute to the quality of the corridor's visual environment. Everything present is in harmony and shares in the intrinsic qualities.* Source: [www.scenic.org](http://www.scenic.org)

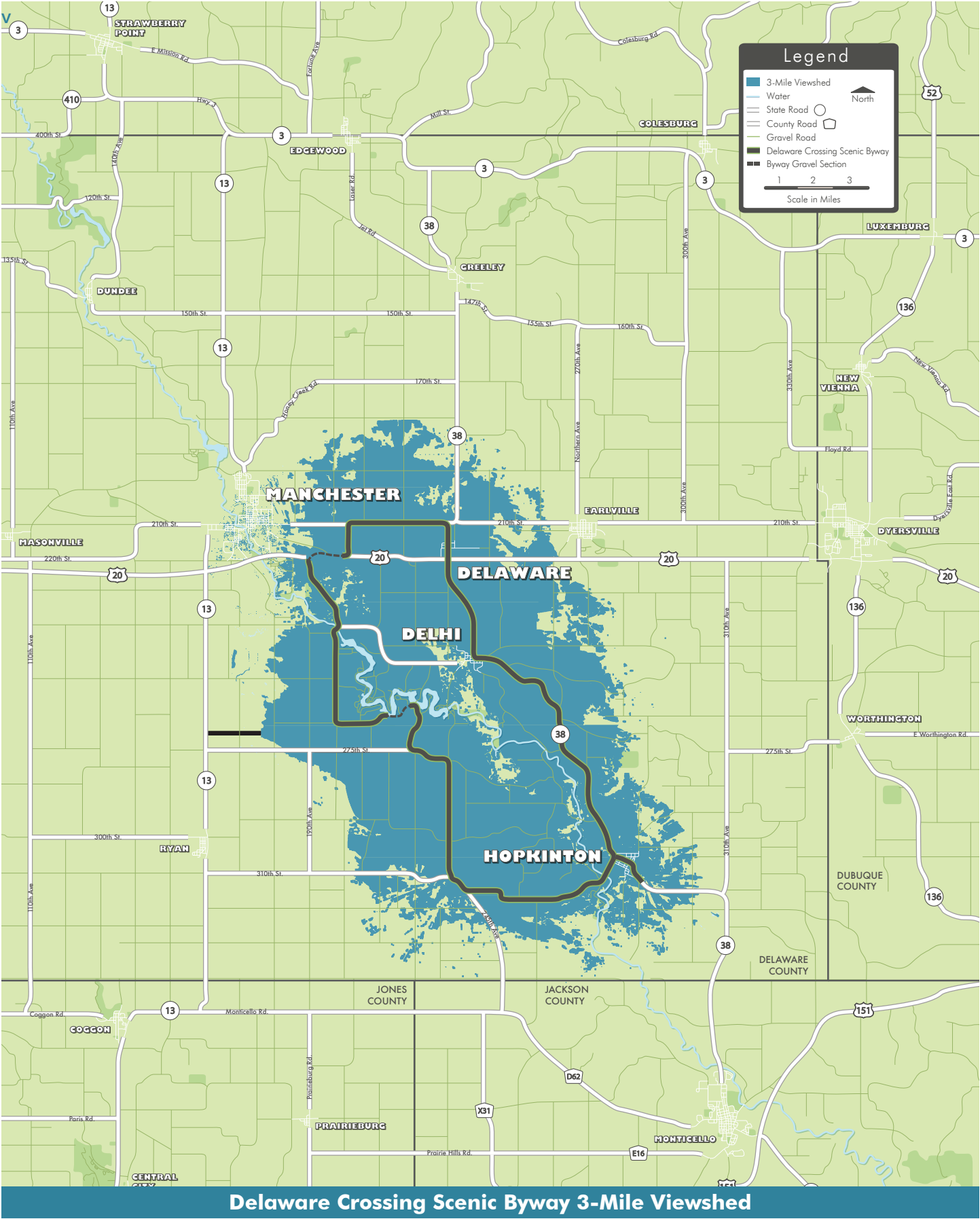
Scenic conservation of the DCSB Viewshed is one of the most important jobs the DCSB Board will accomplish. It will help to maintain the integrity of the byway and of Iowa's scenic byway program for many years to come. The recently completed Visual Resources Management Database for Iowa's Byways Project, also known as the Visual Assessment Project, recognized the importance of viewsheds to the successful continuation of byway designation. It analyzed the scenic resources of the DCSB and other byways across the state, giving Iowa's byway organizations, including the DCSB Board, the tools to help objectively analyze points of interest and overlooks along their scenic byways to ensure they are providing byway travelers the best visual opportunities and experiences. Much of the content for this chapter is derived from that Visual Assessment of the Delaware Crossing Scenic Byway, located in PDF format at: <http://northeastiowarcd.org/visual-assessment/DCSB.pdf>

The DCSB route was identified as significant by the DCSB Board and the Iowa Department of Transportation, therefore meriting state scenic byway status. The designation was not based on visual quality alone but also considered the intrinsic assets, which include the history, personality of each town, quality of the businesses, and the people with which the travelers interact. The quality of the entire experience depends on the combination of views and attributes. For this reason, when conducting visual analysis of the DCSB, the byway's assets were juxtaposed with specific characteristics to help determine value. The importance of analysis, protection and improvement of the DCSB viewshed can not be understated.

*According to America's Byways Resource Center, surveys of non-resident byway travelers found that negative impacts to a byway's scenic resources resulted in a 1:2 negative impact to tourism: non-resident visitors would reduce visits by 50% if development or pollution degraded views by as little as 25%.*

The Iowa DOT periodically reviews Iowa's designated scenic byways to determine whether or not they should continue to be designated. Development, natural disasters, industry, and changing land ownership can drastically and quickly change the landscape along a scenic byway. Therefore, understanding the value of the collective byway assets and the tenuousness of the system, then working to conserve scenic quality along the DCSB and within its corridor, will ensure the future of the DCSB and the maintenance of the byway designation.





## 6.2 Viewshed Analysis Summary

The viewshed analysis of the DCSB used Light Detection and Ranging (LiDAR) data. It defined the “viewshed” as the geographical area that is visible from any point along the byway rather than from any single location. The first step in the DCSB Viewshed Analysis was to use LiDAR to create a surface model, which is a 3-D representation of the ground’s surface and above ground features such as buildings, trees, signs and vehicles. Unnecessary points were removed from the data layer and then, using Quick Terrain Modeler software, each byway route was overlaid on the surface model. A Travel-Route-Line-of-Sight (TRLOS) tool was used to define the viewshed from the byway route. Once viewshed images were created, they were exported to a file format readable by ArcGIS, GeoTIFF (.TIF). Each .TIF file was converted to a polygon shapefile and the polygons were dissolved into a single or a few polygons for the DCSB Viewshed and the overlook proposed by the DCSB Board. An analyze was completed for several characteristics: line of sight, extent or distance of view, density of view, the aspect or scope of the view, and significant features within the view or content of view. Significant features/content of the view included specific and general land cover and major land features, points of interest, and public land. The TRLOS tool was also used to define a 10-mile viewshed from a potential overlook location that had been identified by the DCSB Board. The observer height was 1.8 meters, unless otherwise specified. Vegetation was not removed from the surface model unless requested by the DCSB Board.

The decision to limit the overall viewshed analysis to a three-mile radius was made because of software and hardware limitations, because views beyond a three-mile sight distance push the limits of the human eye as it processes images while traveling along a roadway at 45 mph or greater, and because environmental conditions including air quality, weather, etc., create sight limitations. It was also limited because of the association of the relevance of the analysis to commonly defined Distance Zones. The three-mile distance used for the Viewshed Analysis encompasses the “Immediate Foreground,” the “Foreground” and the majority of the “Middle Ground” as they are defined by the USDA Forest Service. The last remaining Distance Zone, the Background is less distinguishable to the human eye, with only color, large patterns and topography influencing the landscapes overall appearance.

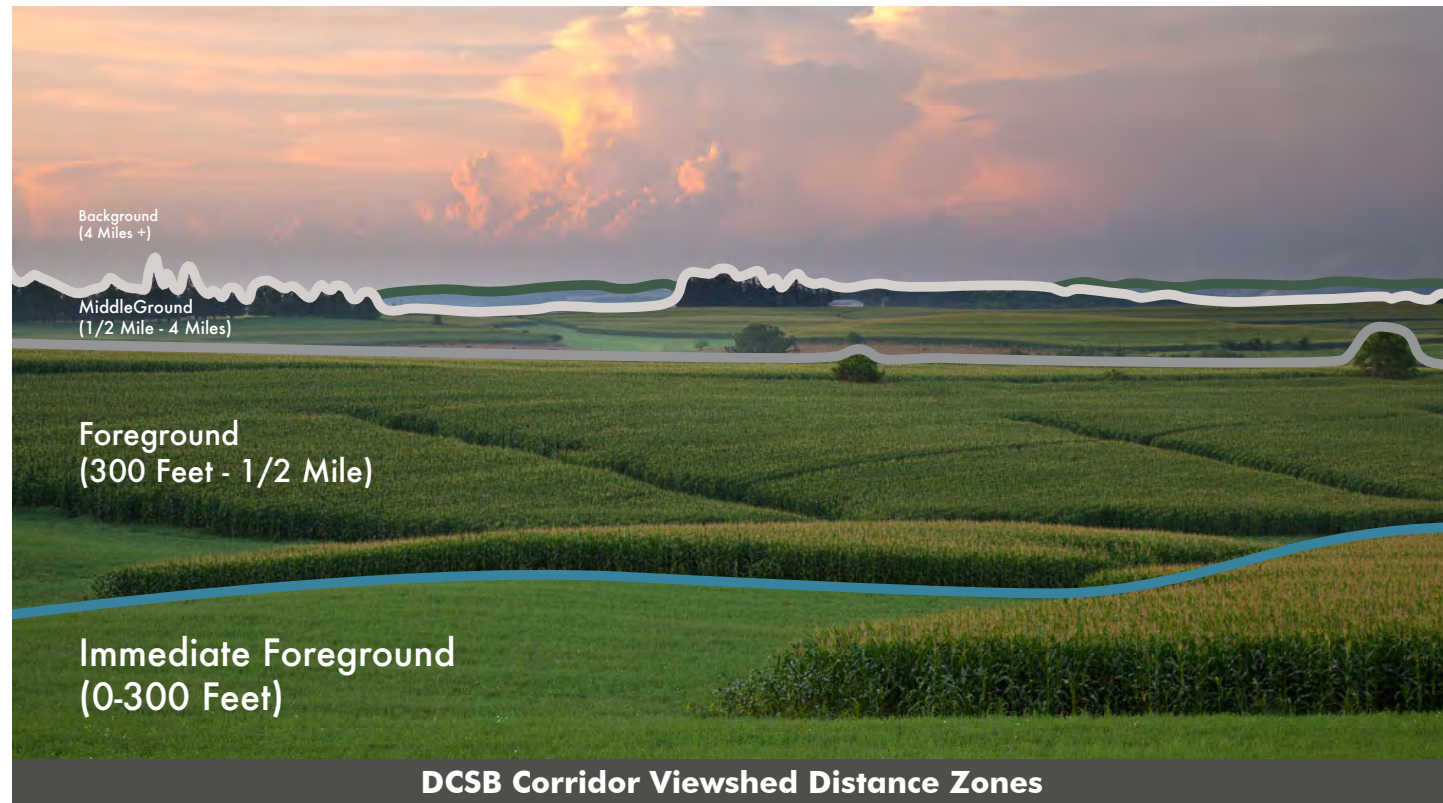
The 3-D surface model of the DCSB seen on page 83 provides information about the topography within a three-mile radius of the DCSB roadway. The topography along the DCSB is one of the most important influences in its viewshed. The image uses a color gradient to differentiate elevation change with green representing the lowest points on the landscape, which in this case is the Maquoketa River Valley. White indicates the highest points on the landscape such as hilltops. Brown and yellow indicate the slope or descent from the hilltops into the river valleys. (The imagery used was from before Lake Delhi was reconstructed) The overlay of

the DCSB provides a perspective of how the traveler moves through the topographic elevation changes that influence the views they experience. The map on page 80 shows the DCSB Viewshed within a 3-mile radius, a map at the end of each intrinsic quality section hows the intrinsic qualities in the DCSB Corridor as identified by the DCSB Board, and the “Delaware County Land Use Map” on page 57 shows the land use in the DCSB Corridor. The viewshed analysis looked at the relationship of these characteristics to the viewshed.

The DCSB weaves back and forth across the landscape around the Maquoketa River Valley, except where the southeast corner of the byway moves into the river corridor. The DCSB’s descent into the river valley helps create a more dynamic viewshed and provides visual interest. The length of viewshed along the DCSB alternates between expansive views to narrow and rather short views as the hills around the river valley create topographic restrictions at specific points or along sections of the DCSB. Forest vegetation adjacent to the byway restricts the viewshed in some areas. These topographic and vegetative restrictions add visual interest to the viewshed and create suspense for the traveler. Some outlying irregular patterns were identified in the viewshed and were attributed to major landscape obstructions, changes in topography and other landscape factors such as large acres of mature hardwood forests. The analysis noted that the looped shape of the byway might lead the visitor to believe that they would be able to see the entire central section of the landscape as they travel the byway. However, the analysis found that due to landscape and vegetative obstructions, portions of the landscape located within the center of the loop will never be visible unless the visitor leaves the byway to explore the DCSB Corridor. Additional LiDAR Project findings include:

- There are changes in topography that diversify the viewshed.
- The DCSB land use is quite varied along the byway corridor and within the viewshed, which contributes to the scenic quality of the route. The DCSB Board might want to consider how to maintain that diversity.
- Most of the identified points of interest along the DCSB are within the byway viewshed, which enables stronger cross-promotion and increases the benefits the byway can provide these businesses or sites.
- The overlook proposed by the DCSB Board has adequate viewshed distance to designate it as an overlook.
- Given that Lake Delhi has been restored and is a major intrinsic quality of the DCSB, it might be advantageous to evaluate the possibility for development of an additional overlook along the DCSB that features Lake Delhi.
- The parks, wildlife areas, rivers, stream corridors and other public areas are significant and important features of the DCSB Viewshed that the DCSB Board might want to consider with regards to scenic protection, interpretation and inclusion on maps and other visitor information.
- The DCSB Viewshed extends into all distance zones including Immediate Foreground, the Foreground, Middle Ground, and Background.





### 6.3 Viewshed Distance Zones

The USDA Forest Service recognizes four distinct “Distance Zones” that define a byway viewshed. They recommend the distance zones be used to manage the scenic quality of the byways, including the DCSB, and be considered when making decisions that will impact the DCSB Corridor. Distance zones are based on scientific research on the amount of detail people can discern from different distances. Independently and collectively the intrinsic qualities within the four distance zones influence the quality of the byway’s viewshed, the visitor’s experience, the ability of the byway to draw visitors, and ultimately the long-term capacity of the byway to sustain related economic development. The four USDA Forest Service Distance Zones include the following designations and descriptions:

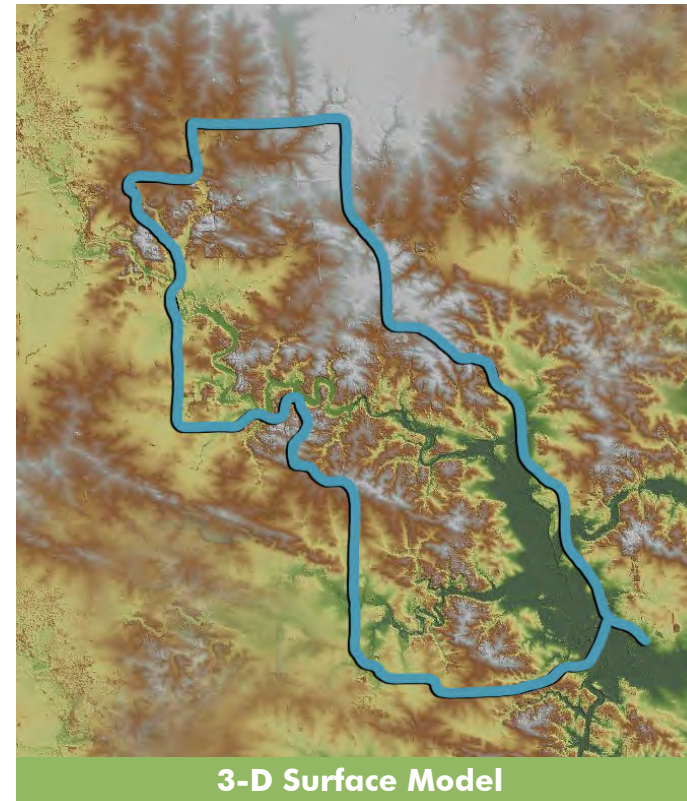
**Immediate Foreground:** This area includes all that is visible within 300 feet of the DCSB roadway. Humans can perceive fine detail at this distance. This area typically includes the road right-of-way, which is managed along the DCSB by city, county and state entities. The State of Iowa has programs and initiatives that can be used to enhance the Immediate Foreground as it relates to the road right-of way including the Living Roadway Trust Fund, Integrated Roadside Vegetation Management Program, Keep Iowa Beautiful, Adopt A Highway, and other programs. This area also includes the private and public properties that are directly adjacent to the right-of-way including community entrances.

**Foreground:** This area includes all that is visible between 300 feet and 1/2 mile of the DCSB roadway. Fine details have

less influence on scenic quality and general shape and scale become more important at this distance. Shape, sizes, colors and the relationships of these individual elements to each other and to the byway itself define the scenic quality of the DCSB. A large object or topographic feature in the Foreground can greatly limit the entire DCSB Viewshed extent and or impede the quality of the view from any given point along the DCSB.

**Middle Ground:** This area includes all that is visible within 1/2 mile to 4 miles of the road. Landscape and other patterns and topography define the visible elements and the terrain features define the view at this distance. Larger topographic or man-made features can still greatly impact or influence the viewshed quality, especially the closer they are to the Foreground. If they are beyond the three-mile site distance or are partially obscured by other landscape features, they have less of an impact.

**Background:** This area includes all that is visible four miles beyond the DCSB roadway. Distance, color, large patterns and topography have the major impact on the landscape’s appearance in the Background. Although the Background was not included in the viewshed analysis conducted on the DCSB, it still impacts the visitor’s experience. The contents of the Background can imply isolation when few buildings or man made structures are visible, wildness when only natural areas can be seen, or opportunities to explore history and culture of the area when church spires and water towers can be seen in the distance.



### 6.4 Visual Resource Themes

Overall, the landcover percentages for the DCSB Viewshed are average when compared to other Iowa byways. However, as with other Iowa byways, landcover within the DCSB Viewshed is much more diverse than the state in general. Although public lands are typically a major component of viewsheds for Iowa’s byways and the DCSB Corridor includes significant city, county and state public lands, according to the LiDAR Project analysis, total public lands visible in the DCSB Corridor cover fewer acres than any other Iowa byway. This seeming disparity is in large part due to the terrain of the DCSB Corridor and the location of the public land acres within narrow river and stream valleys. Although many of the public lands are hidden from the byway traveler, the private lands in the DCSB Viewshed are diverse and interesting. Overall, views along the DCSB are dominated by visual resource themes that define the byway corridor. The defining visual resource themes in DCSB Viewshed influence every distance zone, collectively create context for the visitor, and provide opportunities for the DCSB Advisory Board to plan interpretation, and develop opportunities for visitor engagement. The most distinctive themes are: diversified agriculture, woodlots and forests, rivers and streams, and cultural and historic influences. Each of these is briefly discussed in this section.

**1) Diverse Agriculture:** The DCSB loops around a rich area of Iowa that is more diverse than the rest of the state. Crop acres only make up 62% of the viewshed compared to 67.6 for Iowa. The DCSB farmers’ use of crop acres also



varies from Iowa’s. There are differences in percentages of grassland, pasture and hay compared to Iowa. Grassland and herbaceous vegetation encompass 7.6% of the DCSB Viewshed as compared to 4.7% in Iowa. Pasture and hay cover 10% of the DCSB Viewshed as compared to Iowa’s 12.8%. The overall increased grassland and herbaceous cover in the viewshed gives the visitor the feeling that the landscape is in a more “natural” state. Many of the grassland and pasture acres support grazing livestock, which also provides visual interest. Certain routes of the DCSB road allow travelers to have an up-close experience of the sights, sounds, and smells of rural Iowa farm life and farm operations; others provide an expansive view of the greater agricultural system. The DCSB Viewshed includes capacious views of rolling hills and small farms, a high portion of which are Amish farms still utilizing historic farming practices, further increasing the differences between the DCSB Viewshed and other areas of Iowa. The hilly terrain of the DCSB allows visitors to see bits and pieces of different fields far into the distance, creating a vista of pastures and fields, intersecting rows of crops, undulating gravel roads, and rural farmsteads with silos and red barns. Most farms in the DCSB Viewshed still have small livestock herds on the land and around the farm buildings rather than in feedlots. This diversity in agricultural practices increases visual interest and provides an ever changing view. The agricultural heritage of the corridor is a significant resource that has shaped the area’s heritage through time, continues to influence the culture, and enhances the visitor’s experience.



**2) Forests and Woodlots:** Forest ecosystems and the diverse vegetation within those systems are one of the most defining visual resource themes of the DCSB Viewshed. The hardwood forests and in particular the bottomland hardwood forests, which are located in a swath that follows the Maquoketa River Valley through the center of the DCSB loop and to the southeast of the loop, are particularly notable. Forests encompass 12% of the viewshed as compared to only 6.9% forest cover for the State of Iowa. Although this is less than many Iowa byways, it is important to remember that the landscape and topography create visual restrictions. Many of those restrictions are related to the deep stream and river valleys that restrict the percentage of forested acres visible from the byway. The trees themselves, especially when the DCSB travels directly through mature forests, also restrict the viewshed and therefore the total percentage of forested viewshed. This creates risk and opportunities for the DCSB Board.

Approximately 545 acres of public land are visible from the DCSB, many of these are forested acres that diversify the vegetation and create a seasonally-changing array of textures and colors. Large public and private forests and small private woodlots also bolster natural qualities by creating habitat for wildlife, helping prevent soil erosion and protecting water quality. The forested acres that are visible from the DCSB include portions of the five wildlife areas, two forests and two parks, which make up the large swath of forest aligned with the byway route. From the north heading to the southeast, the forests include, Milo Forest, Bailey’s Ford Park, Turtle Creek Park, Shearer Wildlife Area, the Retz Wildlife Area, the Brayton Memorial Forest and the Hardscrabble Wildlife Area. The DCSB drives directly through some of these forests and others are major components of the viewshed as the visitor looks out across the landscape. Private woodlots in the DCSB Viewshed contribute substantially to the total number of forest acres. Private woodlots increase visual interest for the byway traveler in all viewshed distance zones. Some are managed for wood product or wildlife benefits; others, many of which are located in narrow ravines, are difficult for landowners to access or manage.

Although the forests in the DCSB Viewshed vary in maturity, ecosystem management and species content, they look and feel like wild places to the untrained eye. No matter how they are managed, both small and large forested areas add diversity to the DCSB Viewshed and draw and harbor wildlife. The forested acres contribute to the spectacular array of fall color, which in and of itself is an especially significant visual resource. When combined with the increase number of grassland acres and the preponderance of Amish farms, the forested acres within the viewshed have a significant effect on the byway travelers experience. The overall effect is that the landscape that the DCSB travels through seems to be more isolated and more primitive than much of the rest of Iowa, as if the traveler has temporarily stepped back in time and away from the hustle and bustle associated with urban areas.

**3) Rivers, Streams, and Lakes:** The DCSB loops around the Maquoketa River and the mouths of several streams that empty into that river. In fact, the Maquoketa River and the streams that feed it create, or influence many of the major defining characteristics of the Viewshed visible from the byway. They contribute to development of a more rugged topography, influence the land-use and vegetation, dictate the layout of the road system, and impact the site distance of the byway traveler. They also influence the elevation and route of the DCSB.

The lakes that have been created by dams, including Lake Delhi and Silver Lake are significant visual resources. The LiDAR Project found that wetlands and open water make up just 1.7% of the DCSB Viewshed but these lakes are an important characteristic of the viewshed that hints of opportunities that are just out of site. The Maquoketa River and its tributaries have been developed for and are well-known for their recreational opportunities and natural public areas, including access to the Maquoketa Water Trail, Silver Lake, Lake Delhi, and trout stream fishing but also camping and hiking along streams, rivers and lakes.

The movement and life associated with coldwater streams and their riparian areas, especially those that flow into the Maquoketa River, including Spring Branch Creek, contribute to a more dynamic visual experience. These trout streams and the vegetation surrounding them seem to call out for exploration.

The water bodies in the DCSB are well-known for their fishing, including trout fishing in the cold-water streams, but also catfish, bass, bluegill, and pan fishing in the lakes and walleye and northern pike in Lake Delhi and in the Maquoketa River. Fishermen using aquatic resources can add to the scenic quality of a byway by providing visual interest, increasing the visitor’s understanding of the corridor and eliciting positive human emotion. For example, image a fly fisherman gracefully casting his line as he stands knee deep in a clear cold water stream, intent on catching an elusive trout. Without his presence, the byway travelers may not notice the stream or understand that there are trout in the stream. His rhythmic casting and calm demeanor can create a sense of peace and tranquility that the byway visitor may not otherwise feel.

Many of the streams, lakes and rivers are visible from the byway or a short distance from the byway, so they also create a cross-promotion of resources, encouraging byway travelers to engage in water recreation of all kinds and water recreationists to travel the DCSB. It is also relevant that the riparian areas that surround the DCSB water resources provide diverse habitat for wildlife, further enhancing the visitor experience by providing exceptional birding and wildlife watching opportunities from the roadway or just off the DCSB.



DCSB Corridor Landscape

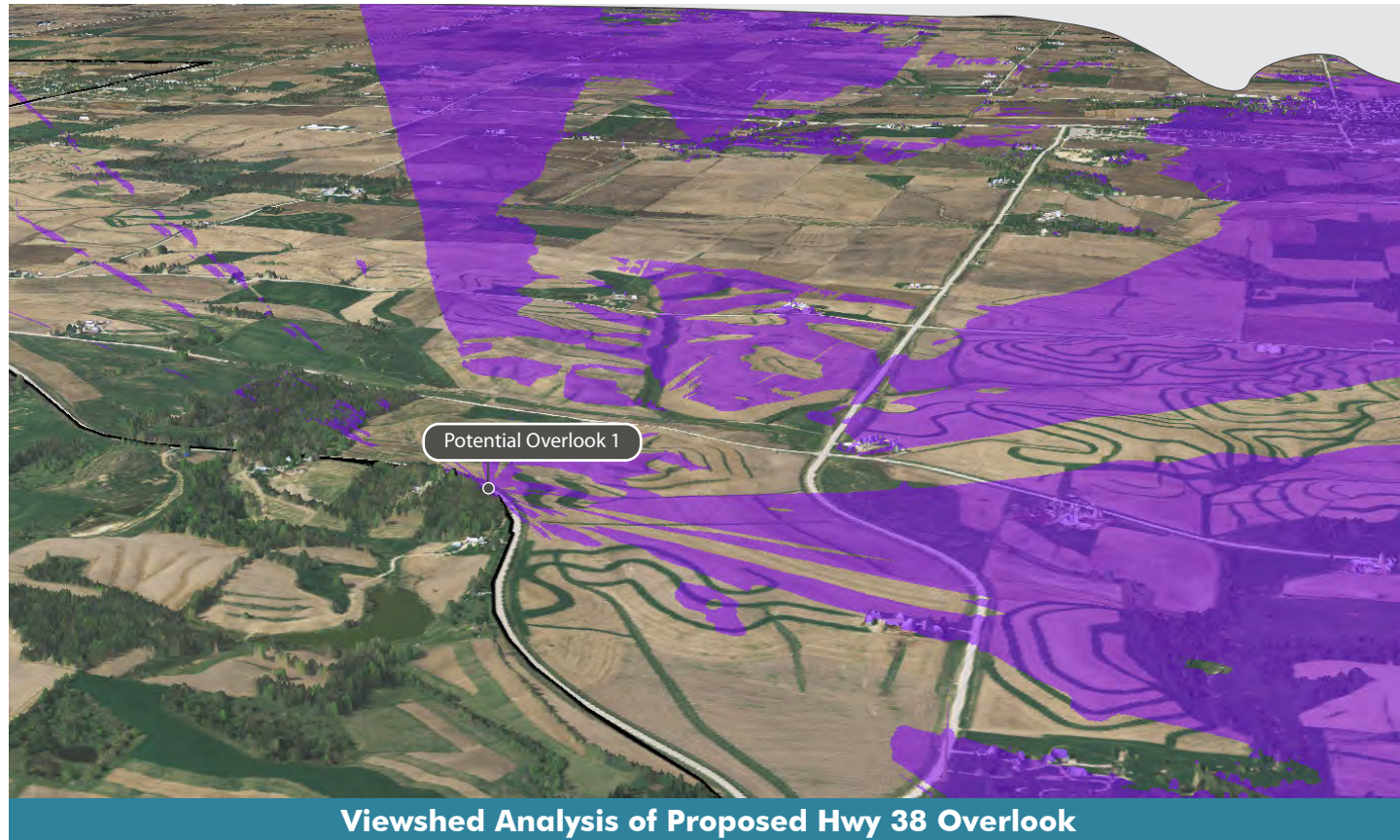
**4) Cultural and Historic Influences:** Cultural and historic influences are important in all distance zones of the DCSB Viewshed. They include everything from historic brick and limestone structures, veteran memorials, cemeteries, parks, and farm stands to Amish farms and church spires. The DCSB Corridor boasts historic and cultural sites of major significance that are unique in Iowa and in the United States. Some of these are more easily identified when the visitor knows where to look. Fortunately, the DCSB Board has developed maps and descriptive information that helps byway travelers locate and enjoy some of the most significant cultural and historic sites.

One of the most prominent and all encompassing cultural influences of note is the very rural and remote nature of the DCSB Viewshed. There are several sections of this byway where the traveler may feel they are in the “middle of nowhere” or that they have somehow stepped back in time. Some of this feeling can be attributed to the Amish farming practices, Amish small businesses and everyday activities of Amish life, that add a depth of culture to all distance zones. In fact, there is a strong visible and accessible Amish presence in the DCSB Corridor that influences the byway traveler’s perspective and enriches their experience. The presence of active farming practices from different cultures, especially when those practices were historically widely used, in juxtaposition with modern farming practices, also diversifies the viewshed and provides opportunities for interpretation

that might otherwise not exist. Although they are still a very private, the DCSB Amish community recognizes the benefits of selling their goods and services to “English” travelers, providing opportunities for cultural engagement.

The small DCSB communities are units of concentrated culture and history in the DCSB Viewshed. Hopkinton is known for the historic structures associated with Lenox College. Individually and collectively, they are impressive, dominating the Immediate Foreground and the Foreground. Most DCSB communities have a veterans memorial that demonstrates their respect and admiration for veterans and the deep cultural belief that service to country is important and should be recognized and celebrated. Some of the most historic churches in Iowa are located in the DCSB Corridor. Although not all of them are included in the viewshed, many of their spires are. They are beautifully constructed and stories of their development and the associated political and social dynamics provide insight into the historic and existing culture of the corridor. Another noticeable cultural quality are the small farm stands that byway travelers encounters along the DCSB. Vegetables, fruits, baked goods and craft items are displayed and sold by farmers at or near the end of their driveways. Most of these stands are unmanned. They have well displayed prices and a coffee can or other container for payment. The cultural aspects of purchasing local food directly from the grower on an honor system is indicative of the friendly atmosphere along this byway.





### 6.5 Overlooks Analysis

Recognizing byway visitors are seeking opportunities to slow down and enjoy the view along the DCSB, and that distracted visitors can decrease safety, the DCSB Advisory Board and DCSB Coordinator drove the DCSB and had discussions to better understand the DCSB Viewshed and strategically identify the best opportunities to make travel along the DCSB safer and more accommodating to the visitor. They ultimately identified one potential location for development of an overlook. Their selection informed the viewshed analysis, which as previously noted, included an analysis of what could be seen from the potential overlook site within a 10-mile radius.

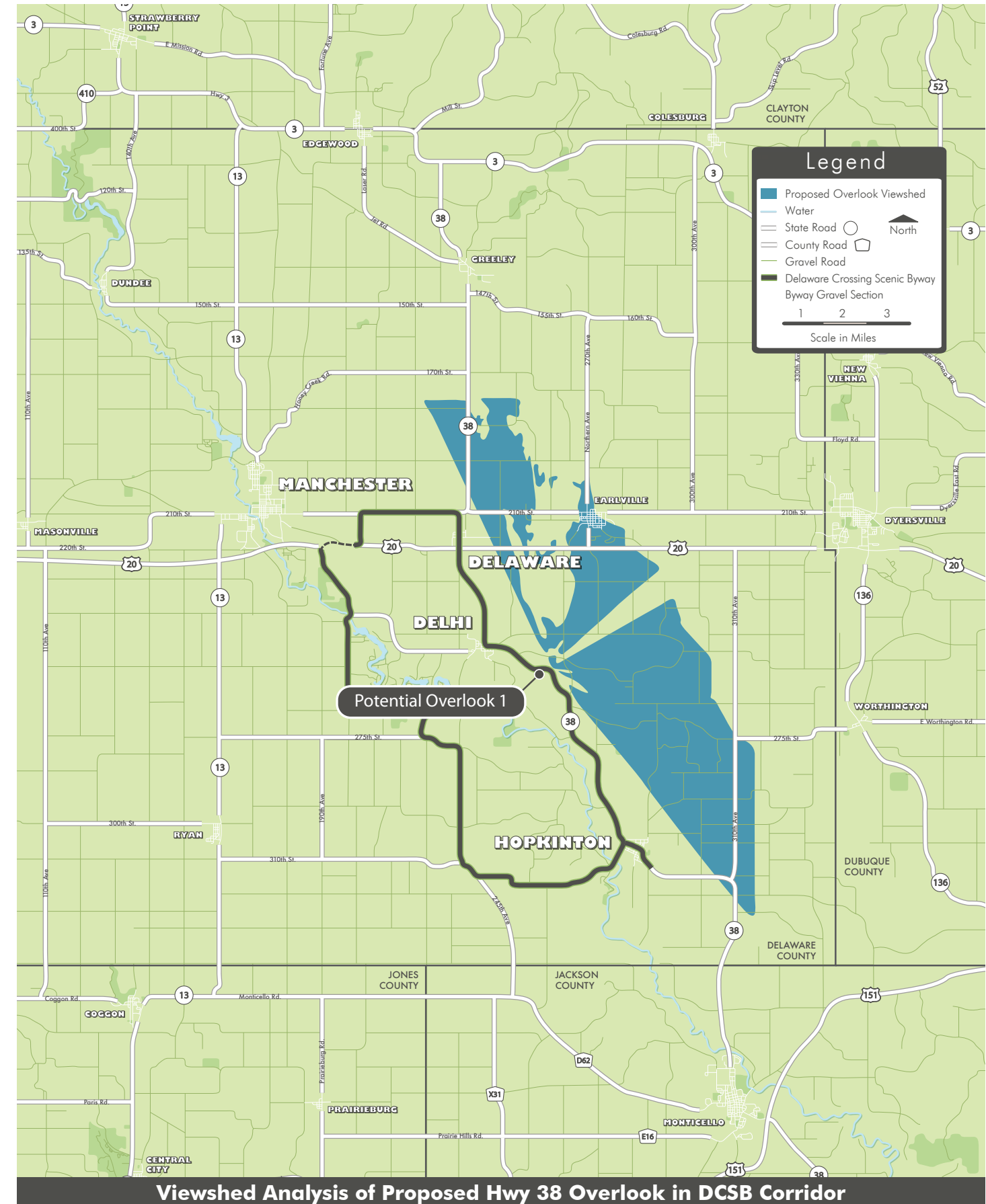
The location of the highest priority potential overlook site and its viewshed can be seen above and on page 87. This overlook location was selected because it is located along the top of a hill and the DCSB Board felt it had a “pretty view” that encompassed what the DCSB represents. It is typical of the overall DCSB Viewshed, looking down on a large forested valley with a mixture of agriculture. They felt this was a good location for an overlook because the property is already owned by the public within the Iowa DOT right-of-way along State Highway 38.

The areas shaded in purple, which were taken from the DCSB Visual Assessment report, represent the extent of the

view that a person would be able to see from the proposed overlook. The analysis found this site to have an extensive and high quality view. The view extends over 10 miles to the northwest, over 7 miles to the north, over 5 miles to the east, and over 9 miles to the southeast. The analysis found it notable that the viewshed from this site extends nearly 180 degrees.

As the DCSB Board predicted, this extensive view encompasses many acres of forest and farmland. It also includes the DCSB Corridor community of Earlville to the north/northeast.

The large areas that are not visible within the scope of the shaded areas are explained in the analysis as being related to the topography. Vegetation and hills located in the near view block large sections of the view. However, the analysis noted that it is important to remember that the visitor looking out over the landscape is unaware of what is “missing” from the view. They only see what is included. The analysis found that the majority of this overlook site’s viewshed is very dense and inclusive so the area viewed from the potential overlook site would be clearly understood by the byway traveler. This is unlike fragmented sites that make it difficult for the byway traveler to understand the true nature of the landscape and what they are seeing. Overall, the analysis confirmed that the potential site was appropriate for overlook development.





## 6.6 Challenges and Opportunities

There are several common scenic conservation challenges and opportunities that byway stakeholders and partners across the country are advised by the America's Byways Resource Center to address and others that are specific to the DCSB. They include, but are not limited to, the following:

**Cultural Sensitivity:** The Amish community and their culture are a big part of DCSB Viewshed and they enhance the byway travelers experience. Over time, increased interaction between "English" and other byway visitors and Amish residents in Amish businesses or even just along the byway could result in negative and/or positive impacts to the Amish community members. The DCSB Board can take action to ensure that interactions are more positive for everyone.

**On/Off Premise & Roadway Signage:** Although billboards and advertising are limited along Iowa's byways, signage issues at the site of a business or off-premise can still impact, block or degrade the viewshed or an intrinsic quality in the viewshed. Along the DCSB, this has already become an issue in some communities. This issue is also exacerbated along the DCSB because many public and private natural areas and attractions are just beyond sight, or behind trees or other obstructions making them invisible to the byway traveler without signage.

**Brownfield Sites:** Brownfield Sites include sites previously used for industrial or commercial purposes that may have been contaminated with hazardous waste or pollution. These sites can be a visual intrusion, distracting from the byway traveler's experience, and a challenge to deal with, but they also provide opportunities for community betterment, business development and other positive change. They can be privately or publicly owned. Fortunately, there are state and federal programs available to help with clean-up and reuse of Brownfield Sites both for public entities and private owners. Unfortunately, few community leaders or citizens understand what Brownfield Sites are, how state and federal Brownfield Programs can be used in a positive manner, or how to apply for state and federal tax incentives and/or grants to improve the sites.

**Private Land Use & Conservation:** Private lands conservation, or lack thereof, in the agricultural and natural landscapes of the DCSB can enhance or distract from the Foreground, Middle Ground and Background. In fact, agriculture encompasses a major percentage of the DCSB viewshed. Unfortunately, although there are state and federal programs that provide cost share for implementation of conservation programs, Iowa state and federal technical assistance to producers has decreased in recent years. Today, just a few people are charged with providing technical assistance and outreach to thousands of landowners. Conservation technical assistance to Amish communities has typically been even more limited than for the population in general, but in the DCSB Viewshed, Amish community members are farming much of the land in the viewshed.

**Roadside Management:** The road right-of-way is the single largest public land unit in Iowa, the DCSB Corridor, and in the DCSB Viewshed. It is also located in the Immediate Foreground making plants, natural resources, wildlife and features in this land area highly visible to the byway traveler and important to their experience. Management or neglect of native vegetation and invasive species in the road right-of-way as well as trash in and near the roadway can greatly impact the byway traveler's perception of the entire DCSB Corridor. Although there are several programs that can help city and county roadside managers and partners enhance right-of-way and near right-of-way properties, some of them have use restrictions associated with county policies and participation. When political jurisdictions do qualify, they can secure technical assistance and grants to install colorful native plantings that beautify the byway and enhance the traveler's experience.

**Public Areas Management:** The DCSB Corridor encompasses city, county, and state public land, some of which is located in the DCSB's Viewshed. Management of these properties can positively or negatively impact the byway traveler. When they are well managed, they can add character and diversity to the Viewshed but if they are neglected they can give an overall negative impression. Although Iowa DNR budgets for property maintenance and personnel have been deeply cut in recent years, friends groups are forming to assist at some state facilities. County parks and facilities in the DCSB Viewshed and throughout the corridor are currently very well maintained but if they are promoted by the DCSB Board, increased use could pose new challenges for those park managers and/or the County Conservation Board and personnel.

**Design Standards in Byway Communities:** The byway reflects the history and culture of the rural landscape, towns, historic districts and/or residential areas in its viewshed and corridor. Because "historic" sites and experiences are one of the top attractions along scenic byways, restoration, improvements and modifications to historic structures and districts can enhance or detract from the DCSB brand. This is particularly true along the DCSB in Hopkinton at Lenox College. Design standards in communities is also important for the DCSB with regard to communities entrances, which can otherwise be a confusing mix of agriculture, business and residential land use.

**Wireless Telecommunication Towers, Wind Turbines, & Overhead Utility Lines:** Towers, utility lines and turbines are large structures that can impact sight lines. These energy structures, including wind turbines, are already part of the DCSB Corridor and DCSB Viewshed and their presence may be expanded in the future. Like other byway organizations, the DCSB Board will have to consider if this infrastructure is a positive or negative influence on the DCSB Viewshed and take action accordingly. Planning and zoning restrictions can reduce or mitigate the visual impact of these features; interpretation can minimize their impact by emphasizing their positive aspects.

## Flood Damage to Roads, Bridges, and Natural Areas:

The same streams and rivers that enhance the DCSB Viewshed also frequently flood. This is recognized by the Delaware County Engineer, Delaware County Conservation Board, and others that manage county and state resources along waterways, streams, and rivers. Delaware County is very good at posting public flood warnings at campgrounds and other public areas. Floods along these water courses can take lives as well as destroy infrastructure and natural areas that contribute to the functionality and scenic beauty of the DCSB and its intrinsic resources. Until recently, no organization or political entity was charged with flood reduction. In recent years, the Iowa Legislature formed the Iowa Flood Center, who with IIHR have been working with local partners throughout Iowa to reduce flooding. The Maquoketa River Watershed Management Authority recently formed and is currently working to reduce flooding. Their work can only be accomplished with widespread support and participation.

## Residential & Commercial Structures in the Immediate Foreground and Foreground:

The more popular the DCSB becomes, the more pressure there will be on the most easily accessible land/properties, areas, and districts for residential and commercial development. This has the potential to be particularly detrimental to those High Value Areas and overlook viewsheds that define the DCSB since this byway is characterized by its remote, rural feel. It is also a significant issue when commercial structures completely or greatly impact the view of a historic site or other intrinsic quality. This has already happened in the DCSB Viewshed in some communities, including in the small community of Delhi. Fortunately, some businesses will make an effort to reduce their impact to an intrinsic resource if there is positive community reinforcement, planning and zoning, or policy encouraging them to do so.

## Byway Roadway Context/Sensitive Highway, Street, and Bridge Solutions:

The characteristics and condition of the DCSB roadway, its bridges, and adjacent trails within the byway corridor, are extremely important to the byway experience. A decline in road maintenance and conditions, modifications to historic bridge structures and/or realignment of the byway, can impact the appeal of the DCSB for byway travelers and local residents alike. This is especially true in rural areas like the DCSB Corridor and Viewshed where isolation can make declining road and bridge conditions seem even more risky to the byway traveler. The aspect of a winding, undulating, smooth paved surfaces and well-maintain roads appeal to travelers so much that many of them determine their route or select which byway they are traveling because of these characteristics. Motorcycling magazines and social media agree that motorcyclists in particular are looking for "twists, vistas, turnouts and smooth tarmac" (CNN Travel). They note that two-wheeled vehicles are inherently unstable and therefore are much more affected when the road surface is inconsistent. Given that the motorcyclists riding for pleasure is a major byway user the DCSB Board would be advised to consider their needs and preferences.



Potential Historic Restoration Site



Potential Brownfield Site





**Potential Brownfield Site**



**Old DCSB Corridor Community Signage**



**Invasive Species in the DCSB Road Right-of-Way/Immediate Foreground**

### **6.7 Goals, Actions, and Strategies**

The DCSB Board's goal is to maximize visual resource management so as to minimize scenic losses and intrusions and maintain or improve the DCSB Viewshed. They have agreed upon broad actions and strategies for conservation, protection and enhancement of the DCSB Viewshed, as well as more specific actions and strategies to address the afore mentioned issues. These solutions recognize that the majority of the DCSB Viewshed is in private ownership and the DCSB Board has no authority to enforce actions and strategies. Because the DCSB Board does not specifically manage or own the resources that contribute to the character of the DCSB's Viewshed, and the majority of the viewshed is in private ownership, their role is to provide support, advocacy, and assistance in securing funding, and to generally assist with the protection of significant resources. Many of the strategies will need to be voluntarily implemented or implemented through informed public policy. The DCSB Board can make implementation of local and county policy and programs more likely by inviting city and county representatives to serve on the DCSB Board or become liaisons for their organizations. Additional broad actions are listed below and specific actions/strategies follow.

- Implement education and outreach initiatives.
- Develop partnerships with local, state and federal public and private entities.
- Develop and implement technical and financial assistance to encourage implementation of voluntary actions.
- Encourage participation in local, state and federal programs and incentives that make action more likely.
- Acquire property or easements that protect the viewshed, especially in priority areas.
- Inform and encourage regulatory measures that protect the viewshed.
- Inform community and county policy, planning and zoning, and public land management that protect the viewshed.

#### **Cultural Sensitivity**

- Seek guidance and involvement from Amish leaders to clearly identify cultural guidelines and interaction expectations for the visitor and minimize conflict.
- Continue to encourage Amish leaders to participate in DCSB management, promotion and development, be active on the DCSB Board, and be part of the decision making process if/when conflict arises.
- Encourage residents and visitors to respect cultural differences, individual rights, property and community boundaries.
- Incorporate cultural sensitivity training, education and information into publications, social media and DCSB marketing and dialog to minimize negative interactions between visitors and Amish community members.
- Educate communities and counties, private businesses and residents, and visitors about Amish cultural restrictions on interactions, promotions and any other issues that Amish DCSB community members feel are important.

#### **On-Premise, Off-Premise, and Roadway Signage**

- Complete an inventory of existing signage issues and work to establish relationships with and educate sign owners to resolve those issues.
- Educate partnering communities and counties, private businesses and the general public about existing signage policies, ordinances, laws and restrictions.
- Encourage and provide technical assistance to communities and downtowns that are developing on premise sign guidelines.
- Assist with research for policy development that will help city and county Planning and Zoning Committees and Administrators protect the DCSB Viewshed.

#### **Brownfield Sites**

- Work with partners to inventory Brownfield Sites within the DCSB Viewshed.
- Hold informational meetings for DCSB community members and more detailed sessions for landowners of and communities with Brownfield Sites to help them understand what a Brownfield Site is, about the potential incentives and partnerships that can help improve or enhance Brownfield Sites.
- Encourage communities to develop Brownfield Area-Wide Plans that bring the community members together to maximize planning and plan implementation.
- Identify and create policies and/or ordinances that empower cities, counties and private individuals to take actions that encourage site improvements.
- Provide technical assistance to public and private Brownfield Site owners to help them secure grants, tax incentives and other financial incentives to proceed with planning, clean-up or site improvements.

#### **Private Land Use and Conservation**

- Develop GIS layers and a visual catalog that documents private land use and private land use change in the DCSB viewshed over time.
- Educate private landowners adjacent to the DCSB and in the DCSB Viewshed about local, state and federal conservation programs and incentives.
- Implement a *DCSB Viewshed Education and Outreach Program* that raises awareness of the value of the viewshed and highlights private landowners that are contributing positively to the DCSB Viewshed.
- Present an DCSB award that recognizes private landowners that enhance the DCSB Viewshed through implementation of conservation practices.
- Educate landowners in High Value Areas about conservation easements and estate planning that helps preserve the DCSB Viewshed.
- Encourage landowners participating in the Forest Reserve Program to manage their woodlands using timber stand improvement, best management practices and strategies. Support tree planting, management and/or protection during development.



- Work with private partners and agricultural groups to build pride of conservation, and offer increased technical and financial assistance to, landowners in the DCSB Viewshed.
- Work with the Iowa Natural Heritage Foundation, the Delaware County Conservation Board, the Byways of Iowa Foundation, the Sustainable Iowa Land Trust, and other organizations to secure funding for and hold easement that protect the DCSB Viewshed.
- Educate communities and/or counties about the economic benefits of the DCSB to encourage the use of complementary policies, zoning or ordinances that protect the viewshed.
- Support and encourage communities, the Delaware County Soil and Water Conservation District (SWCD), the Maquoketa Watershed Management Authority (WMA), the Iowa Flood Center and IIHR, and other conservation entities to target outreach, technical and financial assistance to High Value Areas of the DCSB Viewshed.
- Consider the DCSB Viewshed in relation to watersheds, with special attention to High Value Areas of the viewshed to help local conservation partners understand which watersheds could be targeted for outreach and technical assistance to have the greatest impact on the DCSB Viewshed and to understand why that outreach and technical assistance is important.
- Encourage private landowners within the DCSB Viewshed to participate in programs and practices promoted by their community, their SWCD and other conservation partners.
- Work with communities and public and private partners to secure funding for and develop technical and financial incentives for residential and business boulevard beautification, including tree and native flower plantings, green space, park improvements and other Immediate Foreground and Foreground improvements.

### Roadside Management

- Educate DCSB cities and counties about, and encourage participation in, Iowa's Integrated Roadside Vegetation Management Program (IRVM), Trees Forever community planning and other opportunities that maximize roadside beautification and improvement.
- Provide technical assistance to city administrators, county engineers and roadside managers to help them secure Living Roadway Trust Funds, Fish and Wildlife Foundation grants and other funding for land purchase and roadside plantings that result in a high percentage of, and high diversity of, native forbs/ flowers in and adjacent to the DCSB right-of-way.
- Use Integrated Vegetation Management (IRVM) to ensure that rites of way and easements owned by utility companies meet compliance by law and also grow sustainable and native plant species that support wildlife.
- Provide technical assistance to community leaders and citizens groups to plan and implement community entrance enhancements that include native flowers and other low maintenance improvements that can beautify the Immediate Foreground and the Foreground by planting

native prairie species in ditches and right of ways for at least several hundred yards entering and exiting each community on the byway.

- Encourage and provide support for right-of-way native plantings along the byway roadway, especially in high priority areas and when city, county or state road projects and re-vegetation are occurring.
- Encourage strategies to increase the success rate of seeds germinating and systematic burning and maintenance of native plantings that does not interfere with the safety and efficiency of byway traffic, but maximizes the opportunities for beautification.
- Work with public and private partners to plant and manage diverse native habitat along the byway with the purpose of not only beautifying the route but also establishing habitat for pollinators, birds and other watchable wildlife that enrich the byway traveler's experience.
- Work with partners including the Iowa DOT, Keep Iowa Beautiful Program, and Byways of Iowa Foundation to encourage local education about and participation in roadside adoption programs that reduce litter in the DCSB road right-of-way.

### Public Area Management

- Educate public land managers about the DCSB and the importance of its corridor and its viewshed, its significance within the state and national byway system, and the related significance of public lands.
- Invite city, county and state public area managers to act as liaisons to the DCSB Advisory Board, serve on committees, attend meetings and provide input for initiatives.
- Help city, county and public area managers form friends groups when needed and/or work with and support said friends groups to improve public area management.
- Encourage and support public programming that promotes native vegetation and ecosystems, encourages biodiversity, increases invasive species management and fosters a positive conservation ethic.
- Develop a DCSB community public areas management committee that informs and makes recommendations to the DCSB Advisory Board.
- Advocate for protection of high value areas along community outskirts and other highly visible viewshed locations. Work with city planners to maintain the natural areas surrounding the byway's communities, maintain the communities' rural character through careful planning.
- Inform and educate state and federal public land managers about the importance of the DCSB viewshed so they can make informed decisions about programs, policies and projects.
- Work with public land managers to secure technical, financial, and volunteer assistance for control of invasive species and noxious weeds in public areas.
- Encourage & empower communities to develop & implement Community Tree Plans that include diverse tree plantings and management.



DCSB Native Roadside Vegetation

- Educate and assist communities with planning for removal of trees impacted, or soon to be impacted, by the Emerald Ash Borer, Gypsy Moth, and other invasive pests.
- Assist DCSB communities and counties with development of Iowa REAP and other local, state and federal program grants that help them secure funding and technical assistance for native vegetation plantings, land and water trail development, interpretive centers, informational and educational kiosks, and other improvements to public amenities and properties within the DCSB Viewshed.

### Design Standards

- Beautify the man-made aspects of cities, towns, and communities along the byway while maintaining historic integrity.
- Work with communities that want to develop plans for community entrance plantings and/or add city welcome signage at major entrances.
- Foster partnerships between public and private partners to improve existing community entrances by managing brush that is covering community signage, and adding and maintaining native plantings.
- Seek ways to encourage the addition of green spaces in business and residential areas, through locally led strategies such as creating "pocket parks," beautifying corridors with trees and other plantings, and turning dilapidated or empty lots into green spaces.

- Work with political entities to remove excessive and out-of-date signage from byway communities and along the byway route.
- Host Community Design Workshops in DCSB communities.
- Give presentations for merchants at Chamber and other community service meetings on design options for commercial areas and how they can impact the DCSB.
- Convene meetings for local businesses to discuss interests and concerns about community appearance and then encourage individual action and/or collaboration among merchants or residents to implement projects involving street plantings, community painting programs, store front restorations, facade improvements, etc.
- Provide information about and assistance to help DCSB business owners and residents with historic properties secure Technical Advisory Network assistance from the State of Iowa.
- Provide assistance with development and submission of Iowa Historic Resource Development Program grants for planning or restoration of properties on or eligible for the National Register of Historic Places, especially those that are within the DCSB Immediate Foreground or Foreground.
- Improve downtown streetscapes while keeping their historic feel. Improvements might include added wayfinding, use of permeable pavers, developing green spaces and/or planting flowers, uniform and attractive signage, and adding accessibility features.





**Flood Warning in a DCSB Corridor Park**

- Develop a plan for uniform and/or attractive sign posts in byway communities and throughout the rural byway corridor.
- Work with partners to create and implement a grant program that helps businesses rehabilitate or adapt buildings in older neighborhoods in the DCSB Viewshed.
- Organize or encourage neighborhood volunteer projects along the DCSB route to clean, paint, restore or enhance buildings in the DCSB Viewshed.
- Work with local organizations to beautify downtowns and other areas with native or annual plantings along the DCSB route.
- Participate in Keep America Beautiful's "Great American Cleanup" events each year.
- Engage local groups in litter cleanup in byway communities and along the DCSB route, including participation in the Adopt-a-Highway Program where volunteer individuals or groups commit to cleaning two-mile stretches of highway three times/year in return for signs recognizing their contributions. Identify and encourage community sponsors for any sections of corridor highways that lack Adopt-A-Highway sponsorships.
- Create an awards program to recognize citizens that have made an extra effort to contribute to an attractive community through new signage, new facades and other voluntary measures.
- Work with partners to create a matching grant program for property owners to offset the costs of restoration, maintenance, landscaping or facade improvements.
- Encourage pedestrian friendly design and projects.
- Encourage communities and counties to offer zoning and tax incentives for restoration and rehabilitation that respects historic design standards and educates the public about state and federal incentives and benefits.
- Work with partners to develop a design assistance program to provide free or reduced-price design services or materials for property owners who wish to restore, rehabilitate or generally improve their property's appearance and character.
- Encourage communities to participate in the Certified Local Government program and maintain their status so they qualify for technical and financial assistance from the State of Iowa.
- Develop and utilize a fund for acquisition of historic easements, facade easements and property purchase with the intent of restoration or easement purchase.
- Encourage creation of local Historic Properties Commissions, designation of Historic Districts and Historic Neighborhoods through education, collaboration and information.
- Provide examples, information and draft documents for communities and partners interested in developing ordinances and regulations governing restoration and maintenance of historic properties or updating comprehensive plans to include design standards and aesthetic concerns.
- Balance viewshed beautification with preservation of the byway's rustic and historic character.

### Wireless Telecommunication Towers, Overhead Utility Lines, and Wind Turbines

- Map the best locations for towers, overhead utilities and turbines and their relationship to the DCSB Viewshed to provide guidance for future action.
- Utilize tools and techniques, such as photo-montages, computer imaging and Zone of Visual Influence digital mapping to assess the potential visual impact of proposed utility and communication infrastructure.
- Identify priority locations for reducing the visual impact of utility wires along the byway through undergrounding, screening or relocation and promote the results to implement related projects wherever the opportunity presents itself in the Immediate Foreground and Foreground of the viewshed.
- Evaluate pylons, access roads and other associated structures for visual impact.
- Encourage Environmental Impact Studies for wireless telecommunication towers, overhead utility lines and wind turbine projects.
- Work with communities and counties to consider incentives for placing utility lines underground along or near the DCSB.
- Educate industry about the impact of placement of telecommunication, wind turbine or utility sites on the High Value Areas or important byway views.
- Support planning and zoning that requires wind energy developers to work with public entities and gather input from the DCSB Board to minimize DCSB Viewshed impacts.
- Draft and distribute sample ordinances and planning and zoning policies that protect the DCSB Viewshed.
- Use post-construction vegetation cover on disturbed ground to reduce the visual impact of towers, lines, turbines and associated structures.
- Acquire Conservation Easements to minimize the impact of future overhead utilities, telecommunications towers and wind mills on properties in High Value Areas.
- Inform public lands partners about their rights with regard to placement of telecommunications towers and utility wires.

### Flood Damage to Roads, Bridges, and Natural Areas

- Encourage the Delaware County SWCD, Delaware County Board of Supervisors and DCSB communities to participate and be active in the Turkey and Maquoketa River Watershed Management Authorities (WMAs).
- Support the Delaware County SWCD, the Maquoketa River WMA, and other private and public conservation partners in implementation of programs, projects and policies to reduce flooding.
- Analyze and consider the DCSB viewshed in relation to watersheds and water flow, with special attention to High Value Areas and use the information to help conservation partners understand which watersheds could be targeted for outreach and technical assistance to have a positive impact on the DCSB roads, bridges and natural areas and why that outreach and technical assistance is important.
- Develop a GIS overlay of floodplain properties in relation to the DCSB Corridor and viewshed and work with partners

to encourage enrollment in programs and buyouts that expand the resiliency of the watersheds while increasing the scenic quality of the DCSB Viewshed.

- Support installation, maintenance, repair and use of stream and river gaging stations and other technology that can help cities and counties better understand storm water runoff and stream and river flow to minimize the negative impacts of flooding on the DCSB Corridor and viewshed.
- Support work by the Iowa Flood Center, IIHR, the WMA and WMA members to implement policies, projects and initiatives that demonstrate or implement urban and rural storm water runoff best management practices that will reduce damage to DCSB roads, bridges and natural areas and thereby minimize damage to the viewshed.
- Work with county and state emergency management personnel and engineers to secure funding and technical assistance to implement projects and programs that reduce flooding.

### Residential and Commercial Structures in the Immediate Foreground

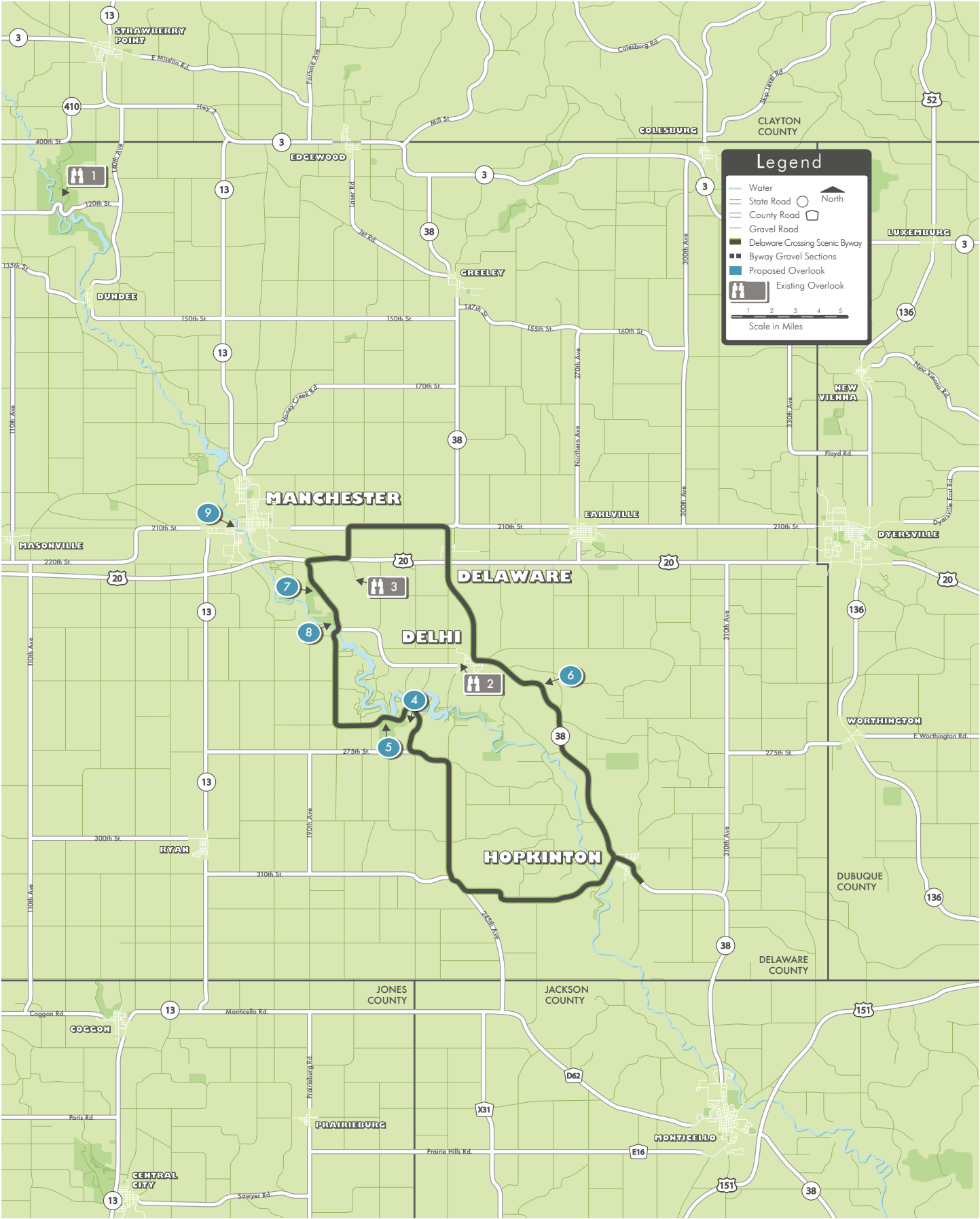
- Educate Planning & Zoning Committees and Administrators about the DCSB viewshed, the impact planning and zoning can have on the different Distance Zones and the resulting economic impact.
- Assist with research for policy development that will help city and county Planning and Zoning Committees and Administrators protect the DCSB Viewshed.
- Educate rural landowners in High Value Areas about the USDA NRCS Agricultural Conservation Easement Program and encourage their participation.
- Advocate for protection of the Immediate Foreground and Foreground views through land use regulations and incentives.
- Clear overgrown trees and brush at established viewing areas.
- Promote viewshed analysis as a valuable tool for byway communities, Delaware County, state and federal agencies, and private landowners. Encourage its broad distribution and use in land protection and land use planning.
- Work with local and state conservation partners to encourage them to acquire and hold agricultural conservation easements that prohibit development and encourage agricultural use protection in rural High Value Areas.

### Byway Roadway Context/Sensitive Highway, Street, & Bridge Solutions

- Attend and inform regional planning meetings and other meetings that influence the use of state and federal funding within the region and within the byway corridor.
- Identify poor road and bridge conditions along the DCSB and support sensitive solutions.
- Work with the county engineer and community administrators to plan for and secure funding for well-maintained roads, streets, bridges and shoulder trails along the DCSB route.



Map #	Inventory of Scenic Resources	Structure	Ownership	Location
Existing Overlooks, Roadside Pullofs or Viewing Stations				
1	Backbone State Park	Overlook	Public	Dundee
1	Backbone State Park	Viewing Station	Public	Dundee
2	Hobb's Chimney	Roadside Pulloff	Public	Delhi
3	Manchester Fish Hatchery Interpretative Panels	Roadside Pulloff	Public	Manchester
3	Manchester Fish Hatchery	Viewing Station	Public	Manchester
Proposed Overlooks, Roadside Pullofs or Viewing Stations				
4	Lake Delhi near 220th Ave.	Overlook	Private	Delhi
5	Lake Delhi near Turtle Creek County Park	Overlook	Private	Delhi
6	Agricultural Overlook on Highway 38	Overlook	DOT ROW	Corridor
7	Milo Forest Park	Roadside Pulloff	Public	Manchester
8	Bailey's Ford Park	Roadside Pulloff	Public	Manchester
9	Manchester Whitewater Park	Viewing Station	Develop	Manchester







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# SECTION SEVEN

Historic, Cultural, and Archaeological Resources

## 7.1 Introduction

Historic, cultural, and archaeological resources in the Delaware Crossing Scenic Byway Corridor are inherently connected with and influenced by each other. Historic and cultural resources and sites are most prominent and interrelated to each other; many important historic sites have deep cultural significance and vice-versa. Evidence of archaeological resources are more scarce than historic or cultural resources and most that are accessible to the public are located at prominent historic sites.

It is important to note that the Delaware County Historical Society (DCHS) was and is a driving force on the DCSB Advisory Board. The DCHS is “committed to preservation of the past, in the present, for the future.” Located on the former Lenox College Campus in Hopkinton, society members strive to fulfill its mission through education and community involvement focusing on preservation of buildings and artifacts that tell of pioneer Iowa. The DCHS was instrumental in the development and designation of the DCSB and has donated thousands of hours and funds to its promotion, its improvement, CMP development, and project implementation. Members provided leadership for Iowa DOT’s byway branding and marketing of the DCSB and have been some of the most vocal proponents and leaders for local and state byway efforts. They have built local, county, and statewide partnerships that have resulted in increased participation and support for DCSB initiatives through their planning and promotion of the DCSB in and beyond Delaware County. Their efforts are tied to their belief that heritage qualities and historic sites are important and should continue to be a priority for the DCSB but also to the belief that historic, cultural and archaeological sites throughout the DCSB Corridor are important. Historic, cultural and archaeological qualities are defined by US Fish and Wildlife Service as follows:

**Historic Quality** encompasses legacies of the past that are directly associated with physical elements of the landscape, whether natural or man-made, that are of such historic significance that they educate the viewer and stir an appreciation for the past.

**Cultural Quality** is evidence and expressions of the customs or traditions of a distinct group of people. Cultural features including, but not limited to, crafts, music, dance, rituals, festivals, speech, food, special events, and vernacular architecture.

**Archaeological Quality** involves those characteristics of the scenic byway corridor that are physical evidence of historic or prehistoric life that are visible and capable of being inventoried and interpreted.

This section provides a comprehensive assessment of the most significant resources and recognizes the individual and collective challenges and opportunities related to the promotion and protection of those resources.

## 7.2 Significance of the Resources

The DCSB was officially designated in 2000 into the Iowa Scenic Byway system as a scenic/heritage byway, recognizing that the DCSB Corridor had both *scenic* and *historic* value. According to the March 2005 report developed for the Iowa DOT, *Re-evaluation of Scenic/Heritage Byways*, the re-evaluation of the DCSB conducted in 2005 awarded a maximum scenic rating of 17.20 for the DCSB with an average of 5.81 scenic rating for the entire route. Unfortunately, the average *heritage* rating for the DCSB was only 1.94 overall. Today, the DCSB is branded and promoted by the Iowa DOT a scenic byway rather than a scenic/heritage byway but the local leaders believe the heritage aspect of the designation is very significant. They also feel that the low heritage rating does not reflect the quantity or quality of historic sites that can be found throughout the DCSB Corridor. There are heritage qualities, resources and historic “anchor” attractions along the DCSB and within the DCSB Corridor that draw and engage large numbers of travelers. Some were noted in the original designation, some are recognized by the State of Iowa for their significance, and others are heritage treasures that could fall into disrepair or obscurity if the DCSB Advisory Board does not help their partners protect, restore and/or promote them. Many of the historic qualities, resources, and/or attractions are greatly enhanced by the significance of the cultural and or archaeological qualities that influenced specific sites, events and and/or traditions.



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**DCSB Corridor Historic Structure**





Delaware County Fair



Amish Corn Shocks

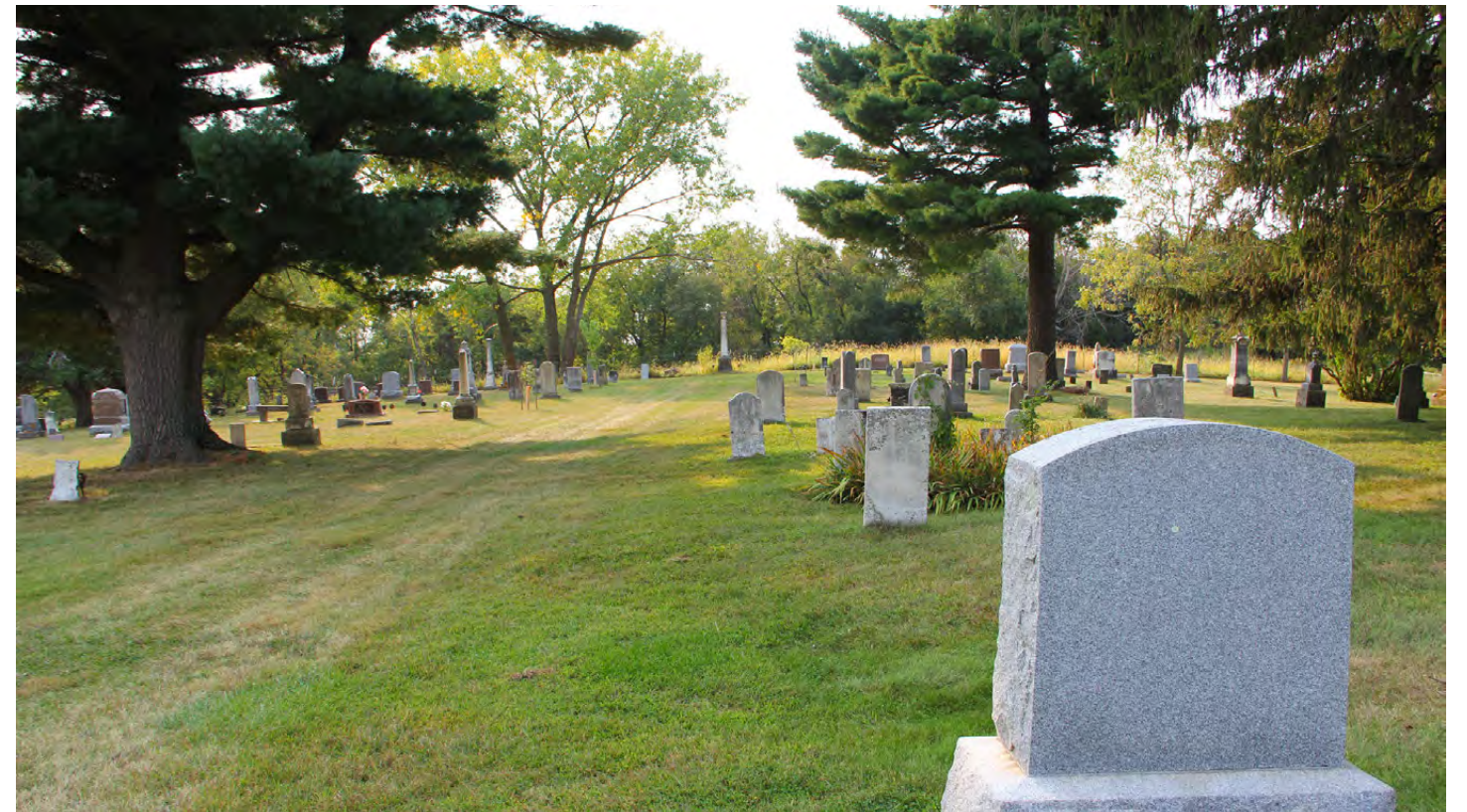


Local Food/Farmer Market

### 7.3 Historic, Cultural, and Arch. Resources

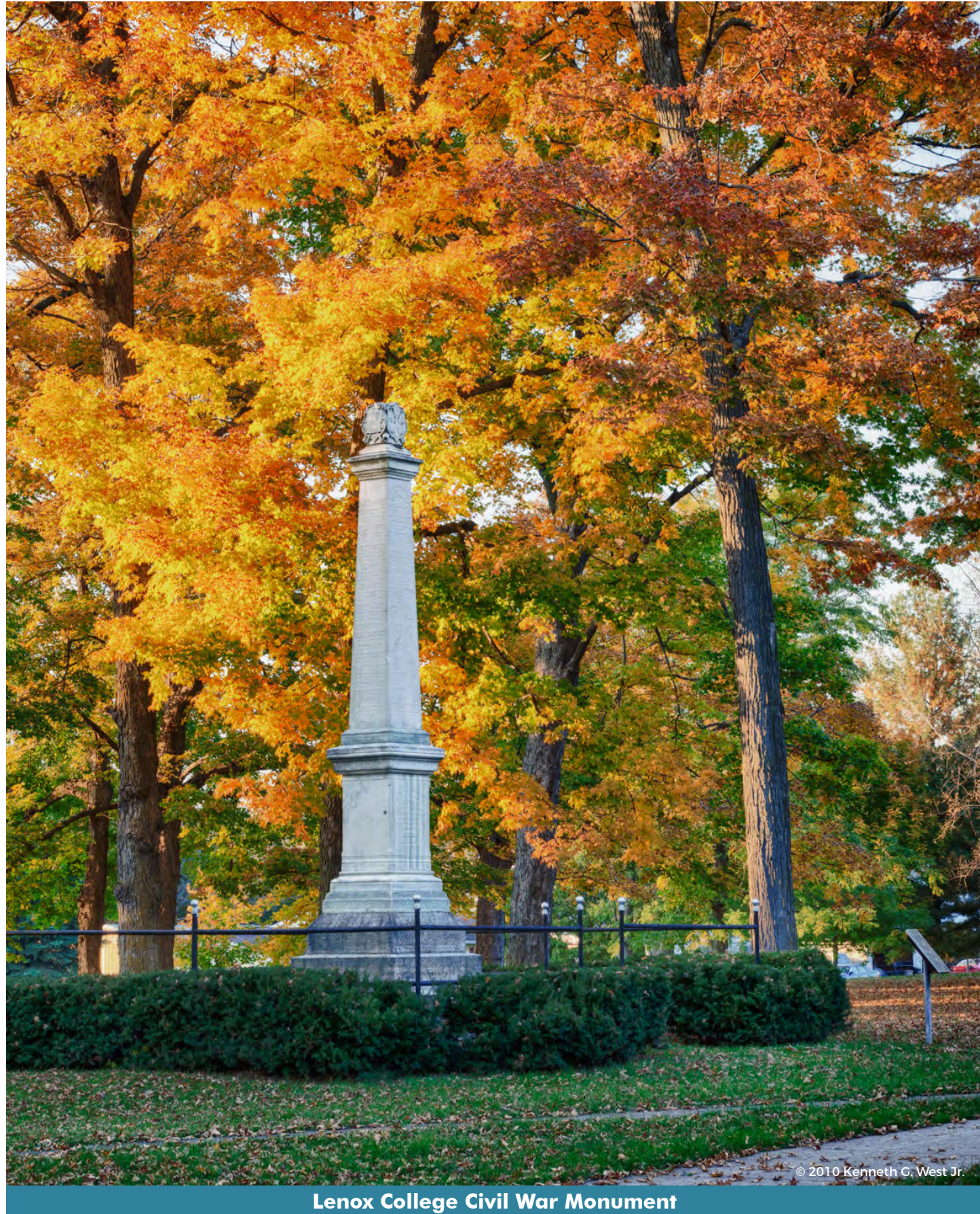
*Historical, Cultural and Archaeological Resource Inventories* were conducted for this CMP and are included at the end of this chapter. The sites were identified by the DCSB Advisory Board and through independent research. Although the DCSB Advisory Board is supportive of the preservation and restoration of all the resources, only those of greatest significance and those most likely to be considered and developed as DCSB Corridor “anchor sites” are detailed below. Because of their sensitive nature, archaeological sites are more likely to have great significance rather than be an anchor site. Anchor sites may be listed on the National Register of Historic Places (NRHP) and/or may have significant historic and/or cultural collections. However, some are not listed on the NRHP but are significant enough individually or as a collection of similar venues that they draw visitors and/or have the capacity to provide a high quality experience for the byway traveler. As an anchor site’s distance from the byway corridor increases, the time a traveler can spend at the site typically increases. Some of the most significant historical and cultural venues are actually multiple sites and/or collections designated or promoted collectively. This is one of the characteristics of the DCSB Corridor that distinguishes its historic, cultural and archaeological sites as extraordinary. This is particularly true at Lenox College and in Backbone State Park where a person could spend days exploring and/or learning, but also true of some of the smaller sites like Bay Church and Cemetery.

Not all the sites listed on the NRHP places are detailed further below. There are some venues that are included in the inventory but not in the narrative or described but not specifically located on the map. This could be for several different reasons. A site may not be considered significant enough to provide a quality experience for the byway traveler or the site may be privately owned and not open to the public. The resource may have been significant and impressive in the past but has fallen into disrepair or been destroyed. Although a site may be publicly owned, the site may be too fragile to promote or may be best preserved through anonymity. The DCSB Advisory Board recognizes that the condition of or support for historic, cultural, and archaeological sites and collections is fragile and dynamic, changing as cultural and social shifts influence public and political support. Therefore, they try to provide consistent support for efforts to restore and promote sites that are on the NRHP and other sites, qualities, and collections of significant value to DCSB stakeholders. The DCSB Advisory Board considers stories/oral histories and historic accounts to be significant resources. Some of these accounts have been passed down through generations but never written down and others are well documented and stored in archives. Many can still be collected through interviews or preservation of fragile accounts and personal documentation such as family letters, diaries, and personal collections. The nature of first hand accounts and personal documentation makes preservation difficult and urgent but, without a concerted and organized effort, they could be lost forever.



Upper Bay Settlement Cemetery





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**Lenox College Civil War Monument****1) Lenox College/Delaware County Historical Museum**

The most significant historic and cultural qualities, resources, and site along the DCSB route is the Delaware County Historical Museum, including Lenox College, also known as Old Lenox College. William R. Ferguson wrote in detail about the history of Lenox College in *The Biography of Lenox College*, which was reprinted in 2012 by the DCHS. The history of Lenox College is also documented in numerous other publications, in several on-line sources and through oral histories. Other treasures at the site, added more recently by the DCHS, are also well documented. Together the entirety of the buildings, artifacts, collections and oral histories is as extensive as it is fascinating. It is a high quality anchor attraction along the DCSB and a destination for 2,500–3,000 visitors annually. The significance of the site can not be over stated in terms of its content, quality, complexity and relevance.

Lenox College is a testament to citizen engagement, voluntarism, generosity, and dedication, which were demonstrated during its development and use as a pioneer institution and the first Presbyterian College in Iowa, but also during its preservation, use, and promotion as a historic treasure. The history of the school and other components of this site, are a microcosm of U.S. history, as they tell local stories that directly align with broader regional and/or national stories. They include poignant accounts of settlement in and commitment to small-town, rural Iowa and middle America, accounts of how wars and personal sacrifice transformed families and communities, information about gender and educational movements, and changes in social trends. They also include natural and transportation history, details of infrastructure development in small towns, and changes in community, farming, church and civic life and engagement. Recognizing how serious many of the historic lessons of the site can be, the DCHS has also preserved oral histories of ghosts, of romantic trysts, and of student pranks. These oral histories add beauty, intrigue and interest to otherwise heavy topics. They also make a tour of this site fun for individuals, families and groups.

The entire four-acre site, referred to by some as an open air museum, includes ten buildings and a centrally located Civil War Monument. The site, listed as “Old Lenox College” on the NRHP, was designated for its architecture, education and military significance. It is well-known for its early establishment in Iowa, at a time when rural American’s were tired of sending their youth off to eastern colleges, and for the fact that the majority of the students, 92 out of 94, and the college president, volunteered to serve in the Union Army in the Civil War as the “School Boy Company”.

The feature historic buildings at Lenox College are brick but architectural styles vary. The historic structures were constructed as the college expanded from the 1850s to early 1900s. The oldest building is Old Main, which was built starting in 1856. It is an Italianate school building constructed in two parts with a gable roof, pedimented pavilion, a bracketed roof, arched windows, several chimneys and distinctive features. Clarke Hall

is a vernacular Victorian structure with high pitched gables, arched windows, a semi-elliptical fanlight window and other features. Doolittle Memorial Hall, is a Romanesque Revival brick building with round arched windows, brick patterns and a central gable dormer. Finkbohner Hall is a gable-roofed rectangular building with diagonal brick banding. These structures are preserved with minimal modifications and filled with extensive collections and artifacts.

The Civil War Monument at Lenox College is integral to the Lenox College story but it is also significant in its own right. It is centrally located, visible from the DCSB, and highly regarded. It is a 22-foot marble monument dedicated in 1865 to commemorate the Schoolboy Company, including the 24 boys who lost their lives in the Civil War, and one of the oldest war monuments in the United States. There is an interpretative panel adjacent to the monument that tells its story to visitors 24 hours a day, 365 days a year. It is the only interpretive panel at Lenox College. The broader significance of this monument is that it demonstrates the spirit of service that permeates the DCSB Corridor. It helps visitors understand the dedication and commitment DCSB Corridor citizens have demonstrated and continue to have to community and country. It was fitting then that the monument provided the basis for the DCSB brand and is depicted on DCSB signage.

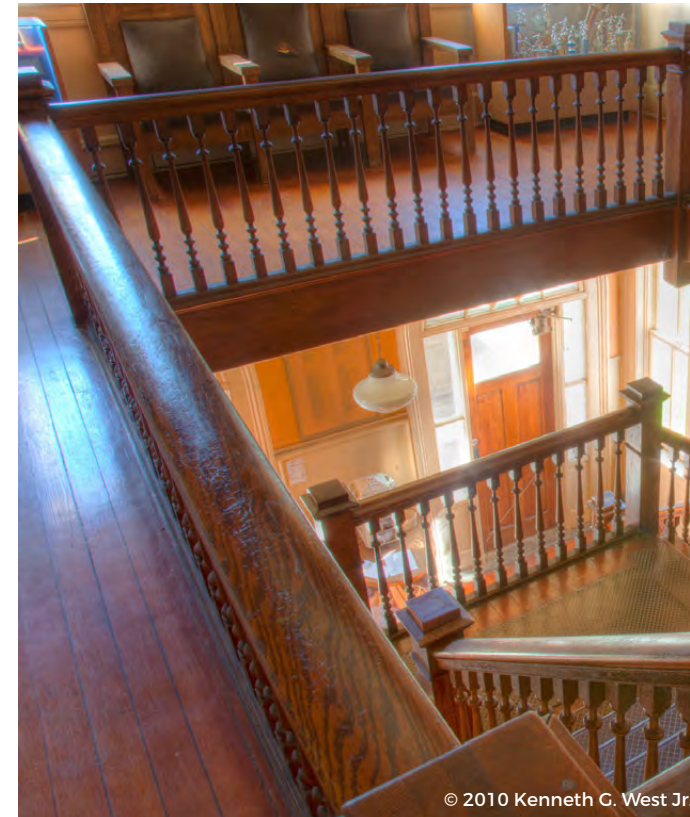
Lenox College closed in 1944. The DCHS was established in 1959 and acquired the college grounds to serve as their museum complex. Today, the dormitories, gym, and Old Main hold exhibits. Several buildings outside the original campus have also been acquired, such as the Hopkinton Train Depot, a one-room schoolhouse that was relocated to the campus, and the historic Reformed Presbyterian Church donated to the DCHS in 1969. The church has beautiful stain glass windows imported from Bavaria and boasts its original furnishings. Among the extensive collections and displays at the site, the DCHS boasts farm equipment, musical instruments, an old fashioned drug store, a doctors office, pharmacy, historic military collection, a natural history museum, and a photography studio. There are also historic photographs and memorabilia, historic books, newspapers, and other small collections that provide a glimpse into student life. The additional historic structures and collections add character, interest, and expand the visitor’s understanding of various aspects of the culture in Delaware County. They add new insight to the story of the DCSB Corridor as some of the same themes are repeated in other places in the corridor including elaborate churches, one room school houses, a respect for and dedication to military service and a rich agricultural history.

Lenox College boasts many famous graduates, including Samuel Calvin, Iowa’s first State Geologist, University of Iowa President Thomas Macbride, Mary Walker, a feminist, abolitionist, alleged spy, and surgeon, and many other students who became professors and university presidents. Their success, as well as the dedication and service of former students when called to war, certainly met or exceeded the expectations that





**Lenox College Clarke Hall**



**Lenox College Interior Architectural Detail**



**Historic Pharmacy at Lenox College**

the early founders of Lenox College had when they established this educational institute in the middle of the country rather than send their youth to the east coast of the United States for college. The vernacular architecture and collections stored at Lenox may be the evidence of the history and culture but the true cultural impact of the site is in the details, the stories and the accounts tied to the site. Deliberate physical interpretation of these elusive treasures before they are lost is imperative.

Although physical interpretive signage is limited, DCHS members are available to give tours of Lenox College or portions of this site to visitors who call ahead or visit the site during an event. When a tour is given by one or more of the volunteers, it is well thought out, detailed, and interesting. The volunteers have become experts, collectively acquiring accounts, stories, folk lore, and information related to the site and the collections, and are able to answer even the most obscure questions.

At one time, the Delaware County Historical Museum stored and allowed viewing of Native American artifacts in Doolittle Hall at Lenox College. Unfortunately, in March of 2017, someone broke into Doolittle Hall and stole several of the artifacts including a case of 40 arrowheads and a Native American vest and moccasins dating back to the 1850s. The deer skin vest with old military vintage buttons and the moccasins, which were believed to be Iroquois in origin and possibly from the Niagara Falls areas of Western New York, had been gifted to a local family, the Baileys, by a member of the Fox tribe in gratitude for

loaves of bread when food was very scarce. Lawrence Hermann had donated the items to the museum. The artifacts, along with personal accounts of the Bailey family's peaceful interactions with the Native Americans, were significant archaeological qualities, particularly in terms of their representation of the peaceful Native American culture, for Delaware County, Iowa and the Nation. Fortunately, a majority of the lost artifacts were returned in March of 2018 and the thief was caught.

The extensive nature of the collections and the scope of maintenance and upkeep for both the collections and the large historic brick buildings creates financial and technical challenges for the DCHS. They are responsible for everything from masonry restoration, foundation and roof repair to collection cataloging, expansion and upkeep with limited financial and technical resources at their disposal.

Increased interest in the site and pressure for more tours will be welcomed by the volunteers and could increase support and contributions for the DCHS and/or the site but it may also tax the DCHS's ability to maintain the high quality of service they currently provide without hiring some type of paid staff. Increased use could also increase wear on and damage to this site and/or its collection unless preservation protocols are in place. The break-in that occurred in 2017 is another example of the negative impact that promotion of the site and its collection may have and indicates a need for improved remote security and/or on-site, human and/or physical security.



**Lenox College in the Fall**



## 2) Backbone State Park

Historic and cultural qualities and sites in Backbone State Park have state and national significance. Natural systems have been restored, geologic systems preserved, and cultural and historic sites well maintained and interpreted. They are easily accessible, vary in focus and type, and draw visitors from around the world. Purchased in 1919 and dedicated in 1920, the 1991 National Register of Historic Places nomination noted this park to be “one of Iowa’s most historically important state parks. Backbone was the first state park to be acquired, and the controversies which emerged as the park was developed revealed fundamental changes in the public value attached to state parks and the underlying philosophy of the conservation movement.”

In 1990, three large areas of Backbone State Park with very distinctive features were nominated for and designated on the NRHP. They included the Cabin-Bathing Area, Picnicking, Hiking & Camping Area, and Richmond Springs. These three areas were incorporated into one larger district, the Backbone State Park Historic District, in the 1991 application. They collectively encompass over 100 contributing resources. Additional resources have since been added. Historic, cultural, archaeological resources and natural and geologic features are all recognized in the original and subsequent designations throughout the park.

The Park was formally designated based on its historical significance related to “Event, Architecture/Engineering” and boasts significant structures with “examples of Park Rustic architecture constructed under the auspices of the State Board of Conservation as well as the Civilian Conservation Corps.” The “Areas of Significance” noted in the applications included “Conservation, Entertainment/Recreation, Politics/Government, Social History, Landscape Architecture, and Architecture.”

The significance and diversity of the concentration of diverse features and importance of the cultural, historic and archaeological qualities of the 1,780-acre park were further detailed by the Geological Society of Iowa in their April 23, 1995 Guidebook 61 The Natural History of Backbone State Park (Guidebook 61), which included contributions from the Iowa DNR Geological Survey Bureau, the Office of the State Archaeologist, Iowa DNR Parks, Recreation, and Preserves Division, and the Iowa DNR Fish and Wildlife Division. That publication recalls historic accounts of the park area before its purchase and restoration. It notes photographic documentation by Samuel Calvin, State Geologist during the late 1800s. It includes written accounts of the park land, documents deforestation and excessive livestock use of the property before the park designation to the point of it becoming, what Senator Willis Haskell in a speech he gave in 1921 referred to, “as barren as the badlands.”

Guidebook 61 also includes portions of an early account of the area from an article by Freeman R. Conaway that may have been one of the earliest accounts of the name Backbone being used to describe the primary geologic park feature. Guidebook 61 includes the following excerpt. “If the Devil’s Backbone in Delaware County is the gateway to scenic Iowa then it might be truthfully said that Pike’s Peak and the heights of McGregor are the jumping off places. John Milton, had he toured these scenic spots in Iowa might easily have fixed this part of creation as the location of his great drive. Satan...became the first arch disturber. He (Satan) organized the first rebellion. When he discovered that the Lord’s hosts were not so pious to fight he lost his nerve, left his back bone in Delaware county and was driven to McGregor where he and his followers were pitched headlong over the cliffs to the Mississippi River hundreds of feet below.”

Although during the Civilian Conservation Corps (CCC) era, the park became one of the most developed parks of its time in the nation (Robert Schaut, Iowa DNR Parks, Recreation and Preserves Division), the timing of land purchase, landscaping, and natural resource restoration was fortunate, as it was before the widespread distribution of many nonnative and invasive plants and species into Iowa. As a result, the landscaping and restoration of native ecosystems was very successful. Plant and animal species diversity in the park is attributed in part to the diverse topographic and geologic characteristics of the landscape. Today the largest portion, 80% of the park, is dominated by upland and bottomland forests, which are diverse and healthy. The uplands are dominated by native white oak, red oak, black oak, white pine and sugar maple; the bottomlands along the Maquoketa River and Fenchel Creek are dominated by walnut, hackberry, ash, boxelder, and cottonwood. Unlike more recently restored woodlands in Iowa, the understory vegetation still includes a diverse assemblage of native woodland flowers and shrubs. These forests attract and provide important habitat for wildlife, harbor threatened and endangered and other birds, and provide nesting habitat for neotropical migratory birds. The park also has some small areas of other habitat including a “glade” on top of the Backbone that harbors plants more common to prairie and cliff microhabitats.

Historic structures in the park date back to before and during the CCC era. They vary from small structures that could be overlooked if the byway traveler is not directed to them, like the remnants of nine fish hatchery structures and a trout rearing pond, to large impressive natural features and man-made structures that can’t be ignored, like the Lodge constructed in 1925, the Auditorium, which is just as impressive as it was when it was constructed in 1931, and impressive stone structures associated with the lake and beach. Natural, cultural and archaeological features at this site are just as diverse in size, scope and



**Historic Tree Planting**

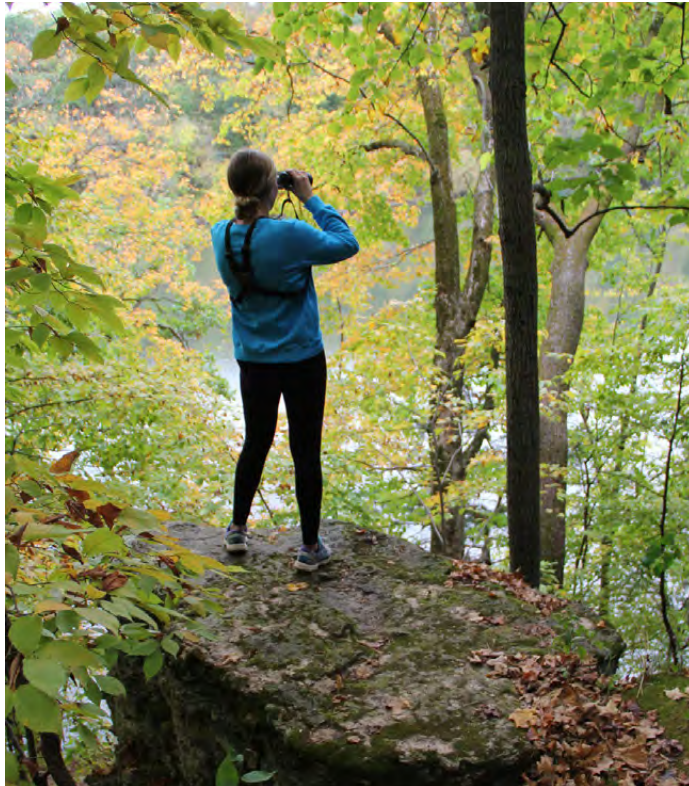


**Geologic Feature at Backbone State Park**



**CCC Structure Backbone State Park**





Exploring Backbone State Park



Access to the Park's Namesake



Backbone State Park

significance. One of the most impressive natural features is the narrow 80-foot tall ridge of bedrock feature carved by the Maquoketa River and the geologic feature for which this park is named, the Devils Backbone". However there are other notable and impressive natural features including caves, rock shelters, rock columns, towers, battlements and flying buttresses. These large features are so impressive that many people miss the evidence of the ancient life that once inhabited the seas covering the region. There are an abundance of fossils, including those of brachiopods, extinct corals, stromatoporoids, and crinoids visible within this park and less commonly sponges, bryozoans, snails, nautiloids, trilobites and conodonts.

According to William Green, Office of the State Archaeologist, the archaeological resources of Delaware County and Backbone Park specifically are not well-known or understood as they have been the focus of minimal archaeological study. In Guidebook 61, he notes that Delaware County has not received as much attention as nearby counties so that only 48 archaeological sites are documented in Delaware County and only seven archaeological sites are recorded within or adjacent to the park, as opposed to hundreds within adjoining counties. Six of the seven in the park were found in the 1970s during sporadic visits by archaeologists, and one was recorded in 1992. He believes that the seven sites constitute the "tip of the iceberg". Archaeological sites at the park include linear mounds on upland terrain, and small campsites that have yielded chipped-stone tools and projectile point fragments, some that are believed to date as far back as 2000–4000 B.C. Green notes that the park area is believed to have been used back as far as the earliest human occupation of Iowa with chert from local bedrock formations and stream rocks used as the principal material for rock tools. He notes that the geologic and natural conditions of park and the archaeological evidence that has been found are such that it is highly likely that local rock shelters and chert workshops existed within the park boundaries. He also notes that further archaeological study, coupled with preservation, could help realize the potential for the site. The potential for partnerships between Iowa DNR Parks, the Office of the State Archaeologist and the DCSB Advisory Board is significant and could result not only in identification and protection of archaeological resources in the park but also their interpretation.

Some aspects of the significance of historic, cultural and archaeological sites in Backbone State Park are well interpreted within the park on kiosks and in the CCC Museum. In fact, this park has some of the most extensive interpretation in the DCSB Corridor. Other aspects might be better understood through verbal interpretation, tours or publications. For example, there is a small historic rock/marker with a plaque commemorating a

tree planting established in 1928 by the Daughters of the American Revolution. However, while historic and significant, the plaque doesn't convey the "rest of the story" regarding the barrenness of landscape that the planting helped to restore, which is a lesson in landscape and natural resource restoration that many byway visitors would appreciate. The Park demonstrates philosophic and societal value transformation associated with public lands and conservation, the details of which are referred to on some kiosks but better understood in a broader historical context associated with designation and use of public lands in Iowa and the United States. Additional details could be provided in audio tours. The significance of the geologic formations is referred to in the NRHP application when it mentions "ancient geologic formations" and is noted in some interpretive information but is even more important when considered as it relates to a broader geologic context as presented through tours and papers associated with and conducted by the Iowa Geological Survey and partnering professionals.

As with any intrinsic qualities, increased visitor use of the park could stress and damage its historic, cultural, natural and archaeological resources. The park was initially established in part to protect the unique geologic features of the park. Guide 61 even refers to a 1918 meeting between the Travel Club of Manchester and the soon to be appointed board of Conservation Chairman L.H. Pammel. A local committee was subsequently appointed and helped with the park's establishment. By 1922 a seasonal employee of the park, Mr. Lee Y. Trower reported 40,000 visitors in one season coming from nearly every state and as many as 8 states and 22 Iowa counties in one day. The success of the park, given that it was a restored ecosystem and one of the most developed parks in the nation at the time, may have had a greater influence on state and national park system development than many people realize. The DCSB Advisory Board could work with partners to further explore interpretation of this parks influence on the protection, restoration, development and use of natural resources in the USA.

Establishment and operation of the Civilian Conservation Corps (CCC) by President Franklin D. Roosevelt and the U. S. Congress in the 1930s and 1940s greatly impacted Backbone State Park. Although several buildings and structures had previously been constructed in the park, the efforts of the CCC and their impact on the historic and current look, feel and use of the park was significant. The CCC provided employment for unemployed and unmarried men between the ages of 17 and 23 who were U.S. citizens. Members received a base pay of \$30 month to work on reforestation, construction of important infrastructures and to develop state parks, including Backbone State Park, which was developed as an outdoor recreation area.





CCC Boathouse Structure



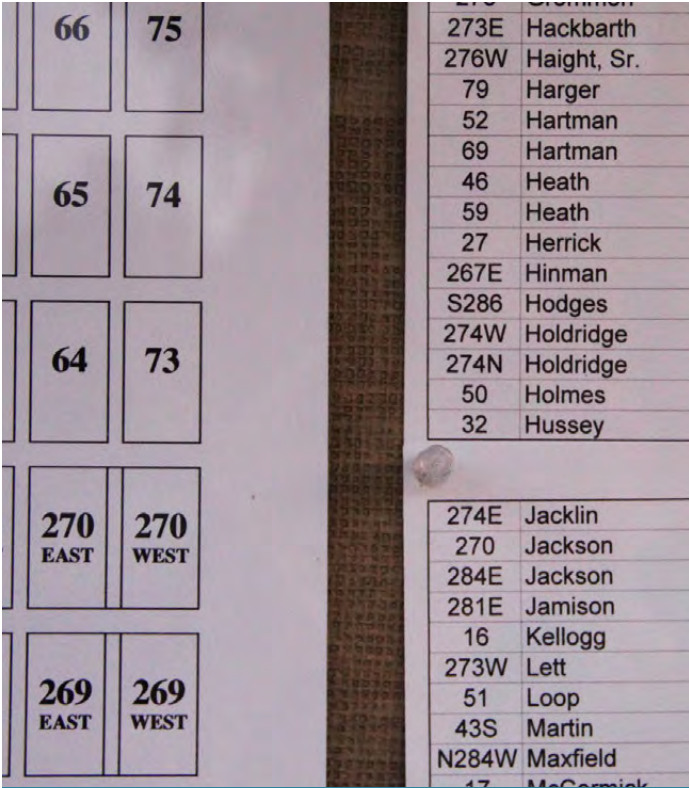
Upper Bay Settlement Cemetery

3) Iowa CCC Museum and Structures

The CCC work in Backbone State Park occurred between 1933 and 1941 and is arguably one of the best examples of CCC work in the Midwest. The CCC workers used natural materials from the park including limestone, timber and boulders to build a bathhouse, boathouse, sundial, water fountains, bridges, trails, retaining walls and latrines. Company 1756 constructed the dam to create the lake. Company 781 worked to prevent erosion by planting thousands of trees and building retaining walls. CCC workers also installed telephone lines, firebreaks and sewage and irrigation systems. They also spread thousands of tons of rock and built miles of roadway. The documentation of that work and the history of the CCC is preserved in a historic building dedicated for use as a CCC Museum near the west gate of the park, which is open on weekends. (Constructed in 1924, the CCC Museum building predates the CCC). The CCC Museum collection includes videos and taped recordings of CCC workers telling their stories, many of whom also provided photographs and other documentation of their experiences and the camp. The accounts are interesting and provide a glimpse into a different culture. The CCC workers were paid either \$5 or \$8 dollars/month and their families received \$25 to \$22/month. The combination of the historic CCC structures and the CCC Museum not only enhance Backbone State Park but also provide historic value to the DCSB Corridor in their own right. They are an example for the conservation movement in the State of Iowa and provided work and training for an estimated 50,000 Iowans between 1933 and 1941.

4) Upper Bay Settlement Church and Cemetery

This NRHP property is rich in history and cultural. It is the site of the first Free Baptist Church in Iowa (1846), one of the first Civil War monuments in the nation erected (1865), and one of the first celebrations of Decoration Day (Memorial Day) in the nation (May 1866). The history of this cemetery, which was established in 1853 to honor the local boys and men, some as young as 16, that served in the civil war, is poignant and the individual accounts of suffering, family loss and service to country are heart breaking for some and inspiring for others. Local accounts and stories have been collected and shared in an outdoor display kiosk. The original log church at this site was replaced in 1873 by a quaint, functional, and unassuming white clapboard building and the cemetery is set back from the road. Although the church was renovated, it still includes much of its original decor and furnishings as well as historical items, including a Civil War drum that was brought home in 1865 by one of the local boys that served in the Civil War. The DCSB Corridor and surrounding area was heavily impacted by the war and this site, the Civil War Monument at Lenox College, and war monuments in many DCSB communities, provide important information and remembrance of the service and loss associated with war. This site, perhaps more than any other, makes the loss personal by providing more in depth information about individuals and their experiences. The site also has stories of local families, cemetery markers and other topics. Reenactments and celebrations are still held at the site. Unfortunately, this important site is easy for byway travelers to inadvertently miss.



DCSB Cemetery Kiosk

5) Delaware County Genealogical Society & Cemeteries

The Delaware County Genealogical Society manages an in-depth collection/library of historical information including historic marriage books and certificates, plat maps, historic books of the county, church and school books, old telephone and history books, newspapers, and old photographs. They also have family histories, obituaries, census records, and cemetery books. These historic materials are kept in the lower level of the Manchester Public Library. They have posted online copies of *The History of Delaware County, Iowa*, published by the Western Historical Company in 1878, and *History of Delaware County, Iowa and its People Volume I*, published by The S.J. Clarke Publishing Co. 1914. These publications provide in-depth accounts of European immigrant pre-settlement and settlement activities, interactions with Native Americans as told from the white man's perspective, and development of communities, commerce, individual businesses and families in and near Delaware County. They also describe the historic natural and physical environment and social and cultural customs. There are 65 cemeteries, including 22 pioneer cemeteries, in the DCSB Corridor that provide a wealth of historic and genealogical information. Some of the pioneer cemeteries are on the byway route and easily accessible to the byway traveler. Many of the active cemeteries have historic sections and some have kiosks and maps that layout the families and individual names associated with the graves, making it easy for byway visitors to identify and gather specific information about their family history.



Delaware County Courthouse

6) Delaware County Courthouse

This two-story site is located in the DCSB community of Manchester. It was constructed of red pressed brick trimmed with rough-hewn stone in 1894 at a cost of \$38,000. The building was dedicated in 1895. The front of the structure faces Main Street in Manchester near the east end of the historic downtown. It has a tower at its northwest corner that boasts a clock that is visible for blocks and was originally paid for by about 700 citizens. Although there are several historic buildings in downtown Manchester, due to its tall tower and distinctive Romanesque Revival style, this site is one of the most visible.

According to the National Register of Historic Places (NRHP) digital archives, the building was designed by C. E. Bell of Council Bluffs and placed on the NRHP in July of 1981. Perhaps because the citizens were proud of the structure and it is prominent within the community, it can be seen in many historic photo-postcards of Manchester.

Although some restoration efforts have occurred, included the distinctive clock tower and the original pressed tin ceiling above the stairway and in the courtroom, there are many opportunities for restoration and interpretation that would enhance the historic relevance and tourism potential of this site. Interpretation, especially outside the structure, could tell the story of the historic structure's construction and relevance, the controversy surrounding the county court moving from Delhi to Manchester and other historic political and governance issues.





**Historic Trout Hatchery Backbone State Park**



**Rainbow Trout in Spring Branch Creek**



**Angler at Spring Branch Creek**

#### 7) "Old Hatchery Site" & Manchester Fish Hatchery

Northeast Iowa is well-known for its cold-water trout streams but in the DCSB Corridor, there is also a rich history associated with fish hatcheries. The CCC helped construct Iowa's first trout hatchery in the DCSB Corridor within the boundaries of Backbone State Park in 1987. Today, the Iowa DNR program stocks more than 130 million fish into Iowa waters and includes cool and warm water hatcheries and egg-taking stations. US Fish and Wildlife developed a hatchery near the DCSB community of Manchester in the 1894, which they gave to the state of Iowa in 1976 in a land trade. Although the hatchery in Backbone State Park closed in 1987, byway travelers can still walk around the Old Hatchery Site and the 16 circular pools that were included in the NRHP designation for Backbone State Park. They can also visit the Manchester Hatchery, which the Iowa DNR developed into Iowa's only true trout brood stock station where rainbow, brook and brown trout are spawned, incubated and hatched annually. Iowa DNR personnel affectionately call the Manchester Hatchery the mother ship for trout, noting that all the other "hatcheries" are really more appropriately called rearing stations.

Over 600,000 fingerlings from Manchester Hatchery are shipped out to the other Iowa trout hatcheries, where they grow to stocking size before being distributed into dozens of Northeast Iowa stream segments. This includes genetic strains of Brook Trout native to Iowa. Byway visitors can tour the hatchery, feed or photograph the fish and learn about the hatching process.

Hatchery personnel can explain how introduced rainbow and brown trout interact with Iowa's native Brook Trout and what the Iowa DNR Fisheries personnel are doing to reintroduce Brook Trout into more streams. Maps of public fishing are available and byway travelers can purchase either in-state or out-of-state fishing licenses and trout stamps. They may also fish for trout in the streams adjacent to the hatchery or walk the trails and view the trout in the clear, cold water of the streams on and adjacent to the property. At the time of development of this CMP, there is limited written interpretation or information at this site. However, a new friends group is forming to help improve the hatchery facilities and public interface. The Iowa DNR Fisheries personnel are supportive of working with the DCSB Advisory Board and partners. They are interested in the DCSB Advisory Board helping to formally establish the friends group and then working with them to develop an interpretive plan and additional interpretive panels, improving facilities related to visitor services, including developing a trails system from Manchester to and through the hatchery property. They are hopeful that together partners can complete other site improvements, such as development of a kids fishing pond, a regional office, and ADA fish observation platforms and access. With state budget cuts, the Iowa DNR Fisheries is also struggling with upkeep of existing facilities that are popular with the byway travelers including the walking bridge over Spring Branch Creek, the gazebo and picnic area. They are hopeful that with help from the DCSB Advisory Board and their partners, these facilities can also be restored and improved.

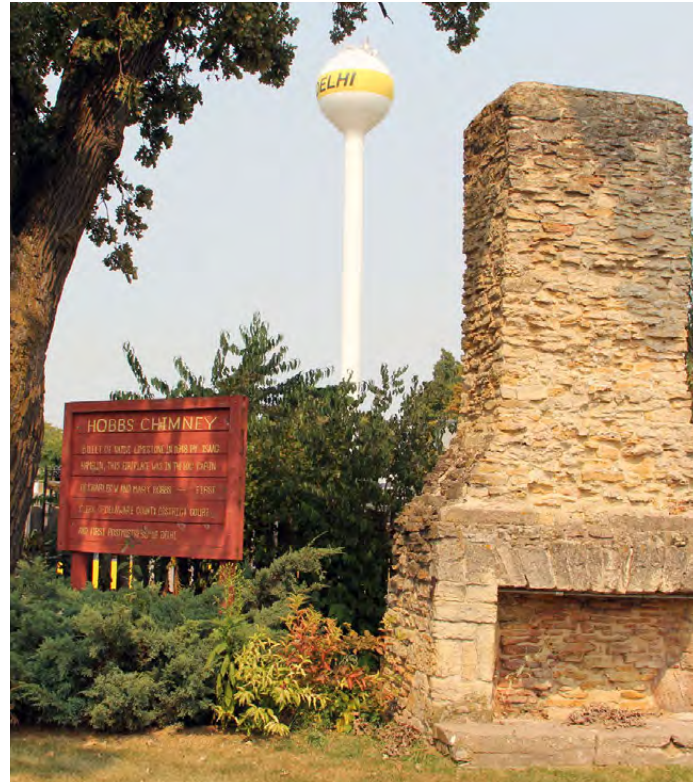


**Hatchery Entrance Sign**





Red School Historic Site



Hobb's Chimney



SS. Peter &amp; Paul Church Petersburg



Historic Roofline Manchester

### 8) Historic School Houses

There are several one and two-room schoolhouses in the DCSB Corridor. Iowa's historic schoolhouses have become a symbol of a simpler time and the educational culture helped make America strong. They are also popular nostalgic and historic sites for byway visitors. Two of the six DCSB Corridor schoolhouses are on the National Register of Historic Places (NRHP), including the McGee Schoolhouse, which is a one room schoolhouse just west of Manchester, and the two-room Lincoln Elementary School. The McGee Schoolhouse is a brick building constructed in 1868 and operating until 1952. It is a "folk vernacular architectural style." It does not have a bell tower but does have two entryway doors, which would have historically lead to separate boys' and girls' cloakrooms. This building is vacant, has poor wayfinding and no interpretive signage. Windows and some brick are in need of repair. The Lincoln Elementary School in Manchester is a two-room structure that was built in 1916 in the Prairie School style out of brick and clay tile on a concrete basement. It was used off and on into the 1990s and put on the NRHP in 2002.

The Little Red School Historical Site near Honey Creek, four miles north of Manchester was constructed in 1905. It served as a school until 1959 and has been well preserved. The District No. 7 one-room schoolhouse, constructed in 1880 in Mio Township two miles east of Ryan, has also been restored, has historical furnishings, and has photographs of all 16 township country schools on display. DCSB historic schoolhouses are treasures that could be better interpreted individually and as a collection.

### 9) Hobbs Chimney

Pioneers were the first settlers on newly US-purchased land in Delaware County. They came to the area to use its rich soil plentiful timber, springs, streams and rivers. Fishing, hunting and trapping were necessary for sustenance and the land was plentiful. One of the county's first settlers was Charles W. Hobbs, who built a home in Delhi in the 1840s. Mr. Hobbs was an important community leader. He was the first clerk of the District Court of Delaware County, the recorder of deeds for a term, conducted the U.S. Census for the county in 1860, and also served as Justice of the Peace and the Delhi Postmaster.

The remnants of a limestone chimney in Delhi, now known as Hobbs Chimney, was once a part of the cabin that served not only as the Hobbs' home but also as the post office. It still stands as a historic landmark, a testimony to the tenacity of Iowa's earliest settlers, and out of respect for the dedication of Mr. and Mrs. Hobbs and other community builders who made Delaware County and the DCSB Corridor what it is today.

Unfortunately, the chimney sits back from the road and the sight line to the chimney is impacted by a large billboard that not only impairs viewing but also makes it difficult for visitors to find the chimney. Interpretation at this site is limited to a painted wooden routed sign that weathers easily and has very limited information about the site, the Hobbs family, or even the early events associated with settlement and community establishment.

### 10) Historic Churches

There are several churches in the DCSB Corridor that have historical and cultural significance independently and in relation to each other. They vary from small, simple wooden structures to larger more intricate brick and limestone structures with elaborate stain glass windows and architectural features. (Additional details of DCSB Corridor churches is in the Byway Corridor and Communities section of this CMP). Some of the most culturally significant churches in the DCSB Corridor include the Reformed Presbyterian Church in Hopkinton, which has imported Bavarian stained glass windows, the Saint Peter and Paul Catholic Church in Petersburg, which is a Late Gothic Revival structure on the NRHP with three steeples and stained glass from Germany, the Church of St. Francis Xavier, which is a basilica, and the Bay Settlement Church. The architectural design of these and other DCSB churches are as different as the cultures and movements that resulted in their development and use. Cultural trends and civic pride greatly influenced the historic construction of the churches as parishes competed to "outdo" each other. These churches are important for their cultural and religious significance but also for the way they reflect DCSB values and beliefs and the astounding historic architecture accomplished using relatively primitive construction techniques. Although some information is available to researchers, interpretation and celebration of these structures and the cultures associated with them are virtually inaccessible to the average byway traveler. Their stories could be told by the DCSB Advisory Board through print publications and self-guided tours.

### 11) Manchester Historic Buildings

Manchester is not only the largest community in the DCSB Corridor, it also has more historic residential and downtown buildings to enjoy than any other DCSB Corridor community. Although most of the historic structures in Manchester are privately owned, including Hoag/Wheat House, which is a classic example of mid-19th century Italianate architecture on Union Street, its downtown district and some historic neighborhoods date back to the 1870s. The downtown boasts several blocks of Italianate style and other historic structures that are in-use and well-maintained. This includes public structures like the Delaware County Courthouse, and the Manchester Public Library, but also several privately owned downtown restaurants and specialty shops. The Eiversen/Love Log Cabin is another historic buildings in Manchester that is public. It is located in Manchester's Denton Park and believed to be the first home constructed in Manchester. It was built in 1850 by an immigrant, Steiner Eiversen from Norway. Allan Love, who was involved in the surveying and platting of the City of Manchester, purchased the cabin in 1852. This log cabin, which was moved from its original location in MacIntosh Woods and was restored in 1996. It does have interpretation. Unfortunately, there has been no development of a historic district in the downtown and there is little historic interpretation that is easily available to the byway traveler. Historic interpretation could include a self-guided walking tour, downtown or neighborhood kiosks or other types of interpretation that celebrate the historic structures but do not require access to the interiors of the building.





Monument at McCreery Gardens Delhi

12) McCreery Monument & Memorial Gardens in Delhi

This site is both historic and cultural. It is believed to be the location where John Lucky McCreery wrote the single poem for which he became well-known, “There is no death.” McCreery lived from 1935 to 1906. At the time he wrote the poem, he was the editor and proprietor of *The Delaware County Journal*. According to an account provided by McCreery for the State Historical Society of Iowa (Iowa SHS) in *The Annals of Iowa Volume 1, Number 3* (1893), he wrote the poem in March of 1863 when he was residing in the DCSB community of Delhi. Unfortunately, the poem has frequently been improperly credited to an Englishman, who McCreery claimed “had never seen nor heard of it.”

The poem is world-renowned. In the account he provided to the Iowa SHS, McCreery noted that he had collected papers containing the poem from nearly every state of the Union; as well as England; Ireland; Wales, Canada and Australia. It has been published in school books, incorporated into scores of poetry collections and quoted in Congress. Unfortunately, it was incorrectly attributed to Lord Edward Bulwer Lytton of England much of the time, including in the Congressional Record. There are several versions of the poem, which McCreery attributes to the fact that he edited it himself because he had “matured” and “the more glaring in my own eyes became the defects.” In his letter to the Iowa SHS, McCreery noted that the poem had greatly impacted his life, keeping him from securing an appointment as the official

stenographer for President Grant and doing away with his ambition to write poetry for the public.

The site is marked by small, low, rock with a plaque that names the poem and attributes it to McCreery. Unfortunately, the site is difficult to find, has no wayfinding and no interpretation. RC&D planners approach five community members but no one knew about or could provide directions to the site. The poem is not included anywhere at the site and McCreery’s story is absent. At the time of this CMP development, the Memorial Gardens are also minimal and insignificant, consisting of a few plants and shrubs but mostly mowed grass with a few remnant pieces of fence so if the byway traveler were looking for the Memorial Gardens, they would be unlikely to find them.

The potential for site improvement is great. There are funding sources to help pay for development of extensive gardens and clubs and organizations that might partner with the DCSB Advisory Board to develop and care for gardens. Wayfinding should be developed. Interpretive signage that tells McCreery’s story, includes the poem, and talks about the world-wide significance of the poem should also be developed.

In the interest of giving credit where credit is due, and in recognition for McCreery’s work, we have included the final edited version of the “There is no death” poem as McCreery reported it to the Iowa SHS in *The Annals of Iowa Volume 1, Number 3* (1893).



Kiosk and Gazebo

“There is no death”

*There is no death! the stars go down  
To rise upon some other shore,  
And bright in heaven’s jeweled crown  
They shine forever more.*

*There is no death! The forest leaves  
Convert to life the viewless air;  
The rocks disorganize to feed  
The hungry moss they bear.*

*There is no death! the dust we tread  
Shall change, beneath the summer showers,  
To golden grain, or mellow fruit,  
Or rainbow-tinted flowers.*

*There is no death! the leaves may fall,  
The flowers may fade and pass away—  
They only wait, through wintry hours,  
The warm, sweet breath of May.*

*There is no death! the choicest gifts  
That heaven hath kindly lent to earth  
Are ever first to seek again  
The country of their birth.*

*And all things that for growth of joy  
Are worthy of our love or care,  
Whose loss has left us desolate,  
Are safely garnered there.*

*Though life become a dreary waste,  
We know its fairest, sweetest flowers,  
Transplanted into paradise,  
Adorn immortal bowers.*

*The voice of bird-like melody  
That we have missed and mourned so long  
Now mingles with the angel choir  
In everlasting song.*

*There is no death! although we grieve  
When beautiful, familiar forms  
That we have learned to love are torn  
From our embracing arms;*

*Although with bowed and breaking heart,  
With sable garb and silent tread,  
We bear their senseless dust to rest,  
And say that they are “dead.”*

*They are not dead! they have but passed  
Beyond the mists that blind us here  
Into the new and larger life  
Of that serener sphere.*

*They have but dropped their robe of clay  
To put their shining raiment on;  
They have not wandered far away—  
They are not “lost” or “gone.”*

*Though disenthralled and glorified,  
They still are here and love us yet;  
The dear ones they have left behind  
They never can forget.*

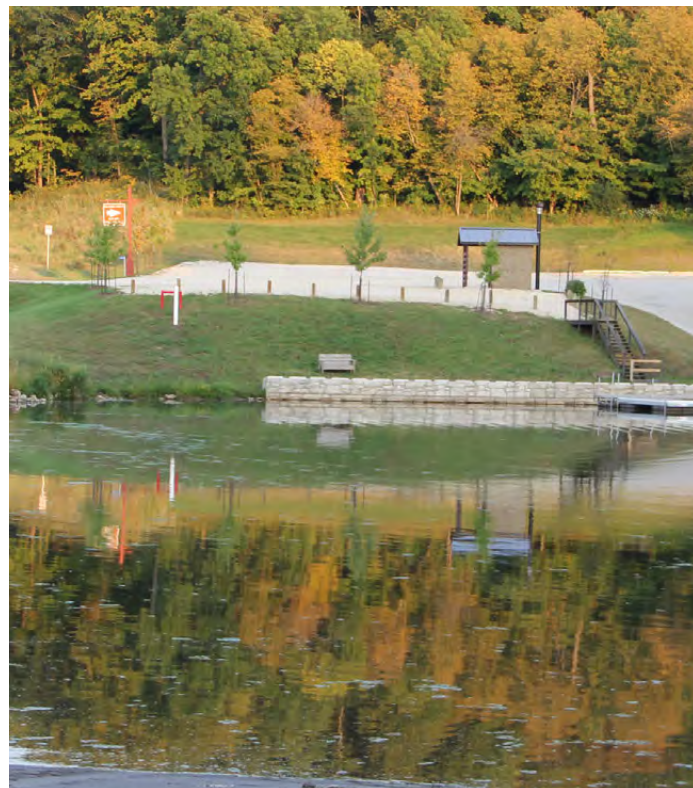
*And sometimes, when our hearts grow faint  
Amid temptations fierce and deep,  
Or when the wildly raging waves  
Of grief or passion sweep,*

*We feel upon our fevered brow  
Their gentle touch, their breath of balm;  
Their arms enfold us, and our hearts  
Grow comforted and calm.*

*And ever near us, though unseen,  
The dear, immortal spirits tread;  
For all boundless universe  
Is Life - there are no dead*

1863 J. L. McCreery





Lake Delhi Public Access

### 13) Lake Delhi

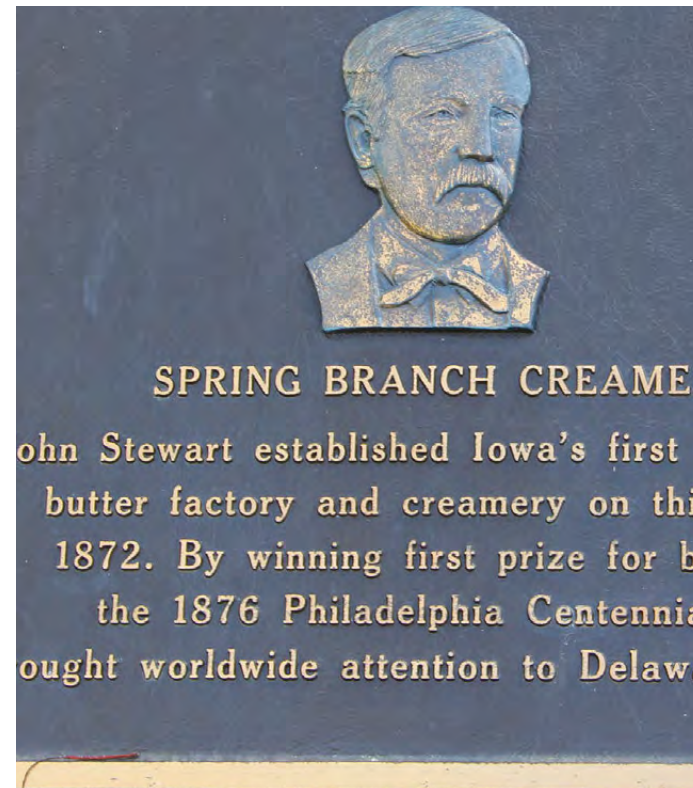
Lake Delhi is at the very heart of the culture of recreation that permeates the DCSB Corridor. This impoundment of the Maquoketa River, approximately four miles from the DCSB community of Delhi, has an interesting history that includes several different components. There is the obvious story about the types and functionality of the dams at the site starting with the construction of the first dam in 1922, which was highly valued for its creation of hydroelectric power, continuing with the loss of that dam through a catastrophic event in 2010, and ending with the award winning dam constructed in 2015. The 2015 dam was specifically constructed after major political pressure on local and state representatives justified the project based on 1) restoration of the recreational economy of the area associated with the impoundment/lake, 2) the restoration of property values associated with the private lake houses and nearby businesses, and 3) the water quality of the Maquoketa River. However, there are other stories that could be told as well, including the story of the once thriving town of Hartwick, population 250, which boasted a sawmill, wagon factory, creamery, blacksmith shop and general store, before it was flooded by the impoundment, which was originally named Hartwick Lake. The history of the use of this Lake Delhi, one of 18 large impoundment dams in Iowa, as an energy source, as well as how and why hydroelectric energy fell out of favor in Iowa while the lakes and impoundments they created developed new recreational economies and community identities. There is currently no interpretation at this site but several public venues where it would be appropriate.



WCTU Fountain Edgewood

### 14) Woman's Christian Temperance Union Fountain

This restored drinking fountain is one of only two Woman's Christian Temperance Union (WCTU) fountains remaining in Iowa. Originally placed by the Edgewood Chapter (Union) of the WCTU at the corner of North Washington and Madison Streets in 1894, it is unique in style but not in purpose. It was one of many placed across the country by WCTUs at a time when the WCTU was arguably one of the most influential of movements calling for abolition of alcohol in the United States. It was intended to provide a water source to reduced temptation and discourage men from drinking stronger beverages. WCTU.org notes the WCTU quickly became the largest women's organization in the United States and later, in the world and the crusade against alcohol was a protest by women, in part, of their lack of civil rights. "Women could not vote. In most states women could not have control of their property or custody of their children in case of divorce. There were no legal protections for women and children, prosecutions for rape were rare, and the state-regulated 'age of consent' was as low as seven. Most local political meetings were held in saloons from which women were excluded. At the end of the 19th century Americans spent over a billion dollars on alcoholic beverages each year, compared with \$900 million on meat, and less than \$200 million on public education." This site has no wayfinding or interpretation and needs both. Interpretation should convey its relevance and the importance of the WCTU, which is now the oldest, non-sectarian women's organization in continuous existence in the world.



Spring Branch Creamery Monument

### 15) Spring Branch Creamery

This site, which is listed on the National Register of Historic Places, was the original site of a creamery established by John Stewart in 1872. According to a State Historical Society of Iowa article written by P. Nunnally, *From Churns to Butter Factories*, this creamery, which is just east of Manchester, was the first creamery in Iowa. Nunnally reports that when Stewart won the gold medal for the best butter at the 1876 Centennial Expedition in Philadelphia he began a movement that transformed commercial butter making in Iowa. Not long after the Expedition, creamery grade butter began being shipped from Northeast Iowa to New York City.

Although a small stone monument with a memorial brass plaque mentions the creamery and the fact that Mr. Stewart's gold medal brought worldwide attention to Delaware County, the broader economic and social significance of dairies and creameries to agriculture in the area is not mentioned and could greatly enhance the historic and cultural significance of the site. This may be even more relevant given the fact that there are currently two very visual, colorful interpretive panels at the site describing stream bank stabilization and water quality restoration as it relates to the adjacent stream, Spring Branch Creek. These new interpretive panels completely overshadow the creamery monument but could easily be part of a more inclusive byway interpretive display that talks about Mr. Stewart and the broader economic and social significance of dairies and creameries to agriculture in the area.



Farm Stand DCSB Corridor

### 16) Local Food and Food Custom

Local food in this rural byway corridor is closely tied to the culture of the area. There are a limited number of restaurants but many are locally owned and operated. In Manchester, some of the locally owned businesses source local produce, meats and baked goods, including the *Bread Basket* who uses local produce and meats, *Bushel and a Peck* who sells local strawberries, asparagus and other delicacies, and the *Widner Drug Ice Cream Parlor*, who sells rhubarb shakes in season. Other locally owned restaurants have great local recipes, including *Olive That Deli* in Manchester and *Bulicks* in Delhi. *Franklin Street Brewing Company* in Manchester allows visitors to bring in food while they "enjoy a pint in Iowa's oldest building that houses a brewery." Local establishments like the Showroom Lounge in Hopkinton always serves fish on Friday. Edgewood Locker is known statewide for the variety and quality of the meats they sell and they give tours of their facility. The small, local bars in the small DCSB Corridor are also fun places to dive into culture and try a local burger and fries. Church socials, pancake breakfasts and other local events may be more difficult to find because they are only advertised locally but they are also a great chance for travelers to experience local culture. Although there is only one farmers market in the DCSB Corridor, which is held in Manchester from 7:00 A.M. to 10:30 on Saturday, there are several roadside stands in the DCSB Corridor where travelers can pick up picnic items. The DCSB Advisory Board developed a Culinary Passport that helps travelers find some of the most popular local food hotspots.





**Lenox College Civil War Monument**

### 17) Monuments and Memorials

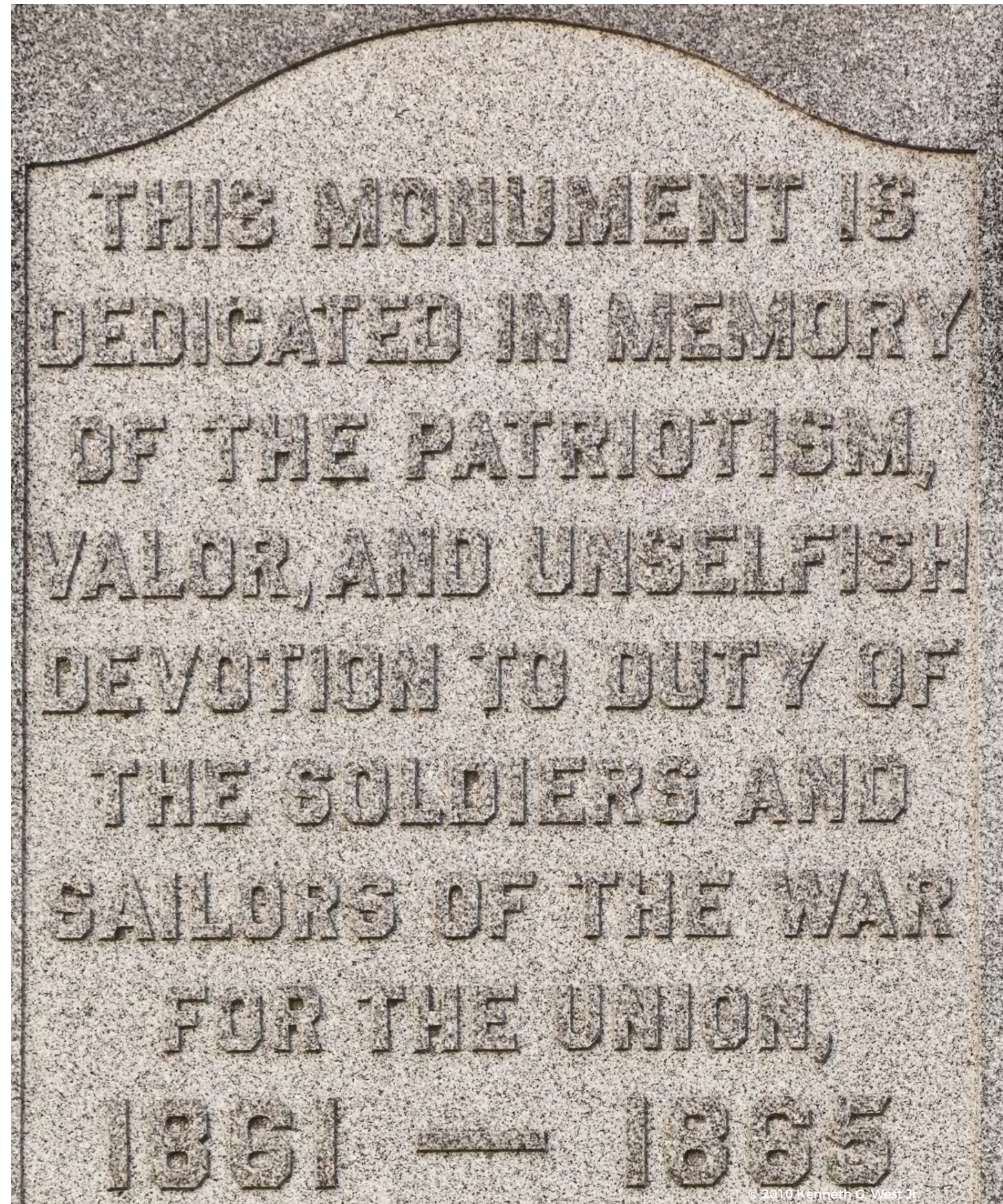
A monument is a structure such as a building, stone, or statue that has been constructed to keep alive the memory of a person or event. A memorial can be a structure but may also include events and ceremonies or anything that honors a person who has died or an event in which several people have died.

The DCSB Corridor communities, organizations, and residents have taken great care in developing both monuments and memorials. They have dedicated thousands of hours and resources to their development, implementation and care. Some of the most distinctive are related to the Civil War, which had a tremendous impact on the DCSB Corridor families, communities, businesses, institutes of learning, and the entire history and culture of the area. There are civil war and other veterans monuments and memorials at Lenox College, Bay Settlement Church and Cemetery, Delhi City Park, Evergreen Cemetery in Delhi, Pineview Cemetery near Delaware, the Freedom is Not Free Memorial in Baum Park and Oakland Cemetery Civil War Monument in Manchester, Dundee Freedom Rock, Edgewood Cemetery Civil War Monument, Manchester Civil War Monument, the Veterans Living Memorial in Ryan, and the Freedom Rock in Dundee.

Although individual grave markers/tombstones can fall into this category, for practical reasons, those in the DCSB Corridor are not listed. However, they, as well as some of the museums previously mentioned in this CMP that provide information

about specific people or groups of people, could also be included in any interpretive plan developed depending on the theme of the interpretive plan. Very few of these monuments and memorials have any interpretation or “stories” available for the visitor to identify with or learn from. Neither the DCSB Advisory Board nor any other entity ever developed a comprehensive plan for interpretation of these historic and cultural resources.

Collectively, these sites and events represent several different themes, sub-themes, and opportunities for interpretation. Some of those themes have been identified in the DCSB Interpretive Master Plan developed by Schmeckle Reserve Interpreters; other themes and opportunities have yet to be fully explored. The could include discussion and stories of and from the Civil War, each generation’s service to country, the history of memorials and monuments, the impact war has on rural families and communities in Delaware County/DCSB Corridor, the lessons rural America has learned from war, and other themes that would draw greater attention to these treasures. Some of the monuments and memorials, oldest tombstones and even related museum collections are aging, decaying, poorly preserved and/or damaged and should be repaired and protected for future generations. Unfortunately, individual cemetery organizations, nonprofits and communities may not have the resources needed for that work. Collective interpretation of these resources could raise awareness of the need and build support and funding for their protection.



**DCSB Civil War Monument**



### 18) Amish Community and Culture

The Amish community and their culture is thriving in the DCSB Corridor. Although they are not the largest settlements of Amish in Iowa, they are a big part of what makes the DCSB Corridor unique. Their farms and farming practices, including corn shocks, livestock, gardens, and horse drawn vehicles, influence the scenic views of the byway and the function of the rural landscape. Byway travelers may see children and adults walking along the roads to their schools, stores and neighbors. The DCSB Advisory Board encourages byway and other travelers to respect these community members. They recommend that travelers slow and move over if at all possible and don't take photographs without asking.

The Amish small businesses enhance the DCSB Corridor economy. Their spiritual beliefs and related lifestyle also impact the greater culture. There are different settlements that are distinct within the DCSB Corridor. Although not all interact with the DCSB Advisory Board, there is an Amish representative who attends some DCSB Advisory Board meetings.

Some of the Amish communities and community members are engaged in tourism and commerce when it is consistent with their cultural values. Others refrain and minimize contact with outsiders. The Amish own and operate nine seasonal and year-round stores that are open to residents and visitors including Double E. Discount, Miller's Produce, Yoder's Farm Store, Harwick General Store, Barnreger's Bakery, E& A Bulk Foods, C&M Greenhouse, Countryside Greenhouse, and Yoder's Greenhouse. New businesses develop every year. These businesses provide an opportunity for direct interaction with community members but their culture can be seen and experienced by the byway traveler as they drive throughout the DCSB Corridor. The majority of the Amish stores are well marked and their owners are very welcoming. The greenhouses are extensive and well known throughout the region for their prolific blooms. Some of the businesses sell organic eggs and other organic products. Byway travelers can buy paper goods, food, and baked goods, or purchase larger items to take home with them, including everything from large stainless steel bowls and utensils, to hand crafted furniture and solar lights.

The majority of the Amish community members live and do business off the byway route. Therefore, the DCSB Advisory Board would like to develop a "DCSB Amish Loop" that will help byway travelers understand the best routes for experiencing this quiet culture and encourage them to respect the Amish. The DCSB Amish businesses are good at directing travelers to other Amish and non-Amish businesses. The workers have great customer skills and they are familiar with many different types of businesses and major attractions throughout the DCSB Corridor. The DCSB Advisory Board included the Amish businesses on their DCSB Map/Tear-Sheet and their is also a map of Amish businesses with the days and times they are open available for download on the Delaware County Tourism Site.



**Barn Quilt in the DCSB Corridor**

### 19) Baileys Ford Nature Center

This site provides information and interpretation related to the natural history of the DCSB Corridor including live wildlife exhibits and a Native American display. They also host private programs and group tours by appointment.

### 20) Edgewood Museum

This museum was developed in 2017 in the historic Edgewood Feed Mill building. It boasts galleries on veterans, a traveling exhibit and a community room. It is the only site that has information about the Bixby family, which is important given the significance of the Bixby State Park.

### 21) Castle Theatre

This movie theater, opened in 1935, is the only remaining movie theater in the DCSB Corridor. Its Art Deco structure has a "castle-like" battlement along the roof line and an old-fashioned neon sign. Although it may qualify, the building has not yet been placed on the NRHP, which may be something the nonprofit running it may want to consider.

### 22) Cultural and Wayside Attractions

The Field of Dreams, the World's Largest Umpire in Ryan, and the Budweiser Clydesdale Statue in Greeley don't seem like they have much in common, but they are all DCSB Corridor sites that travelers go out of their way to visit. Wayfinding, promotion, cross-promotion and interpretation will increase the tourism awareness and benefits of these sites.



**DCSB Corridor Farm**



#### 7.4 Annual Festivals and Events

The culture of the DCSB Corridor is demonstrated through events that are related to, feature, and/or celebrate music, social customs, natural resources, agriculture, transportation, art, local food and drink, and activities that are tied to the people, history and values of the DCSB Corridor. They provide a direct and dynamic opportunity for byway travelers to engage with byway residents and have fun. They include the following major events that are well advertised to a broader audience, as well as smaller community events such as church and organizational socials and fundraisers, and other hobby events.

##### Barn Quilts of Delaware County and the Iowa Barn Tour: Dighton Round Barn South of Ryan

There are and estimated 92 Barn Quilts in the DCSB Corridor. A “Barn Quilt” in this context is a large wooden panel painted to represent a single block of a quilt. The patterns are selected by the individual owners and are all different from each other in terms of color and/or pattern. A coffee-table book, *Barn Quilts of Delaware County, Iowa*, provides photographs of the first 65 Barn Quilts in the DCSB Corridor. They are available for \$10 from the Manchester Chamber of Commerce office, the quilt shop, The Quiltmaker’s Shoppe in Manchester, and other locations. BarnQuiltsOfDelawareCounty.org, has photographs, locations and titles for each of the 92 Barn Quilts that existed at the time of this CMP development. Byway travelers can also download a map with the locations of all the Barn Quilts as well as five shorter themed tours.



Delaware County Fair

##### Delaware County Fair

This week-long fair was on the “2018 Top Iowa festivals arts and craft shows and events you cannot miss” by Festivals4fun.com. Held in the DCSB community of Manchester each July, this is one of the largest county fairs in Iowa and includes everything from a parade, fireworks, a carnival, chainsaw carving, agricultural competitions and a demolition derby, to a truck and tractor pull, motocross races, a draft horse show and live music. Some of the musicians at this event are nationally or internationally renowned and represent diverse music genres. Although there is a daily admission fee most days, several of the entertainment options are provided at no cost to attendees.

##### Edgewood Pro Rodeo Days

This event is well-known throughout the region. It draws more than 11,000 visitors who have an opportunity to see, taste and experience family friendly activities that exemplify life in the DCSB Corridor. In addition to the rodeo itself, kids can try to catch a pig, buy a cowboy hat or a lasso, watch a parade, a dance performance, or a tractor pull. The rodeo itself includes barrel racing, bareback and bull riding. The experiences provided by this event are elemental to the lifestyle and values associated with the DCSB Corridor and would therefore further enhance the DCSB Corridor and the experiences of the DCSB byway traveler.



Backbone Bluegrass Festival Sign

##### Backbone Bluegrass Festival

This annual three-day event is held the last weekend each July. It features Bluegrass classes, live performances and impromptu jam sessions on a rural farm in the northern portion of the DCSB Corridor. It has fostered some of the most important bluegrass musicians in America, including the father of Bluegrass, Bill Monroe, and mega-stars Alison Krauss and Union Station. It is held annually in the DCSB Corridor on a farm near Backbone State Park near the small DCSB community of Dundee with some activities in Strawberry Point. It is the largest Bluegrass festival in Iowa. Unfortunately, it is also seventh on Only In Your State’s list of “The 12 best small town Iowa festivals you’ve never heard of.” The potential for partnership between the DCSB Advisory Board and the event organizers is great.

##### Bacon-N-Hops Festival

This event is held in August in the DCSB community of Manchester. In addition to bacon samples and creations, participants can enjoy beer samples and live music for an event entrance fee or just come for the band. The event organizers work with the Country Cruisers Car Club in Manchester to end a cruise at the event.

##### Lenox College Radio Theatre

Visitors are encouraged to attend this live radio program, which is held twice each year on Saturday and Sunday. The

Saturday program is held during a dinner and the Sunday is a matinée with pastries. The event, which is aired on KMCH 94.7 FM, is actually a fundraiser for the Delaware County Historical Society for upkeep of their museum buildings and collections.

##### Yesteryear Market and Events

This annual event is held the last Sunday in August by the Delaware County Historical Society at Lenox College Museum in the DCSB community of Hopkinton. All the proceeds go to the upkeep of the Lenox College Museum. It features a variety of vendors, displays and collections. Artists, including woodcarvers, painters and potters, as well as crafters, antique dealers and other vendors gather at the event to create a flea market atmosphere. This family event also features a tractor, lawn tractor and car show, and children’s activities including a bounce house, a train obstacle course and barrel rides.

##### Riverfest and Rhubarb on the River

Manchester hosts this annual event near and at their Whitewater Park in their historic downtown district. The event features music, a craft fair, Rhubarb Store, a food stand, rhubarb brats, wine tasting, kids activities, and Whitewater demonstrations, activities and a local talent show. There is a bike ride, run/walk, a bounce house, live music and a live music.



**7.5 Challenges and Opportunities**

Several challenges related to the protection, promotion, and marketing of historic sites to the DCSB visitor have been identified. Some are common for historic, cultural and archaeological sites across Iowa; others are more specific to individual DCSB sites. They are described further below.

**Aging and Deteriorating Resources**

Many private and public DCSB historical structures and collections were constructed or fabricated in the late 1800s through middle 1900s. Unfortunately, in many cases, the sites or collections have deteriorated over time as ownership has changed or regular maintenance has been neglected due to unforeseen circumstances and/or limited budgets. This is particularly true of many of the largest structures. Unfortunately, because they were constructed at approximately the same time, many are all aging and reaching a critical stage of decline at the same time, creating an almost overwhelming need for immediate restoration funding for several sites at the same time. This is true of both private and public structures. Some of the historic sites that were most at risk when development of this CMP started have further declined and others, like the Coffins Grove Stagecoach Inn, have already been lost. Some collections of value are not understood or appreciated, locked away in basements or storerooms, stacked haphazardly in boxes without good climate control or protection from mold or flooding.

**Misconceptions of Responsibility and Funding**

Many of the DCSB historical structures and collections are in need of major restoration or preservation but misconceptions regarding who can and should be responsible for the work and what public funding is available for maintenance and repair of historic structures inhibits preservation and restoration in the DCSB Corridor. Some common misconceptions that were conveyed to the RC&D planning team by DCSB citizens during the planning process include the following. 1) If a structure or collection is owned by the Delaware County Historical Society (DCHS), the Iowa DNR, a city or county, that entity has funding to maintain and restore the structure or manage the collection in perpetuity without additional private resources. 2) The DCHS has received large land and cash donations that they hold in reserve and only use for Lenox College, letting other historic structures decline. 3) If the DCHS owns a structure then the Delaware County Board of Supervisors will pay for all the associated maintenance and restoration and if a structure is within an Iowa DNR Park then the Iowa DNR has state funding to pay for repairs and upkeep. 4) If a private or public historic structure is on the National Register of Historic Places then some local, state or federal entity is responsible for making sure it is restored and preserved for future generation so private donations are not necessary, it cannot be torn down and must be preserved. 5) State and federal grants can pay for large historic restoration and preservation projects so local contributions are not really needed. These and other misconceptions limit the ability of the DCHS, the Iowa DNR and other private and public

historic structure and collection owners, to successfully secure the funding they need to preserve and restore both small and large historic, cultural and archaeological resources.

**Limited Resources and Funding for Projects**

The DCHS, Iowa DNR, City of Manchester and other public entities own major historic structures that individually or collectively require fairly extensive ongoing maintenance that can add up to tens or hundreds of thousands of dollars within any given year. Even though some of the DCSB Corridor residents, especially those associated with the DCHS are passionate about the historic, cultural and archaeological resources, they have limited time and resources. Unfortunately, because their funding is limited, many private and public resource owners postpone or avoid the more expensive maintenance projects. If not regularly maintained, buildings can deteriorate quickly and structural damage can quickly escalate, resulting in even greater expense. Ongoing maintenance of buildings includes things like roofing, brick tuck pointing, stone repair, painting, soffit and overhang repair, chimney repair, failing or absent climate control/HVAC systems, weather proofing, window repair, landscape drainage and foundation repair, etc. Weather, natural aging, vacancy, public use and even damage from storms, rodents or birds can further impact structures and collections over time. Some collections in the DCSB Corridor are endangered, as they are stored in uncontrolled environments, undocumented, uncatalogued, and under appreciated by limited volunteer staff that don’t have the time or the expertise to care for them properly. When limited resources and funds prevent ongoing preservation and/or maintenance, the resulting decline in the integrity of the resource can be catastrophic, adding tens of thousands or hundreds of thousands of dollars in damage quickly and sometimes resulting in complete loss of a resource. Although volunteers recognize these challenges and hold fund raising events and solicit private donations, they still have limited operational and infrastructure repair funding in their budgets. To complicate matters, the DCSB communities are small, rural towns with few private funding resources and in recent years the state funding, Iowa REAP, which provides funding for historic collection and site preservation and restoration, has been cut dramatically. Federal funding for these types of projects is extremely limited and virtually inaccessible for the majority of projects.

**Aging Volunteer Base**

The volunteers and volunteer organizations responsible for taking care of the DCSB Corridor’s historic, cultural and archaeological resources are aging and will need financial, volunteer and political support from younger members of the community to continue to maintain the public sites and treasures in the DCSB Corridor in the future. A 2016 regional study conducted in Northeast Iowa by the RC&D Planning Team of historical organizations and citizens under 40 years of age that frequently volunteered and were interested in history or historic preservation and restoration found that the

average age of the historical society volunteers and the cultural disconnect between existing resource volunteers and younger potential volunteers are both increasing. It also found that existing historic sector volunteers and young historic resource enthusiasts have misconceptions about each other and their communication techniques are vastly different. The average age of Iowans is 38 years old but the average age of historical society and organization members is 65 years old. 75% of historical society and organization volunteers are over 65 years old and 12% are over 85 years old, which is a much greater percentage than that age demographic exists in the Iowa population at large (16% and 2.5% respectively). The findings from the study, although not specifically limited to the DCSB Corridor do include input from the DCSB Corridor. They also speak to a greater regional and possibly statewide trend in attitudes and perceptions of the general public. Other specific findings from this research that should be considered by the DCSB Advisory Board include the following.

*General Perceptions held by Northeast Iowa Historical Society and Organization Members*

- The greatest challenges historic society and organization members perceived they face include the following.
  - Fewer active members/lack of volunteers (69%)
  - Money 69%
  - Infrastructure needs (39%)
  - Older membership (20%)
  - Getting people involved and attending (15%)
- Other challenges members reported included the following.
  - Difficulty engaging youth
  - Overcoming stereotypes associated with historic museums
  - Competing with gadgets
  - Coming up with new ideas for engagement
  - Volunteer burn out
  - The feeling that organizations and public entities rely too much on one volunteer to get everything done.
- There is a documented overall decline in existing membership and the number of active members.
- Historic organizations find it difficult to find new volunteers and/or members who will help with basic tasks such as site upkeep, events, fundraising and other activities.
- There is widespread deterioration of historic sites and collections.
- Community engagement and interest in historic, cultural and archaeological sites seems to be declining.

*Community Members Under 40 Who Currently Volunteer and Have an Interest in History, Culture or Archaeology*

- Love historic, cultural and archaeological resources and sites.
- Can’t find information about historical organizations or societies even when they look (they are typically looking on the Internet).
- Perceive historical societies to be comprised of older, retired people that are “not welcoming,” “resistant to new ideas” or “boring.”
- Want to help but don’t feel like their help is wanted.

- Felt like when they did attend a meeting, their ideas were shot down.
- Feel like historical societies and organizations want to preserve sites just because they are old regardless of condition, danger, morality or practicality.

Historical societies and organizations were asked how they conduct outreach to engage younger volunteers and their answers were compared to how community members under 40 first developed an interest in history. Their answers were vastly different and could inform future action. Historical societies and organizations primarily rely on field trips (31%) and invitations (23%) or community volunteer programs (15%) and friends groups (15%) to recruit new volunteers. Community members under 40 reported that they first developed an interest in history through family and genealogy (49%), school (29%), books (18%) and experiences (16%). They recommended that historical organizations advertise on-line, invite and then engage them at meetings, schedule meetings to accommodate younger participants, develop more engaging displays and “show off the cool things they are doing.”

**Limited Wayfinding Signage**

Wayfinding in the DCSB Corridor is not consistent. Some of the historic, cultural and archaeological sites have confirmation signage on site but very few have wayfinding signage directing visitors to the site from the DCSB or from major roadways. In some cases, the wayfinding or confirmation signage that does exist is in disrepair or aging.

**Undervalued Resources**

Some historical structures or places, cultural sites or archaeological sites are greatly undervalued by community members including churches, cemeteries, school houses, barns and other structures that were once publicly or privately maintained but over time have become less useful, less valued, fallen into disrepair, suffered from neglect, or become dilapidated because of the lack of private or public interest and/or funding for ongoing maintenance and repair. Some of these sites are in the DCSB Viewshed and have the potential to positively or negatively impact the viewshed depending on actions taken within the next ten years.

**Lack of Staffing, Limited Access and Cross Promotion**

Although there are significant public historic, cultural, and archaeological sites located within the DCSB Corridor, the majority have limited hours that they are open to the public and very few have personnel available for questions or tours. Most require that the visitor call ahead and make an appointment to access the site and/or arrange for a tour. Most historic sites do not have site interpretation and even fewer have interpretation that tells about the fun and engaging stories related to the site or explains the most interesting physical features of the resource. Other than publications that the DCSB Advisory Board has developed, there is no existing on-site interpretation that cross-promotes venues.



## 7.6 Goals, Actions, and Strategies

The Delaware County Historical Society (DCHS) has provided leadership for and has been dedicated to the success of the DCSB before and since its designation. The DCHS volunteer leaders are easy to work with and appreciative of the DCSB Advisory Board's commitment to historic preservation, restoration and interpretation. Therefore, the DCSB Advisory Board has incorporated the DCHS mission into their goal for the entire DCSB Corridor. As the DCSB Advisory Board works to promote and share the DCSB's historic, cultural and archaeological intrinsic qualities with the public, including byway travelers, and to interpret those resources, they will also work to preserve those resources *of the past, in the present, for the future*. The DCSB Byway Board recognizes that it is in the best of the intrinsic qualities to work with the DCHS to help them fulfill the DCHS's mission at the former Lenox College Campus in Hopkinton through education and community involvement focusing on preservation of buildings and artifacts that tell of pioneer Iowa. However, they also recognize that those same goals and values must be applied throughout the DCSB Corridor and therefore the DCSB Advisory Board must work with the DCHS and other partners to preserve, protect and enhance historic, cultural, and archaeological resources all throughout the DCSB Corridor. Specific Actions and Strategies follow.

### Develop & Implement a DCSB Historic, Cultural and Archaeological Preservation & Restoration Plan

- Work with DCSB Stakeholders to develop a DCSB Historic Restoration Plan that identifies and prioritizes historic infrastructure and collections projects within the DCSB Corridor, identifies private and public funding opportunities and encourages strategic and timely implementation of those projects.
- Help inventory collections to identify collections in danger, in need, and possible exhibits.
- Help historical museums find adequate and safe storage spaces for artifacts in storage and/or not on display. Work with local museums to develop best practices for collections management that local museum staff and volunteers can use to guide activities.
- Develop a budget and priorities for building restoration and maintenance at Lenox College and for other DCHS structures in the DCSB Corridor.
- Work with the Delaware County Conservation Board, Iowa DNR, cities, and other owners of historic, cultural or archaeological resources to foster planning & partnership.

### Build Support

- Work with the DCHS and DCSB stakeholders to develop a brand and a marketing strategy and campaign that helps DCSB Corridor residents and leaders better understand and value the DCSB's historic, cultural and archaeological intrinsic qualities, increases related volunteerism and creates more stable funding for structure and collection preservation, maintenance, interpretation and site use.

- Develop presentations and information for distribution to local historical societies, preservation commissions, Chambers of Commerce, economic development, Boards of Supervisors, city councils, and city and county staff to help them understand the importance of historic preservation as it relates to community and county vitality and tourism.
- Work with DCSB communities and counties to help them understand the Certified Local Government Program, how to stay current and in compliance with the program, associated funding sources and how to access them.
- Grow and foster a large volunteer base for the DCHS and other like-minded organizations. Recruit young professionals and students to be involved. Develop a pool of volunteers that are able to help with a variety and number of historic sites, events and organizations, instead of one particular resource.
- Help develop or empower friends groups for public historic, cultural, and archaeological sites that have limited volunteer and financial resources (i.e., Iowa DNR hatchery in Manchester, Backbone Park and the County Conservation Board).
- Partner with young professionals from LinkedIn and other social media sites who serve on nonprofit boards and volunteer for community groups and historical societies.
- Implement innovative ways to applaud and recognize private giving.

### Develop and Coordinate Project Fundraising

- Conduct a corridor-wide analysis of the need for and availability of funding for historic preservation, restoration, enhancement, and interpretation.
- Identify historic properties at risk, educate property owners, and mobilize citizen support when necessary to protect resources at risk.
- Work with DCSB Stakeholders to identify, develop and help implement opportunities for increased private and public fundraising for historic projects.
- Support fundraising efforts for restoration and renovation of important historic structures along the route. Help to publicize needs and opportunities for donations.
- Support efforts to save public and private historic, cultural and archaeological properties.

### Develop Historic, Cultural and Archaeological Interpretation and Promotion

- Create and implement projects that follow DCSB Interpretive standards for all DCSB historic sites including development and installation of exterior Wayside Exhibits at all historic sites.
- Continue to develop interpretive materials that provide comprehensive historic highlights of the corridor.
- Expand existing interpretive materials to engage new audiences.
- Cross promote historic, cultural and archaeological sites including within any given category and across categories.
- Develop Interpretive Site Plans for larger, complex sites and collections of sites..

### Help Visitors Find Sites

- Develop a historic, archaeological and cultural site Wayfinding Plan.
- Improve wayfinding to and confirmation signs at sites, add signs where needed, and encourage partner communities and organizations to help pay for and maintain signage.
- Update social media with a correct address that is able to be found via the Internet or a GPS device.

### Restore and Interpret Monuments, Historic School Houses, Pioneer Cemeteries, Historic Churches and other Significant Sites

- Work with local cemetery, historic and preservation groups, church councils and others to develop and implement restoration and interpretive programs for monuments, historic school houses, pioneer cemeteries, tombstones and historic churches.
- Identify and develop interpretative programming for monuments, historic school houses, pioneer cemeteries, tombstones, historic churches that conveys their social, cultural and structural significance as well as the significance of individual features, such as the art and origin of stain glassed windows and the competitive nature of congregations and how it resulted in development of specific church features or how pioneer cemeteries and monuments tell the story of patriotism and service in the DCSB Corridor.

### Restore and Support Sites as well as Supporting/Associated Infrastructure and other Components

- Re-store and re-purpose historic buildings in modern-relevant ways.
- Where needed and possible, update sites with modern bathroom facilities, drinking water, universal access and other amenities, especially sites that will be used by families with young children, older visitors, and limited mobility individuals, so they will continued to be used and valued.
- Utilize renewable energy sources and energy efficiency improvements whenever possible when restoring buildings to reduce operating costs and increase long-term viability for sites and organizations.
- Work with partners to improve sites as well as supporting components. (Examples: Bay Church and Cemetery Association and Delaware County Historical Society to restore tombstones and develop an interpretative plan that incorporates all aspects of the site (church, cemetery and stories of veterans) and will withstand weather. DCHS and the Master Gardeners to develop easy care but more extensive gardens at the McCreery Monument and wayfinding and interpretive signage that helps visitors find the site, tells McCreery's story and showcases his poem. DCHS, the City of Delhi and other partners to make the Hobbs Chimney more visible to the DCSB traveler and the park more inviting with supporting infrastructure, interpretation and landscaping. City of Edgewood to interpret the Woman's Temperance Union and their significance).

### Develop Historic Districts and Tours

- Work with community leaders to develop and designate historic districts in DCSB Communities, as well as interpretation, tours, and promotion of those districts.
- Develop new and support existing historic tours catered to niche hobby interests, including but not limited to the barn tour, cemetery tour, a school house tour, church tour, CCC tour, limestone building tour.
- Develop interpretive materials such as print brochures, audio, online and other self-guided tours.

### Create Dynamic Learning Opportunities

- Partner with DCSB partners to incorporate new technology and create more interactive and dynamic learning and engagement.
- Create websites, Facebook and other social media posts and pages that are interactive and engaging for younger generations including, but not limited to, school groups, 4-H and other specific groups.
- Incorporate audio and video formats into interpretation.
- Invite volunteers to help engage youth and youth groups through reenactments, field trips and special projects.
- Create and distribute printed materials that encourage youth and families to visit historic, cultural and archaeological sites such as coloring books, Safaris, treasure hunts as well as on-line children's interactive tours and other opportunities.

### Connect and Support Historic, Cultural and Archaeological Qualities in the DCSB Corridor

- Establish a DCSB Sites Partnership between city, county and state entities and private partners to unite representatives of the various historic sites (public and private) throughout the DCSB Corridor.
- Facilitate discussion about projects and initiatives that will have mutual benefit, such as coordination of events, sharing research, securing grants, organizing fundraising, improving site access, and promoting historical resources along the corridor.
- Increase understanding of and coordination of cultural events and activities throughout the DCSB Corridor including large and small events so that the DCSB traveler is aware of all the opportunities for participation in any given period of time.
- Incorporate small and large events into itineraries.

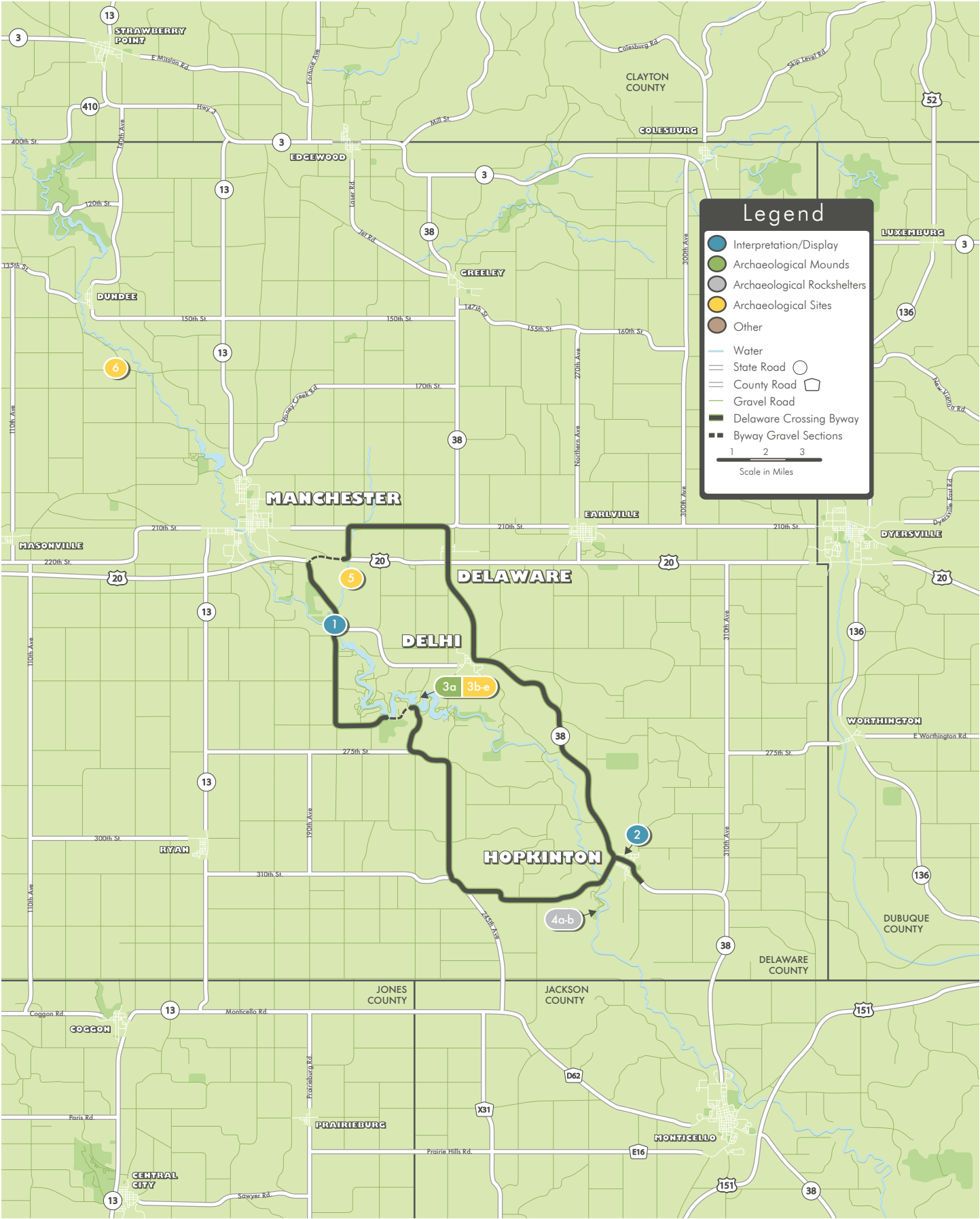
### Celebrate Success and Raise Public Awareness

- Develop and distribute regular publicity regarding historic, cultural and archaeological events, sites and activities.
- Identify, document and celebrate historic restoration, preservation and engagement projects through press releases & interviews that include before/after photography.
- Recognize private and public funders, and express public appreciation for the efforts of local historical societies, preservation commissions and other partners.
- Use social media to publicize meetings and reach new volunteers.



Map #	Type of Resource	Archaeological Resources	Community
Interpretation/Display			
1	Interpretation/Display	Bailey's Ford Nature Center	Manchester
2	Interpretation/Display	Delaware County Historical Museum	Hopkinton
Archaeological Mounds			
N/A	Archaeological Mounds	East of Bailey's Ford	N/A - gone
3a	Archaeological Mounds	Near Delhi Dam	Delhi
N/A	Archaeological Mounds	Mounds throughout corridor *GL	N/A - gone
Archaeological Rockshelters			
4a	Archaeological Rockshelters	Willard Cave	Hopkinton
4b	Archaeological Rockshelters	Hardscrabble Cave	Hopkinton
N/A	Archaeological Rockshelters	Private Property Sites *GL	Corridor
Archaeological Sites			
3b	Archaeological Sites	Delhi Dam Area *SE	Lake Delhi Area
3c	Archaeological Sites - Settlers	Lake Delhi and Delhi Dam Building foundation 1	Lake Delhi Area
3d	Archaeological Sites - Settlers	Lake Delhi and Delhi Dam Building foundation 2	Lake Delhi Area
3e	Archaeological Sites - Settlers	Lake Delhi and Delhi Dam Building foundation scatters	Lake Delhi Area
5	Archaeological Sites	Big Springs	Manchester Area
6	Archaeological Sites	Maquoketa River *SE	Corridor
N/A	Archaeological Sites	Private Land	Private Land
N/A	Archaeological Sites	Delaware County Lane Farm *SE	Private Land
Other			
N/A	Other	Old Copper Complex *GL	Corridor

\*SE - Denotes significant evidence    \*GL - General location within Delaware County

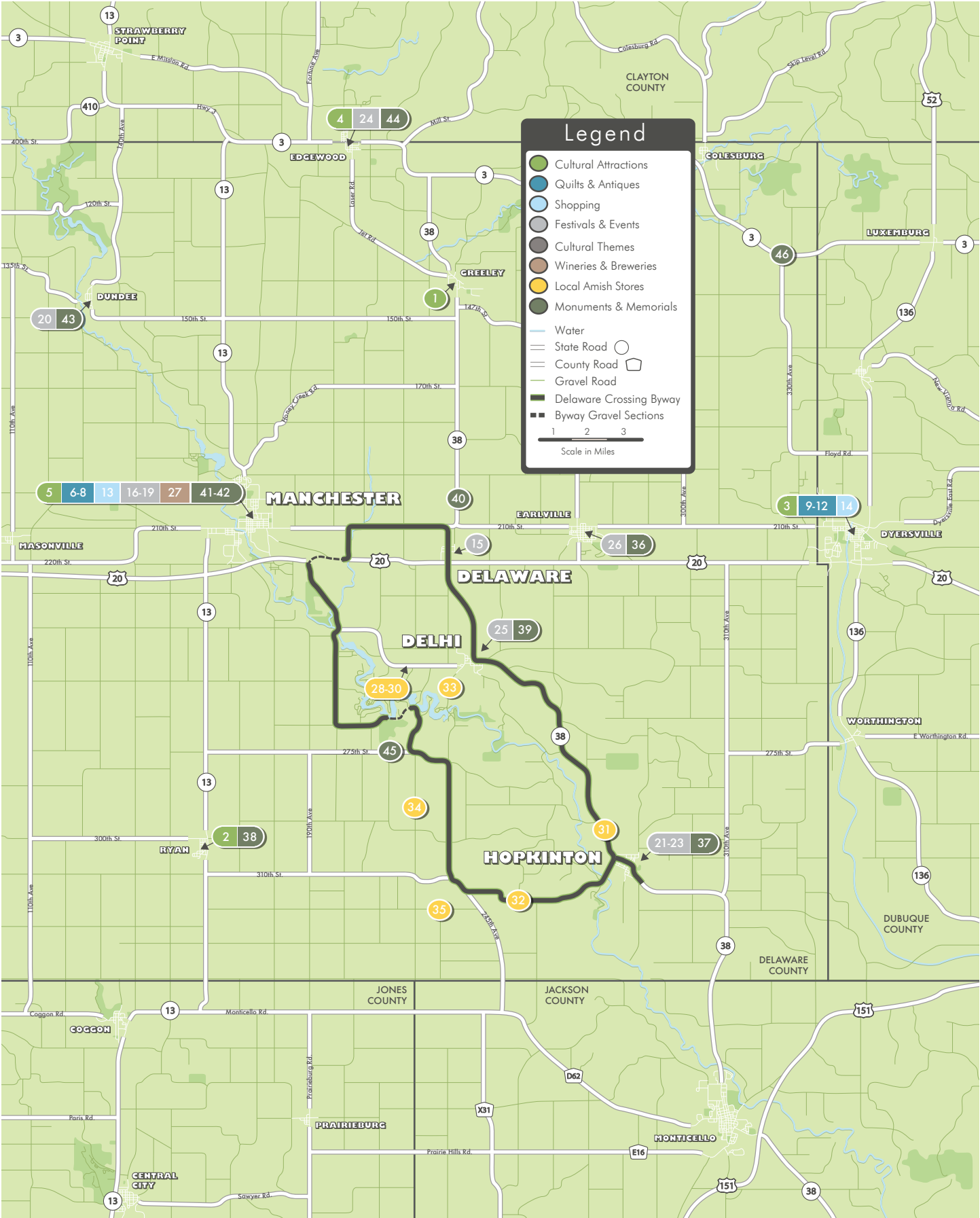




Map #	Cultural Resources	Community
Cultural Attractions		
1	Budweiser Clydesdale Statue	Greeley
2	World's Largest Umpire	Ryan
3	Field of Dreams	Dyersville
4	Kendrick Forest Products	Edgewood
5	Widner Drug Store	Manchester
Quilts & Antiques		
N/A	Barn Quilts of Delaware Cnty	Corridor
6	The Quiltmaker's Shoppe	Manchester
7	Lauryn's Keepsakes	Manchester
8	New to You	Manchester
9	Plaza Antique Mall	Dyersville
10	Necker Antiques	Dyersville
11	Savvy Salvage	Dyersville
12	Vintage Threads Quilt Shoppe	Dyersville
Shopping		
13	Downtown Manchester	Manchester
14	Downtown Dyersville	Dyersville
Festivals & Events		
15	Delaware Speedway	Delaware
16	Delaware County Fair	Manchester
17	Rhubarb Fest	Manchester
18	Bacon-N-Hops Festival	Manchester
19	Riverfest	Manchester
20	Backbone Bluegrass Festival	Dundee
21	Yesteryear Celebration	Hopkinton
22	Hot Rods and Harleys Car, Bike, & Rat Rod Show	Hopkinton
23	Lenox College Radio Theatre	Hopkinton

Map #	Cultural Resources	Community
24	Edgewood Rodeo Days	Edgewood
25	Delhi Days	Delhi
26	Tri-State Raceway	Earlville
Cultural Themes		
N/A	Amish Heritage	Corridor
Wineries & Breweries		
27	Franklin St. Brewing Company	Manchester
Local Amish Stores		
28	Barntreger Bakery	Corridor
29	C&M Greenhouse	Corridor
30	Hartwick General Store	Corridor
31	Countryside Greenhouse	Corridor
32	Double E Discount	Corridor
33	E&A Bulk Foods	Corridor
34	Yoder's Bag N Feed Supply	Corridor
35	Miller's Produce	Corridor
Monuments & Memorials		
36	Earlville Veterans Memorial	Earlville
37	Hopkinton CWM	Hopkinton
38	Veterans Living Memorial	Ryan
39	Evergreen Cemetery CWM	Delhi
40	Pineview Cemetery CWM	Delaware
41	Freedom is Not Free Memorial	Manchester
42	Oakland Cemetery CWM	Manchester
43	Freedom Rock Site	Dundee
44	Edgewood Cemetery CWM	Edgewood
45	Bay Settlement Church CWM	Delhi
46	Platt Cemetery - Andrew Sloan G	Colesburg

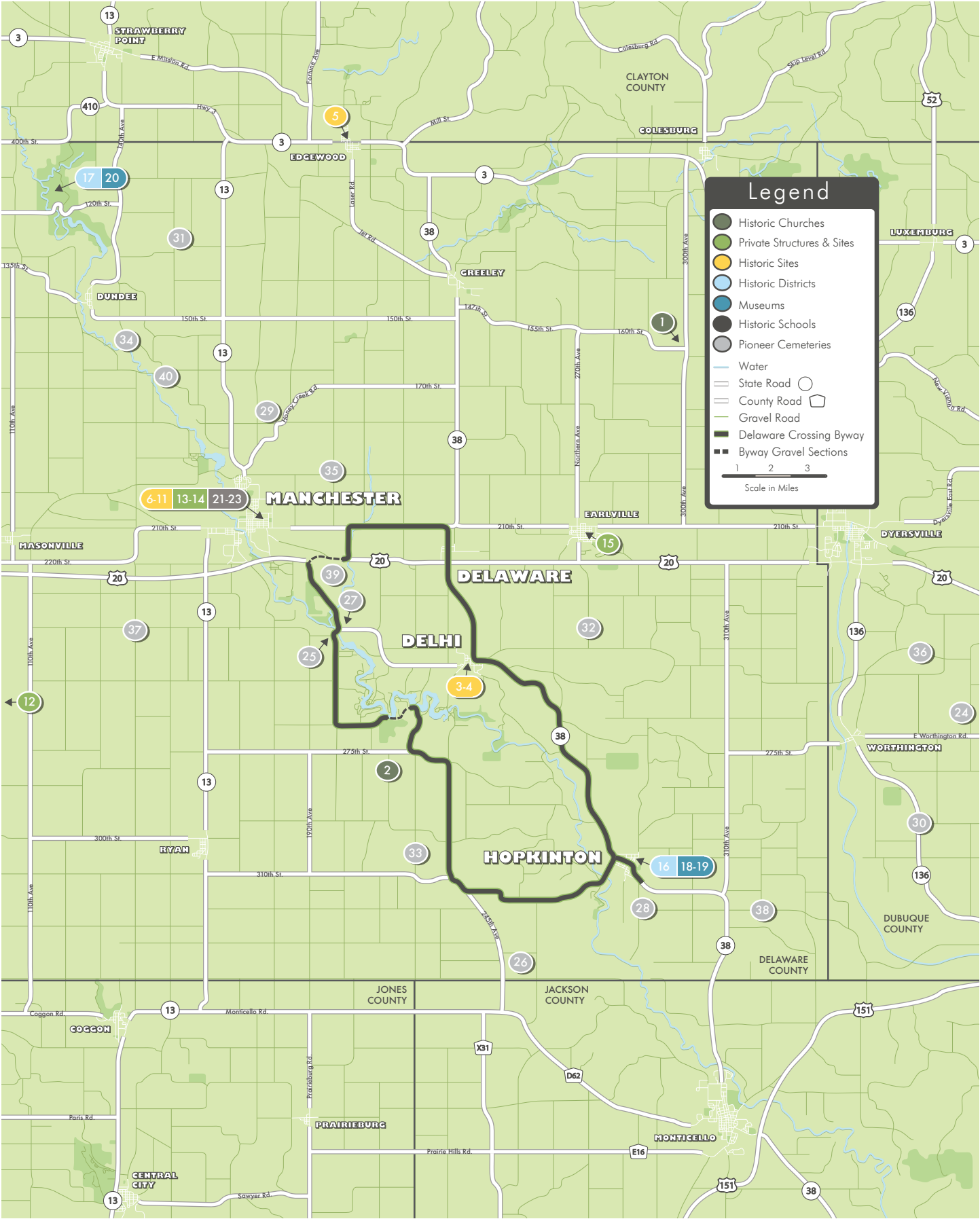
\*CWM - Civil War Monument





Map #	Historical Resources	Community
Historic Churches		
1	Saints Peter & Paul Church *NR	Petersburg
2	Bay Settlement Church *NR	Delhi
Historic Sites		
3	Hobb's Chimney	Delhi
4	McCreery Monument	Delhi
5	Woman's Christian TU Fountain	Edgewood
6	Delaware County Courthouse *NR	Manchester
7	Eiverson/Love Log Cabin	Manchester
8	Hughes House	Manchester
9	Travers Farm Machinery Museum	Manchester
10	Manchester Public Library *NR	Manchester
11	Spring Branch Butter Factory *NR	Manchester
Private Structures & Sites		
12	Dighton Barn *NR	Coggon
13	J.J. Hoag House *NR	Manchester
14	Coffin's Grove Stagecoach House *NR (Torn down in 2017)	Manchester
15	Ruth Suckow House *NR	Earlville
Historic Districts		
16	Delaware Cty Historical Museum Complex/Lenox College *NR	Hopkinton
17	Backbone State Park *NR	Corridor
Museums		
18	Delaware Cty Historical Museum *NR	Hopkinton
19	Delaware Cty Genealogy Society	Manchester

Map #	Historical Resources	Community
20	Civilian Cons Corps. Museum	Dundee
Historic Schools		
21	Little Red Schools House	Manchester
22	McGee School *NR	Manchester
23	Lincoln Elementary School *NR	Manchester
Pioneer Cemeteries		
N/A	Adams Cemetery	Union
24	Baptist Cemetery	Union
25	Danton Cemetery	Milo
26	Grove Creek Cemetery	Milo
27	Lillibridge Cemetery	Milo
28	Livingston Cemetery	South Fork
29	Meade Cemetery	Delaware
30	Mt. Pleasant Cemetery	South Fork
31	Pleasant Valley Cemetery	Richland
32	Plum Creek Cemetery	Delhi
33	Plum Creek Cemetery	Union
34	Reynolds Cemetery	Richland
35	Rock Prairie Cemetery	Delaware
36	Rockville Cemetery	North Fork
37	Sand Creek Cemetery	Prairie
38	Sand Springs Cemetery	South Fork
39	Spring Branch Cemetery	Milo
40	Willard Cemetery	South Fork







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# SECTION EIGHT

## Recreational Resources

### 8.1 Background Information

There are several recreational venues in the DCSB Corridor that draw visitors from around the Midwest and other parts of the United States. Most notably, they include Backbone State Park and Bixby State Preserve, the Iowa DNR Fish Hatchery, the Whitewater Course in Manchester, and Lake Delhi. Although the recreational venues in the DCSB are not exclusively natural resource based, many of them are creating opportunities for byway visitors to enjoy a plethora of activities associated with the streams, rivers, lakes, forests, caves, wetlands, and other natural ecosystems found in the DCSB Corridor. An inventory of recreational sites was conducted for this CMP. It found that DCSB Corridor recreational qualities and activities are diverse and abundant. They include those well-known state and federally recognized venues as well as less-obvious local gems.

Many, but not all, of the recreational activities that are most popular occur on public lands. As noted in the Natural Resource Section of this CMP, there are 5,308 acres of public land in the DCSB Corridor. An estimated 545 of those acres are visible from the byway, including county parks, county wildlife management areas, and river trail access. Those acres are easy for the DCSB traveler to locate and enjoy. The other public properties, including high quality state parks, preserves, river trails, trout streams, campgrounds, and other venues, are located throughout the Corridor. Some are remote and primitive; others are easily accessible and well-developed as recreational tourism destinations.

Presence or absence of high-quality recreational venues in the DCSB corridor are important for many reasons. They impact everything from the visitor's pre-trip planning and decision making to their overall trip satisfaction. Some byway travelers specifically plan their trip around recreational activities. Others just enjoy getting out of their vehicle to explore the corridor. Recognition, development, and promotion of great recreational resources can extend the traveler's length of stay, increase byway traveler expenditures, result in repeat visits, and improve social media and in-person referrals. The type and quality of recreational activities, as well as their cross-promotion with other byway venues and supporting businesses, can not only change the byway traveler's entire experience, but can also help DCSB Corridor communities and businesses better realize the economic potential of the DCSB.

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

There are several different types of recreational venues in the DCSB Corridor including adventure and other natural resource based tourism recreation, family friendly activities, and recreational activities associated with hobby tourism. Adventure tourism and outdoor recreational activities such as boating and water skiing, canoeing, whitewater kayaking, cave exploration, and rock climbing in the DCSB Corridor are exceptional. This is significant because adventure tourism is a growing industry. According to an *Adventure Tourism Market Study* conducted between 2009 and 2012 by George Washington University in Partnership with the Adventure Travel Trade Association, adventure travel grew 65% each year from 2009 through 2012 to become a \$263 billion industry that is still growing. This trend is increasing the need for related services including equipment, outfitting, and guides.

While adventure tourism includes some of the more active, and what some consider, physical outdoor activities, there are other natural resource-based activities that are less physically strenuous but also popular and available in the DCSB Corridor, including fishing, hunting, and wildlife or bird watching. In a 2011 study commissioned by the National Fish and Wildlife Foundation, Southwick and Associates reported that combined outdoor recreation sales (gear and trips) for hunting, fishing, and wildlife watching, including bird watching, totaled \$325 billion per year. The 2016 *National Survey of Fishing, Hunting, and Wildlife Associated Recreation* produced by the U.S. Fish and Wildlife Service found that wildlife watchers contributed a total of more than \$75 billion to the U.S. economy. The Fish and Wildlife Service also reports trends related to birding in the U.S. *Birding in the United States: A Demographic and Economic Analysis*. It showed that bird watchers alone spend nearly \$41 billion annually on trips and equipment and the related local economies benefit from the \$14.9 billion that birdwatchers spend on food, lodging, and transportation. That same analysis notes that in 2011 alone, 666,000 jobs were created in the United States as a result of birdwatching expenditures. In September of 2017, the U.S. Department of the Interior announced a report by the U.S. Fish and Wildlife Service that shows "101.6 million Americans, 40% of the U.S. population 16 years old and older, participated in wildlife-related activities in 2016, such as hunting, fishing, and wildlife-watching." The DCSB has several wildlife areas and parks that provide exceptional birding, hunting, and fishing. Therefore, DCSB communities are positioned to capitalize by promoting natural resource-based recreational tourism.

The quality and quantity of playgrounds in city and county parks in the DCSB is extraordinary. Much of the equipment is new, and universally accessible equipment is becoming more abundant. Communities and the county have gone beyond traditional playground equipment to include other family-fun amenities including everything from horseshoes and sand volleyball to themed playground equipment. Even county parks that are located in remote areas of the DCSB Corridor have playground and related family-friendly play equipment, which



is not only impressive for such a rural area but also provides diverse opportunities for recreation. County and state parks have a plethora of high quality camping and RVing options, and there are several high quality private camping and RVing options in and adjacent to the DCSB Corridor. For example, Yogi Bear's Jellystone Park Camp-Resort and RV Campground in Monticello, just south of the DCSB Corridor border, has a ballfield, archery targets, two playgrounds, fishing, a basketball court, pedal carts, a swimming pool, and other amenities.

Some forms of recreation in the DCSB Corridor are associated with Hobby Tourism. Hobby Tourism activities are recreational activities that include everything from participating in experiential art to attending a rodeo, a bluegrass festival, a fair, or a cultural event. These recreational activities are abundant in the DCSB Corridor. ExploringTourism.com defines Hobby Tourism as, "travel undertaken, often in groups, to visit with people of similar interests or to engage in a specific avocation... alone or with groups to participate in hobby interests, to meet others with similar interests, or to experience something pertinent to the hobby." The niche market associated with hobby tourism has been recognized internationally. Although most of the DCSB Corridor communities and some of the businesses host hobby tourism activities and events that provide place-based recreational experiences that are unique to the DCSB Corridor, few of them recognize their efforts as being related to "hobby tourism." Although understanding and marketing to hobby tourists can be challenging, as they are looking for specific types of activities and experiences, coordinated and deliberate efforts to attract hobby tourists can pay off.

It is important to remember that many byway travelers, especially those traveling in groups or with families, enjoy different types of recreation within the same trip. Even when travelers are looking for a specific activity or amenity, once they arrive, they will spend only so much time on that primary attraction and the remainder of their trip doing other things. Branding and marketing expert Roger Brooks notes that although a "primary lure" may entice visitors to make a trip, those visitors typically spend as much as 80% of their time on diversionary activities. The highest profile recreational activities in the DCSB Corridor may be the lure or provide the diversionary activities. Either way, understanding the recreational activities and recognizing their strengths and weaknesses is important. Weaknesses can only be overcome when recognized and addressed. The National Scenic Byway Program recommends that the natural qualities associated with recreational qualities be protected from the impact that increased promotion and use can have on them. Therefore, the remainder of this section briefly describes some, but not all, of the different types of recreation found in the DCSB Corridor by activity, including some of the most popular activities within each of the major types of recreation. It summarizes the associated challenges and opportunities and provides the related goals, actions, and strategies that have been considered by the DCSB CMP planners and DCSB Advisory Board.

## 8.2 Recreational Activities

Recreational activities in the DCSB Corridor include a variety of established and emerging public and private opportunities. The natural resources that support the recreational activities were discussed in further detail in the Natural Resource Section of this CMP. Some of the most popular activities are discussed in the following pages.

### Parks and Playgrounds

According to the American Planning Association, "Public parks are often the 'engine' that drives tourism in many communities." Recognizing the potential for public parks to draw tourists and provide recreational opportunities. Many DCSB communities and the Delaware County Conservation Board, with help from both private and public sectors, have developed wonderful parks and associated recreational opportunities. After visiting the public parks and playgrounds in the DCSB Corridor, the CMP planning team realized that the DCSB Corridor's public parks and playgrounds are one of the greatest recreational strengths/assets of the DCSB Corridor. At a time when many rural Iowa communities and counties are struggling to develop new park with recreational facilities and pay for playground equipment, the DCSB Corridor parks and playgrounds are modern, clean, fun, engaging places where individuals and families can spend time relaxing, playing, and/or reconnecting to nature or each other. Almost every community, and many county parks, have new playground equipment that is safe and family friendly. Some of the playground equipment is universal access. Some parks and playground spaces are adjacent to or also have additional recreational amenities such as hiking and biking trails, access to a whitewater course, access to a water trail, access to lake recreation, stream and river fishing access, engaging historic sites, art, a volleyball court, an amphitheater, skate park, swimming pool, gathering places, picnic facilities, event and festival venues, and other amenities. What the DCSB Corridor parks and playgrounds don't have is effective group branding, collaboration and unified marketing. As a collection of resources, the DCSB playgrounds and parks have some of the greatest untapped tourism potential of any collection of recreational venue types. Fortunately, the DCSB Corridor can provide the boundaries for collaboration and the DCSB Advisory Board and partners can be the catalyst for a group branding and marketing initiative that identifies the DCSB Corridor as having the best playgrounds and/or parks in Iowa. This brand would be consistent with other community branding efforts and help the DCSB Corridor draw visitors, especially families. Past efforts to capture this brand in Iowa to date have been limited to larger communities but no county or byway corridor has yet claimed this distinction. The effort should include 1) a more thorough inventory of park amenities including playground equipment and universal access, 2) a collaboration strategy/partnership structure 3) branding, 4) a comprehensive plan for development and implementation of projects that further the brand and solidify the claim, and 5) development and implementation of a comprehensive marketing plan.



Children at Tirrill Park



Children at Tirrill Park



Delhi City Park





River Kayaking



Trout Fishing



Catch of the Day



Bow Hunting

### Whitewater Kayaking, Canoeing, and Tubing

The largest whitewater park in Iowa and in the Midwest is in the DCSB Corridor community of Manchester. It has six features with 18 inch drops and spans over 800 feet in length. The Manchester Whitewater Park is open 24 hours a day, 7 days a week, year round, and its free. A paved trail provides access to the start of the course, but because the Maquoketa River is a designated State of Iowa Water Trail through the entire DCSB Corridor (all of Delaware County), kayakers, canoers, and tubers could start further upstream or end further downstream of this unique river feature. As a State of Iowa designated water trail that has great local support, the Maquoketa River Water Trail has good wayfinding signage and access for river recreationists including kayakers, canoers, and tubers but also anglers, birders, and others. Although Manchester has made every effort to maximize their whitewater course as recreational feature to draw tourists to their town, there are still unexplored opportunities for the DCSB Advisory Board to promote both the Manchester Whitewater Course and the Maquoketa River Water Trail as unique and exceptional recreational features in the DCSB Corridor, especially since the Maquoketa River is a feature in several DCSB Corridor parks and DCSB Corridor communities. The river and all of the activities on the river could be a unifying force that brings together the DCSB Advisory Board and their partners to promote recreational opportunities that are both dynamic and popular. A plan for development, promotion and marketing of water recreation resources would be timely and beneficial to all of the DCSB partners.

### Fishing, Hunting and Wildlife Watching

According to research conducted for US Fish and Wildlife (USFWS Report), approximately 101.6 million Americans, 40% of the U.S. population 16 years and older, participated in wildlife-related activities in 2016. The remote nature of the DCSB Corridor combined with the abundance of public lands located along the stream and river corridors provides abundant habitat for fish and wildlife and the perfect setting for wildlife enthusiasts, including but not limited to photographers, birders, anglers, and hunters. Many state and county areas in the DCSB Corridor, especially the designated Wildlife Management Areas and trout streams, are specifically managed for hunting and fishing. Visitors and residents most commonly hunt for ducks, geese, turkey, and deer. The DCSB Corridor's remote public areas and private lands harbor some of America's largest white tail deer, drawing local and out of state hunters during multiple deer hunting seasons. Some residents and visitors hunt for rough grouse, woodcock, morning doves, rabbit, squirrel, and coyote. Trappers seek out raccoons, beaver, mink, and muskrats.

The USFWS Report recorded a 20% increase in participation in wildlife-related activities, including wildlife-watching, observing, feeding, and photography and related expenditures, which increased 28%. Although it reported a 29% decline in hunting, it noted that expenditures for related items like taxidermy and camping equipment increased by 27%. There was an 8% increase in angling and a 2% increase in expenditures related to angling. Cold water streams that support native or introduced trout are

an important natural resource in the DCSB Corridor. Natural reproduction in many streams, combined with Iowa DNR stocking of rainbow, brown, and brook trout, creates a year-round fishery that draws visitors from throughout the United States. A portion of the DCSB Corridor is within in the four-state Driftless Area. A study of the value of recreational angling conducted by NorthStar Economics found that recreational angling in the Driftless Area generates an estimated \$1.6 billion annually to the local economy. Direct spending equaled \$474.91 per angler, per trip. The total economic impact of anglers, including indirect and induced effects totaled \$1,627,186,794.79. The "ripple" effect, also often referred to as the "secondary effect" in the Driftless Area is over \$670 million annually. Trout fishing in the DCSB Corridor is open year round, or as long as the water is flowing, unlike nearby trout streams in other states, making fall and winter trout fishing a popular past time. Different types of fishing opportunities are available in the DCSB Corridor rivers and lakes, which have shore and craft fishing available to visitors. Sections of the Maquoketa River in and near Backbone State Park contain trout year-round and some receive unannounced stockings of catchable brook and rainbow trout. Many stream and river corridors are a combination of state land and private land and have great access. River anglers can fish for walleye, pike, and bass. Lake fishing in the DCSB Corridor for similar species is well-known locally and regionally. It is currently promoted by lake associations and clubs but has not been the focus of any promotion conducted by the DCSB Advisory Board. The combination of stream, river, and lake fishing creates an opportunity for the DCSB Advisory Board to market

fishing as a fun recreational opportunity in the DCSB Corridor. There are several ongoing partner initiatives related to fishing, some of which the DCSB Advisory Board is already partnering to implement, like a series of county trout fishing guides. Other projects, like development of better wayfinding and interpretation to public fishing sites and a birding the byway initiative, are still in the development stages, but could be adopted as a partner-project by the DCSB Advisory Board.

Because DNR budgets limit the development and maintenance of new visitor infrastructure, anglers are forming a Friends of the Manchester Fish Hatchery group as a 501c3 to help improve the DNR Fish Hatchery and associated amenities in Manchester. The same or similar type of organization could be formed for Backbone State Park, for the Delaware County Conservation Board, or other public partner that have limited funding to manage, maintain, promote and improve public areas. Fostering these organizations and helping them get started would ultimately lead to new private and public investment in natural areas, interpretation, wayfinding, and programming that support natural resource based recreation. Partnership with hunting, fishing, and wildlife organizations has the potential to foster projects that will help the DCSB Advisory Board realize the potential for their wildlife-related resources. In some cases, it might empower the DCSB Advisory Board to pursue projects that would otherwise be too expensive. At the very least, as partners develop publications, it would be prudent to engage them in discussion that encourages them to clearly mark the DCSB on all publications.

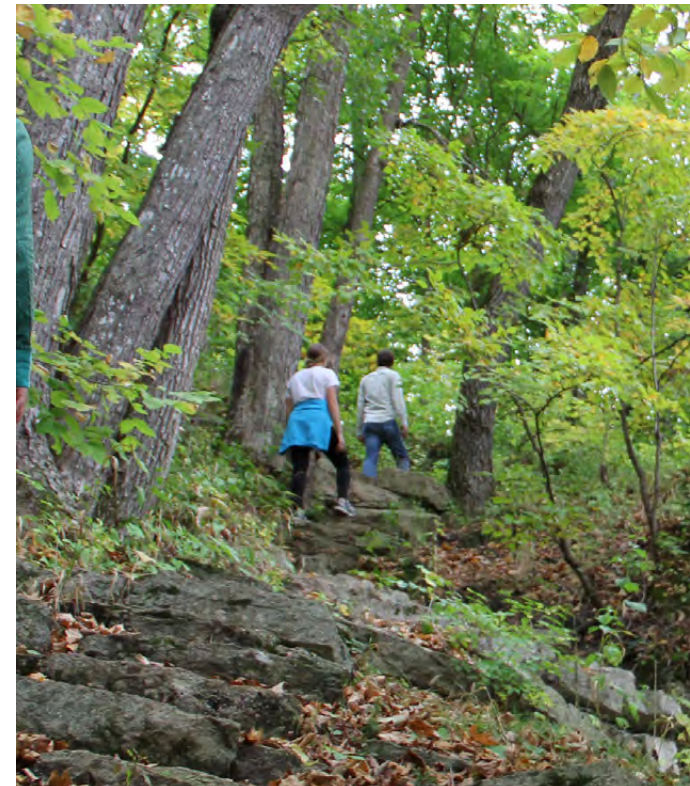




RV Camping in the DCSB Corridor



Birding in the DCSB Corridor



Hiking in Backbone State Park



Motorcyclist in the DCSB Corridor

### Boating and Water Skiing/Sport

The DCSB Corridor lakes provide a plethora of recreational opportunities. Lake Delhi, Silver Lake, Backbone Lake and smaller lakes in the DCSB Corridor are popular and known for their exceptional boating, water skiing, jet skiing, lake fishing, swimming, and other recreational activities. Public access to the lakes is great, with much, but not all, of it associated with public parks. Public and private land trails, camping, and other activities are also associated with some of the lakes. Supporting businesses located in DCSB communities include marinas and convenience stores. When lake recreation is considered in tandem and context with the river recreation, water recreation in the DCSB Corridor is a powerful recreational venue that should be maximized as a “primary lure” both figuratively and literally.

### Camping

There are many private and public camping options in the DCSB Corridor. Backbone State Park hosts tent, RV camping and private lodges. The Delaware County Conservation Board has developed high-quality camping in their parks along streams and rivers. Their properties are well maintained and diverse, with some being remote and others more accessible. DCSB Corridor campgrounds are supported by other recreational venues from natural areas and stream and river access to playgrounds, shelters, and programs. Coordinated wayfinding, marketing, and promotion would be useful and prudent. Paving of gravel county roads that serve as entrances would also be prudent as many of today's campers, especially RV users are reluctant to drive on gravel roads.

### Bird Watching

Wildlife watching is a proven economic engine and bird watching is one of the largest, most dynamic, and growing sectors of wildlife watching. According to the USFWS Report, 45.1 million Americans observe birds as compared to 86 million observing all wildlife. Birders not only watch birds around their home, but 16.3 million observe them “away from home.”

The remote nature of the DCSB Corridor provides exceptional bird watching opportunities. Many bird species migrate through or nest in DCSB prairies, wetlands, and forests, especially those along the stream and river corridors. Backbone State Park is a State Important Birding Area that boasts approximately 100 bird species. According to the Iowa Audubon, “during the Northeast Iowa Neotropical Migrant Songbird Project conducted from 1994 through 1996, Bill Norris noted that more bird species were recorded at Backbone State Park than any other northeastern Iowa site.” Notable nesters include Iowa Endangered Bald Eagle and Red-shouldered Hawks. Other important species include Veery, Louisiana Waterthrush, Acadian Flycatcher, Cerulean and Kentucky Warblers, Northern Parula, Wood Thrush, Black-Billed and Yellow-Billed Cuckoos, and Pileated Woodpecker. Bird watchers have options to walk or paddle in solitude into remote interior forest acres or use spotting scopes or binoculars in parks to identify different bird species from overlooks. The DCSB Advisory Board could encourage DCSB communities and partners to host special events dedicated to bird watching, bird counting, and interpretive programming about birds.

### Rock Climbing, Caving, and Hiking

The exposed and near surface bedrock geology, karst topography, and protection of geologic formations through public acquisition have made rock climbing and caving some of the most unique adventure tourism activities available to the byway traveler in the DCSB Corridor. Whether they participate or watch these activities, byway travelers can experience and enjoy unique opportunities above ground and below ground. They can explore and learn from firsthand experience about the unique bedrock formations that make the DCSB so popular. This is especially true of the formations and caves in the northern portions of the DCSB Corridor. Backbone State Park in particular boasts popular rock climbing routes that are used by locals and visitors alike. The caving opportunities are also in Backbone State Park. Cave experiences are not only enlightening; they are a wonderfully cool activity during the hot summer months when the air temperatures in the caves is much colder than the air temperature above ground.

### Outdoor Festivals, Fairs and Events

DCSB Corridor communities and Delaware County hold many themed festivals, fairs, and events, which are further discussed in other sections of this CMP. These events create unique opportunities for visitors to participate in historic and cultural competitions, eat local food, watch outdoor performances, purchase local art, and listen to local folk music. They boast a plethora of youth and adult activities, including big name live music, a rodeo, races, and competitions that encourage visitors to participate in fun individual or group events.

### Interactive Art Experiences

Although limited in number, the interactive experiential art activities in the DCSB well implemented. Visitors can call ahead or go on-line in some cases to schedule their experience. With everything from private and group art lessons to the Cork and Canvas event at the Franklin Street Brewery, these experiences are diverse and offered throughout the week and the year. They provide unique, one of a kind, opportunities for DCSB visitors and would enhance itineraries that the DCSB Advisory Board might develop. At the very least, it would be wise to recruit the businesses that support these unique recreational experiences and as partners to promote them and their activities.

### Driving for Pleasure

The DCSB roadway itself is considered a recreational resource in its own right and one that connects other recreational venues. According to Scenic.org, nearly 50% of Americans drive for pleasure. When regarded thusly, the DCSB could in itself be a high quality recreational experience for those drivers who are typically looking for *smooth roads* that are curvy, hilly, have low traffic counts and diverse and changing topography and landscapes. However, the roadway condition may need to be improved. Ten of the 13 miles of the DCSB, which spans approximately 44 miles total, that were evaluated using the International Roughness Index, ranked between 1 and 2 on a scale of 1 to 10, with 10 being the best. These rankings and ICE Ratings are detailed in the Transportation and Safety Section of this CMP.

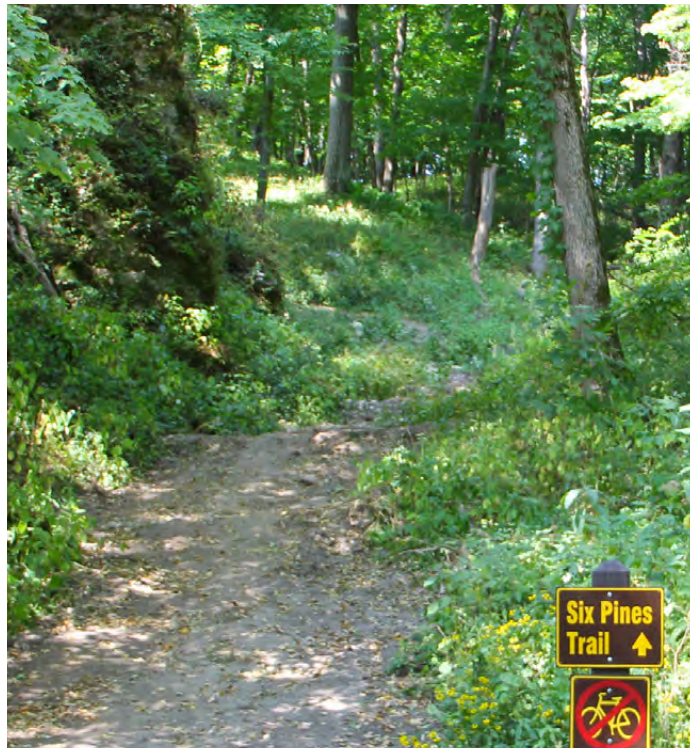




**Winter Recreation**

### Snowmobile Trails

The Snow Pioneers Snowmobile Club touts their trail system as one of the most widely used, most diverse, and most scenic trail systems in Iowa. Their Trail System allows its users to travel from one small rural byway community to the next to experience rural life and, when conditions are right, pristine winter wonderlands. The trails are composed of roadways, streams, inter-linked rivers, fields, and public and private lands. Those looking to ride the trails can find trail maps for a modest fee at many locations within the DCSB Corridor and free for download online. The maps include stops for fuel, food, lodging, and repairs. The Snow Pioneers website also provides information about current weather and trail conditions and features upcoming events in the area. Although the Snow Pioneers Snowmobile Club provides extensive information online, there is not currently a coordinated marketing effort outside of the club to promote the trail systems. For example, the Delaware County Tourism website does not currently list “snowmobiling” or any winter activities under “recreation” and does not link to any of the Snow Pioneers Snowmobile Club information. The Delaware Crossing Scenic Byway Advisory Board considered inclusion of the snowmobile trail systems on their printed materials, however, chose not to at this time due to concern that it would overwhelm the map. There are many opportunities for the DCSB Advisory Board and Delaware County Tourism to promote snowmobiling and other winter recreational activities. It would be prudent to develop a plan for promotion and marketing of winter recreational resources.



**Backbone State Park Trail**

### Hiking and Biking Trails

The DCSB Corridor has a limited number of trails in communities and in county and state parks. Some of the trails are dirt and others are paved. The DCSB community of Manchester manages several miles of trail that they classify as “bikeway/walkway trails.” Their trails are open year-round as snow is removed from the trails during the winter months. A map of Manchester’s existing and proposed trails is included in this section. One of their proposed trails would connect Manchester to the Iowa DNR Fish Hatchery just outside of town. The Iowa DNR Friends of the Hatchery would like to extend that proposed trail to loop it through the public lands associated with the hatchery. The DCSB community of Hopkinton has a trail that follows adjacent to the DCSB from the community to Dunlap Park on the Maquoketa River and the DCSB Corridor community of Delhi is interested in developing a trail to and around Silver Lake. The Iowa DNR manages 21 miles of hiking and multi-use trails that wind through diverse forest ecosystems, up rough, rocky staircases, and along the Devil’s Backbone. The trail along the Devil’s Backbone can be dangerous; deaths have occurred when hikers fell from the cliffs in this park. During winter months, state trails are open for cross-country skiing and visitors can also snowmobile through the park. Bicyclists are encouraged to pedal through the park on specific trails that are designated for their use and Mountain Bikers are required to stay on designated trails. Bike trails in Backbone State Park include Barred Owl, Bluebird, East Lake, and West Lake trails. Several Delaware County Conservation Board parks also have multi-use trails. The Iowa Initiative for



**Pedestrian Bridge Over the Maquoketa River**

Sustainable Communities, a program of the Provost’s Office of Outreach and Engagement at the University of Iowa, completed a study of the economic impact of trails on Iowa communities in partnership with the City of Decorah, Winneshiek County, and dozens of private and public partners. The study was conducted in recognition of the fact that outdoor-recreation tourism generated by trails is becoming increasingly important in some communities and counties, but their economic benefit had never been quantified. The study found that the Trout Run Trail in Decorah, Iowa had an estimate economic impact of as much as \$2.4 million. The impact was quantified by spending reported by non-local trail visitors and local residents who purchased goods specifically for trail use. Because of the timing of the study, during lower tourism months, these estimates are believed to be low. Analysis of studies related to expenditures associated with the Root River Trail in Minnesota and other major tourism market trails in Minnesota found that not only did trail development have a positive economic impact on small communities, but extension of paved trail increased that economic impact. Many of the same characteristics that were cited by trail tourists as important in the Minnesota studies (proximity to water, natural landscapes, and supporting community amenities) were also true of the Trout Run Trail in Decorah and Winneshiek County. This is no surprise to Decorah or Winneshiek County who worked together with Northeast Iowa RC&D and the local trail group, Trails of Winneshiek County, to develop a trail that met all the characteristics outlined as important for tourist trails in the Minnesota studies.

Many of the DCSB Corridor communities have the features that tourist market trail users are looking for. They have proximity to public areas with natural amenities that are very similar to those found on the Root River Trail near Lanesboro, Minnesota and the Trout Run Trail in Decorah, Iowa. They have proximity to water recreation, with streams, rivers, and lakes in or near the communities. They also have unique local community venues including pubs, a brewery, restaurants, venues with live music, historic sites, and other small town amenities. Strategic development of tourist market trails is, however, very different from community trail development. Route, surface, destinations, adjacent landscape and natural resource access, and trail amenities such as bathrooms, trail heads, universal access design, and interpretation must all be considered. Northeast Iowa RC&D also helped chamber, tourism, and economic development leaders brand and market the Trout Run Trail and helped businesses understand how to become more trail user friendly, going so far as to provide grants for small businesses to improve their signage, outdoor seating, bike racks, and other amenities that serve and engage trail users.

The DCSB Advisory Board could work with stakeholders, organizations and partners to maximize tourist trails, development and might consider developing a DCSB Corridor Trail Team that would bring city, county, private, and public partners together to maximize limited trail funding available within the byway Corridor.





Boys Fishing in Silver Lake

### 8.3 Challenges and Opportunities

There are many opportunities for the byway traveler to have memorable individual and family recreational experiences in the DCSB Corridor. Most are place-based, unique opportunities that allow byway travelers to experience the culture and the natural environment around them. Some of the challenges and opportunities related to recreation in the DCSB Corridor are noted below.

#### Abundant High-Quality Recreational Resources

The quality of the recreational resources in the DCSB Corridor is high, with several venues that have earned regional or national recognition and others that are one-of-a kind. There are also several resources and venues that complement each other such as streams, rivers, and lakes having multiple water recreation opportunities or campsites having fishing access, playgrounds, and game courts. The full potential of the total combined recreational resources in the DCSB Corridor to draw visitors and keep them engaged and returning has yet to be fully realized. Fortunately the DCSB Advisory Board has brought together dozens of partners who can work together to accomplish projects with the help of their DCSB Coordinator.

#### Recreational Project and Venue Coordination

Although coordinated marketing and cross-promotion of the DCSB and its recreational amenities is currently occurring through the DCSB Advisory Board and the chamber, tourism, and economic development offices, the coordinated

development of recreational projects and venues in the DCSB Corridor is *rarely* happening. Coordination of project and venue development could dramatically change the effective use of recreational venues as “primary lures.” Development of clusters of well-planned recreational venues in the DCSB Corridor would encourage visitors to plan and implement longer vacations in the DCSB and spend more money. For example, if a trail from one community connects to another community and to a park, then all three of the partners will promote the trail and the amenities within each to enhance the length of time and money that can be spent along the trail in each community. If a land trail is developed next to a water trail, the people on the land trail may see anglers and paddlers using the water trail and stay longer to do the same and vice-versa. Manchester is actively coordinating the expansion of their private and public recreational venues and using management guru Jim Collins advice regarding “Good to Great” to maximize their potential. The DCSB Advisory Board could learn from their efforts and expand them to take the DCSB Corridor from good to great!

#### Multi-Generational Recreation

According to branding and marketing expert Roger Brooks, no traveling family group spends more and stays longer than multi-generational travelers. In his on-line article “Multi-Generational Travel: The fastest growing trend in tourism,” Brooks notes that this group also spreads the word about their plans and experiences via social media faster and more

frequently than any other set of travelers. He also notes that the grandparents are doing the planning and usually paying the bills. He recommends making sure that the experiences are kid-friendly. The DCSB Corridor is abundant in kid friendly experiences, with everything from exceptional playgrounds to a fun whitewater course and an opportunity to explore a cave. He also recommends that activities be grouped by ages, that opportunities to “learn something” are included, itineraries are provided, and websites include “while you’re here” activities.

#### Natural Resource Based Recreational Tourism

Although economic development leaders are still trying to understand natural resource based recreational tourism, it has been around for centuries. Adventure tourism and ecotourism are two subsets of natural resource based recreational tourism that the DCSB Advisory Board and partners have the natural resources and capacity to maximize. However, heavy rainfall and the resulting flooding is one challenge in the DCSB Corridor that none of the partners should ignore. The Delaware County Conservation Board (DCCB), who owns and manages several parks with streams or rivers and adjacent camping, has done an excellent job of posting flood warning signs in their parks. This warning could be included in publications that promote camping in and use of parks and amenities associated with surface waters. Partners should also continue to coordinate early warning systems.

#### Visual Marketing Tools

Pictures and videos posted on websites, Facebook, YouTube and other web-based venues are powerful marketing tools that could be used to draw new visitors to the DCSB Corridor. Unfortunately, there are very few of either available for the DCSB Advisory Board to use to promote the recreational venues in the DCSB Corridor. Acquisition of new, high quality pictures and videos of people recreating in the DCSB Corridor would help the DCSB Advisory Board take advantage of the opportunity provided by social media to implement dynamic marketing of the DCSB recreational activities and benefit all the byway partners.

#### Year-Round Recreation

There are opportunities for recreation in the DCSB Corridor throughout the year, but given the slowdown in tourism that occurs after August and continues through the winter months, the fall through spring, or “shoulder season” activities are particularly important to DCSB tourism businesses and nonprofits. Many small towns have difficulty sustaining tourism businesses because of these slow periods. The DCSB Advisory Board and partners could develop and promote slow season activities including fall leaf watching, especially driving the byway or walking trails through hardwood forests; cool weather fishing for trout, especially during months when other trout streams in the Driftless Area are closed to anglers; lake ice-fishing; and cross-country skiing. They could also develop special winter festivals and events to draw visitors during tourism down times.

#### Cross Promotion-Partnerships

Cross promotion is a powerful opportunity that can help tourism-based businesses thrive, especially when it is coupled with a personal recommendation. When a byway visitor eats breakfast at a local restaurant and the waitress asks if the visitor has toured Lenox College, visited Tirrill Park, stopped by the Manchester Fish Hatchery, or explored the Devil’s Backbone in Backbone State Park, she makes it more likely that the visitor will stay longer and spend more. She may also recommend a store where the visitor could pick up picnic items or fishing gear. That waitress’s sincere recommendations might encourage the visitor to return. The park attendant’s advice on where the visitor might find a great evening meal and some live entertainment can have a similar impact. The DCSB Advisory Board can foster this type of interaction through education and by providing the tools, like the DCSB map they have already created, to the businesses and public partners that agreed to participate in the cross-promotion.

#### Perceived vs. Actual Value of Recreational Amenities

One challenge in Iowa, is that there is ongoing discussion about the value of recreational amenities and whether they are worth the time, effort, and money put into enhancing, maintaining, and promoting them. This is particularly true of sites that are free to the public, like the DCSB itself, the Manchester Whitewater Course, the Maquoketa River Water Trail, the Manchester Fish Hatchery, and DCCB trails. All of the DCSB playgrounds and even Backbone State Park are free to visitors. There are several established dollar-based ecosystem valuation methods, with one in particular that applies to recreational sites, that provide an opportunity for the DCSB Advisory Board to overcome this challenge. The travel cost method of economic valuation is an extremely effective and simple method to affix a dollar value to recreational amenities. This method uses the time and travel cost expenses that people incur to visit a site as a way to represent the “price” of access to the site. Thus, peoples’ willingness to pay to visit each recreational amenity can be estimated based on the number of trips that they make at different travel costs. Unfortunately, no studies have been done to gather the information needed to do an economic impact study or recreational valuation for sites in the DCSB Corridor. This lack of information impacts local, state, and federal private and public funding streams that could enhance and/or protect the resources, whereas understanding the economic value could inform policy, budgetary decisions and private and public programs. The national Trout Unlimited office in Arlington, Virginia, commissioned a study of the “Economic Impact of Trout Angling in the Driftless Area” and Iowa DNR Fisheries completes creel surveys that help document the economic impact of fishing in general on specific water courses. Economic analysis of the impact of multi-use trails occurred in Winneshiek County, Iowa and other economic analyses related to byways are ongoing in other states. The results of these studies provide an opportunity to inform decision-makers, articulate the



value of the DCSB recreational amenities, and estimate the potential value of proposed projects. However, these studies capture only a small portion of the total value of collection of recreational amenities in the DCSB Corridor. The recreational amenities in the DCSB Corridor are more diverse and would require more comprehensive research, which the DCSB Advisory Board, their Coordinator, and partners could pursue.

Wayfinding and Marketing

The DCSB Advisory Board recognizes that information, interpretation, maps, and marketing regarding recreational venues and/or intersecting cultural venues in the DCSB Corridor are extremely limited. Recognizing this challenge as an opportunity, during CMP development, the DCSB Advisory Board and RC&D staff worked with several entities to test different types of maps and publications for promotion, interpretation, wayfinding, and marketing of recreational and cultural venues. They also worked to determine if and how DCSB Corridor city and county tourism and economic development leaders from Delaware County and throughout the region could partner with other cities and with county and state conservation partners and natural resource professionals to influence recreational venue branding or the Northeast and/or Eastern Iowa’s tourism brands to make them more focused on natural resource-based recreation. Through this process, the DCSB Advisory Board and Coordinator have identified new challenges, including the challenge of getting communities to market their attractions as part of a larger group of attractions in the DCSB Corridor. For example, although Manchester partners with other small towns with whitewater courses to promote the Manchester Whitewater Course at the very popular *Canoecopia*, they don’t distribute any materials about the DCSB or other DCSB water resources at the event. As the DCSB Advisory Board continues to recognize the opportunity to build the DCSB Corridor’s reputation as a recreation destination with access to diverse opportunities, they could bring partners together to help.

Funding Availability

Many DCSB partners are eager to add or improve recreational amenities. Unfortunately, funding is a challenge. Public funding to create and maintain recreational amenities of interest, such as whitewater courses, trails, marinas, fishing access, and other venues is extremely limited and competitive at the local, regional, state, and federal levels. Grants for recreational infrastructure have been greatly reduced and the DCSB communities are very small with a limited number of private donors. Efforts by the DCSB Advisory Board to bring together communities with the county and other private and public partners from throughout the DCSB Corridor could help maximize funding through development of projects and initiatives that benefit multiple stakeholders. It could also strengthen individual and joint grant applications if the partners will agree to work together to maximize collective planning and project implementation over the long-term.

Recreation and Small Business Development

Many of the economic benefits of recreation are related to the small businesses that provide services to the visitors to support their use of natural resources and their involvement in recreational activities. Those benefits may not be realized or maximized unless the business entrepreneurs and owners have help with business planning and development, branding, marketed analysis, marketing, partnership building, and social media. Gaps in natural resource related business in the DCSB Corridor create opportunities for new business development. For example, there are a limited number of canoe, kayak, boat, and tube rental businesses and even fewer that offer classes to beginning users and families even though the area is a destination for river activities. There are limited to no opportunities for visitors to take a guided river or lake tour, hire a guide to take them on a fishing expedition, or to take them birding. The DCSB Advisory Board and their partners could work with local private entrepreneurs to foster natural resource and recreational business development that fits with current tourism trends and niche markets.

Natural Landscapes in the DCSB Are Susceptible to Invasive Species and Overuse of the Resources

The connection of high-quality natural resources and recreation in the DCSB Corridor creates an opportunity for the DCSB Advisory Board, but it also creates challenges associated with natural resource protection, use, and degradation. There is a need for development of strategies that lead to sustainable use of natural areas and respect for the landscape. Informed strategies can be implemented to protect natural areas so they are not degraded by the very people that come to see them. Trail users, for example, can transfer invasive species, negatively impacting adjacent natural areas. New research shows that horseback rides inadvertently spread oak wilt, which is a significant danger given the economic and environmental importance of oak growth on both public and private lands the DCSB Corridor. Zebra mussels can be inadvertently be transferred between water resources by unaware boaters. Emerald Ash Borer can be spread by campers that transport firewood from infected areas. Increased use of primitive trails, single track trails, and campgrounds can harm native plant communities and spread invasive species like garlic mustard to previously pristine woodlands. Increased and unmanaged numbers of rock climbers can permanently damage limestone rock features. Uninformed visitors exploring caves can spread disease to bat populations and hikers unaware of the fragile flora and fauna on algific talus slopes may inadvertently destroy an entire ecosystem. Even populations of fish and wildlife in Iowa must be managed to prevent over harvest. Understanding these issues, the DCSB Advisory Board has an opportunity to educate themselves and others and to work with partners to take action to mitigate damage before it happens. To do so, they will need to work with partners to secure funding to develop the interpretation, education materials, and or programming.

Public Funding for Maintenance of Resources

The Iowa DNR has had extensive budget cuts over the past decade, reducing the number of staff available to maintain recreational and natural infrastructure in parks, preserves, natural areas, and wildlife areas. County Conservation Board and City Park staff are also very limited in number but required to manage multiple complex properties with a variety of maintenance and upkeep needs. Although the public resource professionals in the DCSB Corridor have done an exceptional job of maintaining the resources they are charged with managing, some public facilities are reaching the end of their practical use and others, like some signs and wooden structures, have naturally deteriorated due to weathering and age. This is particularly true in the more remote parks in the DCSB Corridor that do not have campground hosts or park attendants. This creates a challenge not only for the public resource managers but for all DCSB partners who want to have and present high quality, clean, and well maintained DCSB Corridor facilities. Fortunately, it also provides an opportunity for DCSB partners and natural and recreation enthusiasts to step forward and provide assistance to the public partners through formation of friends groups, coordination of volunteer days, through private and public organizational initiatives like Eagle Scout Projects, RC&D projects, and other initiatives, projects and methods that are approved and supported by the DCSB public land managers and staff.

Culture of Competition

Unfortunately, the same historic, ethnic, cultural, and family ties that created the fascinating one of a kind communities and customs in the DCSB Corridor have also fostered a culture of competition and isolationism between DCSB public and private partners, especially between communities. This is a challenge because DCSB communities and Delaware County have limited funding available for development of recreational infrastructure or for tourism and economic development initiatives. Their competitive attitude also limits their access to a broader and more extensive group of travelers and visitors who are looking for enough activities and venues to keep them occupied for several days or weeks. Over the past few years, the DCSB Advisory Board has worked to educate the DCSB communities and stakeholders about the benefits of working together to develop and market the recreational opportunities along the DCSB and throughout the entire the DCSB Corridor, both independently and as a cluster of attractions and tourist-oriented recreational destinations.

Multiple Resource Owners

Multiple public and private entities own recreational venues, creating opportunities for partnership but challenges related to another layer of unproductive competition. For example, there are dozens of parks with amenities, including exceptional playground equipment in the DCSB Corridor. This creates an opportunity for all the park and playground owners to

work together to maximize the resource. They could create a brochure with a map to direct families to these resources, create a Park and Playground Activity Guide or Safari, or create a DCSB Park Geocaching Adventure that requires visitation to all the parks. As a group, they could analyze universal access, survey park users to determine the most popular features of parks, or develop and market complementary themes for each park. Unfortunately, because they are owned by multiple communities, the County, and other partners, these owners are challenged by political and social silos so they don’t do any of these things, which would help all of them. Fortunately, the DCSB structure of inclusion and partnership provides an opportunity to break down silos and build partnerships.

Corridor Communities Versus Route Communities

The DCSB Advisory Board sees the defined DCSB Corridor as an opportunity to involve and benefit all the communities in the DCSB Corridor. Unfortunately, those communities themselves fight that inclusiveness and continue to foster a distinction in route communities versus Corridor communities. Edgewood for example, which has many amazing DCSB Corridor resources that are highly valued by the DCSB Advisory Board, worked with the Clayton County Economic Development Group to get the Iowa DOT to extend the River Bluffs Scenic Byway to and through their town at a time when the DCSB Advisory Board was working to promote Edgewood. Overcoming the preconceived notions of who benefits from byway designation is an ongoing challenge.

Strategic Byway Location

Although the length of the DCSB may be shorter than other Iowa byways, the location is very strategic. The DCSB is located in the middle of the DCSB Corridor and the middle of Delaware County. This provides an opportunity for the DCSB to be the link that ties together communities and attractions, while encouraging travelers to stay in Delaware County. This position within the county also provides many opportunities for partnerships that can maximize the economic development potential for the county.

The DCSB is also located in the middle of several other state and national scenic byways. It is just south of the River Bluffs Scenic Byway, west of the Great River Road National Scenic Byway, north of the Grant Wood Scenic Byway and north the Lincoln Highway Heritage Byway. The DCSB and three of those other byways are also within the northeast region of Iowa, which is encompassed by the Driftless Area, a unique landform that is nationally renowned for its beauty, recreation and dynamic landscape. The cluster of state and federal byways located in Northeast Iowa creates exceptional opportunities for partnership and promotion that otherwise would not exist. These near byways corridors have similar landscapes, topography, natural features, scenic qualities, history, art, culture, and archaeology. This key location makes the DCSB highly marketable and provides opportunities for multi-byway projects and initiatives that would otherwise not be possible.



### 8.4 Goals, Actions, and Strategies

After considering the rich recreational opportunities and qualities of the DCSB and the related challenges and opportunities, goals, actions and strategies were developed to increase opportunities for DCSB byway travelers to recreate, while at the same time protecting the intrinsic qualities they will use. They include the following.

#### Unite Partners to Brand and Market the Recreational Opportunities in the DCSB Corridor

- Develop the DCSB brand, marketing materials, and interpretation to reflect the quantity, quality, diversity, and significance of recreational intrinsic qualities and venues.
- Secure photographs and video of people having fun in the DCSB Corridor for use in posters, social media, websites, billboards and other venues that encourage responsible use of the resources through the images and associated language.
- Obtain high quality photographs and video of people recreating in the DCSB Corridor during all seasons for promotion of individual venues and collections of recreational venues year-round.
- Work with partners to improve and increase gateway signs at city and county parks and recreational venues. Encourage partner to use uniform design elements, such as shape or color, and include DCSB site recognition.
- Develop itineraries, social media and print publications, billboards, television and radio spots and other media that include information about the recreational opportunities in the DCSB Corridor and align with the DCSB brand.
- Work with partners to incorporate the DCSB route, logo and recognition into publications and maps that depict DCSB Corridor recreational activities.
- Work with partners to develop and market activities and events that visitors can enjoy in the DCSB Corridor during the fall, winter and spring months of the year.
- Work with partners to develop existing and new winter recreational venues such as but not limited to ice fishing, snowmobiling, winter festivals, snow golf, cross-country skiing, ice sculpting competitions, trout fishing, polar plunges, and other activities.
- Include language regarding the inclusiveness of recreational facilities in the DCSB Corridor in DCSB branding.
- Work collaboratively to market at events and tradeshow.

#### Maximize Customer Service and Traveler Interactions

- Develop a secret shopper project and other initiatives that help communities and businesses understand existing customer service associated with the recreational and other venues.
- Work with DCSB private business owners and community leaders to develop programs that support and implement customer service training that is fun and ultimately encourages the people on the front-lines, including those at DCSB convenience stores and hotels etc.,
- Develop engaging methods, incentives, and partnerships to encourage DCSB front-line employees to learn about and enthusiastically talk about and promote recreational venues.

- Develop and implement presentations to private and public partner groups in the DCSB Corridor to foster and inspire a culture of exceptional customer service in the DCSB Corridor.
- Work with businesses to create DCSB publications that empower front-line employees at tourism businesses in DCSB Corridor communities.
- Work with public and private partners to develop and implement incentive programs that recognize exceptional DCSB Corridor front-line employees and businesses.

#### Encourage Maintenance and Development of New Recreational Infrastructure

- Help partners secure funding and resources to maintain existing recreational infrastructure at a high level of excellence and beautify/upgrade landscaping, entrance and other visual components.
- Empower partners to develop new tourism-focused recreational infrastructure, including but not limited to paved and unpaved multi-use land trails, water trail access, whitewater courses, playgrounds, campgrounds, courts, snowmobile trails, and other venues.
- Empower partners to develop supporting infrastructure for recreational venues that make them more attractive and functional for visitors such as parking, restrooms, boat ramps, shelters, camping facilities etc.
- Foster and assist with multi-partner meetings, coordination and planning, fundraising and grant writing to ensure city, county and state, public and private infrastructure plans align with, and complement, each other.
- Increase the number of universally accessible recreational venues and supporting resources, including but not limited to playgrounds, restrooms, courts, water access, trails, etc.

#### Promote Partnership and Collaboration

- Increase partner and public awareness in the DCSB Corridor of the concepts and benefits of cross-promotion, including multi-byway initiatives.
- Work with private and public partners to develop new partnerships that foster cross-promotion, including cross-promotion of DCSB recreational venues with public and private organizations and businesses.
- Encourage city leaders to partner with other DCSB communities and counties on projects that can benefit both/all.
- Assist with projects that bring together multiple DCSB Corridor partners to implement recreational initiatives and projects that support multiple goals and benefit multiple partners, such as a native prairie flower/monarch flower initiative along the DCSB route that includes native prairie flower plantings within DCSB communities and parks.
- Identify and foster projects that help multiple DCSB Corridor communities including both on route and off route towns.
- Work with other Iowa byways to jointly promote common byways recreational, natural resource attractions and themes to encourage multi-byway engagement, projects and travel.
- Measure and report the impacts of cross-promotion and partnership efforts to encourage future effort.



Whitewater Course, Manchester

#### Develop & Promote Natural Resource Based Recreation Education Opportunities for Youth & Adults

- Work with partners to develop and promote formal and informal classes, programs and other opportunities for DCSB residents and visitors to learn how to participate in the activities that are available in the DCSB Corridor including fishing, biking, skiing, boating, canoeing, kayaking, hunting, and other activities.
- Help public and private DCSB Corridor partners develop more adventure tourism options for DCSB travelers that incorporate related training and education such as whitewater rafting and rock climbing.
- Invite special interest clubs and groups to hold or assist with events and festivals by helping incorporate learning and educational components.
- Work with public and private DCSB partners to develop and market soft environmental learning opportunities for DCSB travelers regarding native ecosystem, flora and fauna such as spring ephemerals, mushrooms, woodlands, butterflies, birds, etc.
- Provide assistance to festival organizers, including those that incorporate educational components like the Backbone Bluegrass Festival to maximize their events with learning activities.
- Help promote DCSB Corridor sites and businesses that provide active learning opportunities for visitors, such as experiential art and multi-generational materials.

#### Empower Partners to Educate the Public about Invasive Species, Trail Etiquette, Respect for Natural Areas and other Topics that Protect Natural Resources

- Gather and provide handouts, informational sheets and other tools regarding recreation and natural resource use issues and then make them available to partners in a kit of information that helps them understand what is available for their use and why the information should be made available to the public.
- Bring DCSB natural resource managers and issue experts together to develop compelling issue publications, posters, and other informational media that are not available, but needed to create awareness of these issues and challenges.
- Develop and work with partners to distribute, post or incorporate information into other media, that helps trail and park users understand trail etiquette, how to respect other trail users, and how to respect the natural resources associated with the trail, such as how to prevent the spread of invasive species and disease, how to prevent erosion and reduce other natural resource threats, and Leave No Trace principles.
- Work with the Iowa DNR, DCSB Corridor communities DCCB, Friends of the Hatchery, Trout Unlimited, the Iowa Coldwater Conservancy, the Delhi Lake Association, and other public and private partners to distribute issue information to water trail, stream, and river users.



### Encourage & Provide Assistance for Natural Resource Based Business Development and Expansion

- Work with private and public partners to help foster businesses development that supports recreation and outdoor adventure in the DCSB Corridor, such as those that expand access to recreational equipment, provide guide services, provide tech support and strategically provide access to traveler services and amenities along trails, in parks and at other recreational and natural environments and venues.
- Teach businesses how to cater to the needs of specific recreational visitor demographics. For example, if hikers are looking for healthy food and drink items they can pick up quickly and pack in and out of natural areas, help businesses determine how to incorporate a healthy-fresh-option cooler in an easily accessible location within their business where they can offer items such as local apples, cheese sticks, fresh sandwiches and wraps, bottled water and cookies. If anglers and bikers are looking for opportunities to patronize restaurants with outdoor seating, help businesses work with local city government officials to find opportunities available and explore options for how they can provide outdoor seating and bike racks etc.
- Education economic, chamber and recreational businesses about how to maximize profit using fun recreational visitor programs and business tactics, such as themed menu items, incentive programs; like Fisherman Fridays (wear your waders in and get 10% off your sandwich) and themed events.
- Work with local Chamber organizations, businesses, and downtown districts to better understand how and where to market to specific recreational audiences.
- Help economic development and chamber partners develop recreationally based business incentives, and grant programs that help the businesses maximize their full potential.

### Increase the Public Awareness and Support

- Use public and private social media, radio and other media venues to increase awareness of, and support for, the value of the DCSB, the DCSB Corridor, and the recreational activities and opportunities in the DCSB Corridor as a collection of venues.
- Implement programs and educational talks that help DCSB stakeholders understand the benefit of the DCSB, the State of Iowa's byway program, and the value of the DCSB designation to both route and corridor communities.
- Implement educational strategies that help the DCSB partners and stakeholders better understand the funding and staffing limitations that DCSB public land manager face and the resulting degradation that occurs to natural areas and facilities through no fault of the public managers or staff.
- Empower volunteers that want to form new supporting non-profits and friends group, like friend of the Manchester Hatchery and other groups, to provide funding and resources for public lands management and improvement.
- Help promote volunteer days/activities in public areas.

### Expand Wayfinding, Signage and Public Information in Public Recreational and Natural Areas

- Work with partners and stakeholders to ensure there is appropriate and accurate wayfinding and site confirmation signage for all recreational venues.
- Work with partners and stakeholders to improve existing and install new informational, dedication, and interpretive signage at recreational venues, especially in the more remote parks and recreational venues that currently have limited, faded, or outdated signage.
- Include flooding information in publications.

### Develop Themed Recreation

- Work with DCSB city and county partners to help them secure easements and purchase land to develop and improve existing or new public recreation facilities that are desired by the DCSB residents and stakeholders. Help DCSB Corridor communities acquire land and equipment, including universal equipment for new park development and recreational venues of all sizes, including tiny parks on empty or vacant lots along the byway and larger venues within the Corridor.
- Help DCSB partners implement projects that help them understand existing and potential themed recreational opportunities, including but not limited to, inventories, research into specific target demographics such as multi-generational visitors and other target groups, and development of strategic plans for themed recreation.
- Develop themed recreational tours that encourage visitors to travel the entire DCSB Corridor, such as but not limited to, Family Recreation and Playground in the DCSB Corridor, Birding the Byway, Amish Culture and Business Along the Byway, Barn Quilt Find, Fishing the Byway, Geocaching, DCSB Summer Safari for Kids, Enjoying Winter Along the DCSB, Painters, Pubs and Pottery, etc.
- Help public and private partners expand live music and experiential opportunities related to local resources and activities such as art, food, recreation and history.
- Coordinate themed events, celebrations, and activities to maximize visitor planning.

### Empower Advocates

- Develop informational resource kits that summarize and provide economic and other data and information that will help DCSB trails advocates and other partners secure public and private political and financial support for recreational projects.

### Develop and Foster New Partnerships

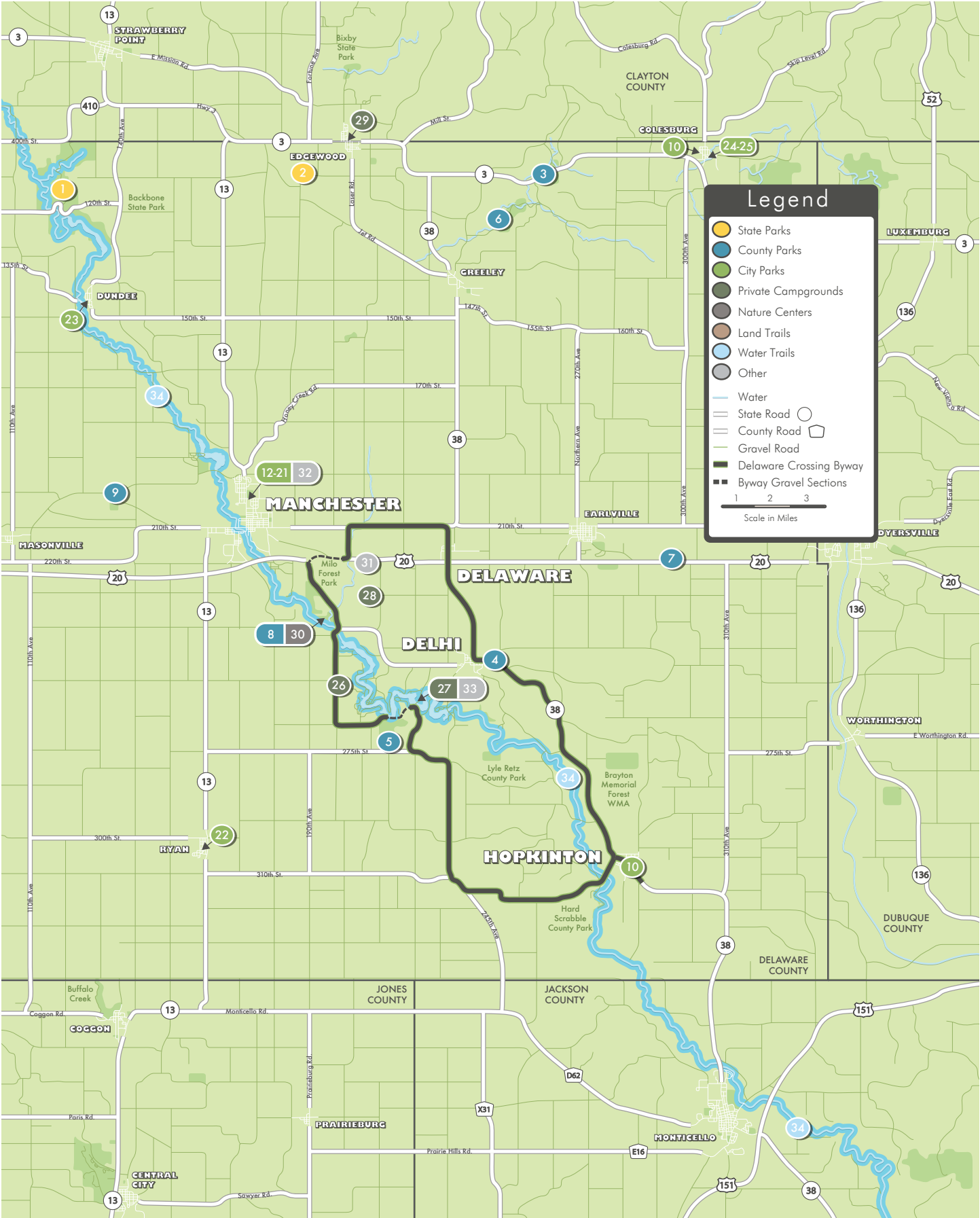
- Reach out to public and private recreational resource managers and potential partners and find ways to include them in planning and project development.
- Hold public stakeholder meetings and present at community group meetings to engage partners and gather input.
- Create friends groups to assist with secured funding for maintenance and resources of recreational sites.



Water Sport, Lake Delhi



Map #	Recreational Resources	Community
State Parks		
1	Backbone State Park	Dundee
2	Bixby State Preserve	Edgewood
County Parks		
3	Twin Bridges Park	Colesburg
4	Silver Lake Park	Delhi
5	Turtle Creek Recreation Park	Delhi
6	Fountain Springs Park	Greeley
7	Plum Creek Park	Earlville
8	Bailey's Ford Park	Manchester
9	Coffin's Grove Park	Manchester
City Parks		
10	Pride Park	Colesburg
11	Dunlap Park	Hopkinton
12	Baum Park	Manchester
13	Beckman Sports Complex	Manchester
14	Central Park	Manchester
15	Howard and Helen Shelly Memorial Park	Manchester
16	Manchester Whitewater Park	Manchester
17	Pin Oak Park	Manchester
18	Schram Park	Manchester
19	Tirrill Park	Manchester
20	Denton Park	Manchester
21	Seibert Park & Memorial Hall	Manchester
22	Ryan City Park	Ryan
23	Dundee City Park	Dundee
24	Colesburg City Park	Colesburg
25	Colesburg Recreational Park	Colesburg
Private Campgrounds		
26	Lake's End Cabin Rental	Delhi
27	Lost Beach Campground & Marina	Delhi
28	Lazy T Campground	Manchester
29	Sweet Dreams Campground	Edgewood
Private Campgrounds		
30	Bailey's Ford Nature Center and Wildlife Center	Manchester
Land Trails		
N/A	Snow Pioneers Trail System	Corridor
Other Recreational Opportunities		
31	Birdhouses (Boyscout Byway Project)	Corridor
32	Manchester Fish Hatchery	Manchester
33	Delaware County Fairgrounds	Manchester
34	Lake Delhi Recreation Area	Delhi
Water Trails		
34	Maquoketa River Water Trail	Corridor







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# SECTION **NINE**

## Art Resources



Paint Supplies Chicken Creek Studio

### 9.1 Introduction

Artistic “Intrinsic Qualities” and resources are collectively one very specific aspect of the Cultural Resources found in the DCSB Corridor. They shape the feel of the DCSB Corridor and impact its sense of place. They include public and private art collections, performance art, locally made crafts, hand crafted furniture, and locally made pottery and jewelry. Art in the DCSB Corridor also includes large outdoor public art, individual and group art classes, activities and events, and performance-based art. In some cases, intrinsic art qualities are related to ethnic traditions, holidays, and local customs that exemplify life within the DCSB Corridor.

“Place-based” art is local in nature and very closely tied to the culture of the DCSB Corridor. It draws and engages visitors, shapes the interactions that make a vacation unique, and ultimately form a connection between the visitor and the local residents so that the visitor wants to return and/or recommend the experience to others. Art can be an individual endeavor or a social experience.

Because art can be shared, purchased, and taken home, it can remind the visitor of their vacation and encourage them to return to the DCSB Corridor. As this CMP was being developed, art was becoming more popular, especially experiential art and public art. Therefore, some components of the artistic qualities and resources of the DCSB Corridor are newly emerging and expected to continue to expand and grow in the future.

### 9.2 Art Resources Inventory

The inventory of DCSB cultural resources included the art resources. Results of the inventory, challenges and opportunities, management actions, and goals and strategies as they related to art are detailed in this section. Overviews of the most significant are also included. These resources are strengthened by their individualism and the unique character they bring to the byway experience. They include the public art in the DCSB Corridor, which is typically defined as the outdoor art sculptures and paintings that are easily accessible to the public at any time. These pieces in the DCSB Corridor are currently independent of each other. Photographs of public art pieces, with information about each in the caption, is provided, as well as information about proposed public art. The private artists and their art studio and galleries or art related businesses are also included in this section. A subset of artists studios are open to the byway traveler. Other artists sell their art at public events and shows that are open to the traveler. A new trend in art entertainment and art businesses that cater to the public’s interest in experiential learning is included. These businesses are expected to be popular with byway visitor that want to participate in activities as they travel along the route or throughout the corridor. There are also several festivals, events and fairs that incorporate art or live music in the DCSB Corridor once a year. Some include other types of art, showcase art, sell art, and/or encourage children and adults to participate in artistic endeavors. Live music is available more frequently at a limited number of venues in the DCSB Corridor. A brief account of those, as well as other artistic venues are also provided.





"Jump In" Concept, M. Seibert, Delhi



"Three Elements" components, C. Briggs Farmer



Garden Kaleidoscope, Manchester



Whitewater Mural, Dan Hatala, Manchester





Kodiak Bear, Delhi



Central Park Bear, Manchester



Freedom Rock, Bubba Sorensen II, Dundee



Wolfey's Hoptown, Art by Al, 2017 Alvin Hepler, Hopkinton





Chicken Creek Studio

### Public Art

There are several public art pieces in the DCSB Corridor, including new pieces. Public art is becoming a popular community engagement and community development tactic that has been embraced by the DCSB communities. Specific public art pieces are on page 168.

### Private Art Venues

**Chicken Creek Studio:** This studio is a one-of-a-kind opportunity for DCSB travelers to engage in art and learn specific artistic techniques as they accomplish projects in individual or group classes. Participants can attend open sessions or work with the owner to set up individual or group sessions where they can enjoy learning from a retired art teacher who, for a fee, leads hands-on activities and provides all the materials needed. This business is the brainchild of Jane Rissler who retired from teaching in 2012. Her goal is to provide a relaxing experience where people can escape their day-to-day stress. Although it is located in a rural area outside of Manchester, it is adjacent to the DCSB and easy to find. The options are varied and fun. They include instruction in painting, making wood signs and other wood projects, wreath making, decoupage, how to make bird houses, making eye catching storage or coat racks, and a plethora of other art projects. Individuals or groups can also select seasonal, holiday themed classes. Classes are on Tuesday and Thursday evenings from 7 to 9 P.M. Private group sessions for 6 to 35 people can be scheduled during the day or for Monday, Wednesday, Friday

and Saturday evenings, and the first or last Saturday morning of each month. There is a kid's art session for children ages 4–12 years on the second Saturday morning of each month, which includes a paint session, one to two crafts and a snack for a fee. The regular schedule of classes combined with the opportunity to plan ahead make this DCSB business byway traveler friendly.

**Laurel Art Design:** This DCSB artist specializes in loom weaving, particularly weaving rugs. Several styles of rag rugs are woven by owner Daphne Loecke, including denim, traditional rag, looper, wool, fleece, and the most popular, "selvage". The selvage material is a tightly woven material that is the edge of a fabric. It comes from large industries that use industrial looms that trim off the tightly woven edges in the weaving process. This material, when woven, creates a shag style rug that is plush and soft. Loecke's rugs are woven at her home studio and then sold at the local farmers markets and area craft shows throughout Northeast Iowa. She also weaves custom rag rugs up to 3' wide, makes memory rugs out of old clothes, and creates custom rope scarves, pillows and purses out of woven fabric. The variety of options for visitors, from of custom orders to access at local farmers markets, make this artist byway traveler friendly.

**Kevin McCusker Photography & Art Studio:** McCusker served in the Marine Corp where he perfected his photography skills before studying studio art at Cornell College. He self-published his first photography book,



Freenotes Harmony Park, R. Cooke, Delhi

"Greater Cedar Rapids," depicting the built environment in and around Cedar Rapids, Iowa. Today, he owns a photography business and art studio in Manchester where he uses his camera lens to create one-of-a-kind art that saturates photographs and short videos with emotion. He specializes in weddings, seniors and family portraits to create artwork that his clients will "keep in their homes and cherish". He also manages his art studio and gallery, which showcases and sells some of his photographs and facilitates the art community in Manchester. This byway business owner's interest in art and engagement make this studio byway traveler friendly.

**Franklin Street Brewing Company:** This private craft brewery hosts multiple live music events each month, bringing in individuals and bands to perform blues, rock, jazz, soul and other music for patrons. They also host Open Mic nights and art events. A popular art event is the Cork N Canvas event where for a fee participants can paint while they enjoy food and drink and are supplied with canvas, paints, brushes, an apron and instructions. Breweries, live music, and art engagement have independently and collectively grown in popularity throughout the region, making this venue very byway traveler friendly.

**Tipperary Fiber N Art Studio:** Although they specialize in passing on the knowledge of the "Fiber World" to future generations, this small, private art studio near Hopkinton



Downtown Mural, Manchester

in the heart of the Amish community also features the work of other Midwest artists including drawings, pottery, garden art, soaps, hand designed and fabricated jewelry, and local crafts. They host fun and educational classes, including those that teach students how to dye and work with wool, silk, and cotton; jewelry design, basket making, wreath design, braided rugs, needle felting, wet felting, weaving and hand spinning. This small business is only open by appointment but its focus on traditional fiber craft is sought out and popular with a specific byway traveler demographic.

**Carol O. Studio:** The owner of this studio, Carol Olberding, is an Iowa-certified K-12 art educator. She is a working artist who uses drawing, acrylic pouring abstract painting, and basilica painting media. She sells her art out of her studio in Dyersville, gives art lessons, art parties and takes commissions. Her openness to diverse engagement makes her byway traveler friendly.

**Snowy River Pottery:** This pottery shop in Dundee custom creates, handmade and hand thrown, one-of-a-kind, functional pottery including plates, mugs, bowls, and other useful items. Potter Kathleen Skagen uses lead free glazes. Although no two pieces are alike, sets with multiple pieces can be ordered. The ability to provide access locally made pottery is very byway traveler friendly. Partnering with this artist to increase access will make her even more so.





**Backbone Bluegrass Festival Jam Session**

**Field of Dreams:** Seventy-one percent of reviewers on TripAdvisor.com, rate their visit to this movie set as “Excellent” and an additional 22% as “Very Good”. It contributes to the *artistic quality* of the corridor because it is the site where creation of a movie occurred. The 1989 Universal Studios movie, based on the book *Shoeless Joe* written by W.P Kinsella, was internationally acclaimed, started major movie industry artists, and was nominated for three Academy Awards. The film and the site remain popular. Twenty-three years after filming, over one million visitors have visited the site and an estimated 65,000 people/annually still visit. One of the most memorable questions posed in the movie, “Is this Heaven?”, was answered with “Its Iowa,” creating a powerful message for the DCSB Corridor. Tours of the site emphasize the creation and content of the set and the movie, which is a feel-good motion picture about baseball, family relationships, and making dreams come true. The movie celebrates many of the real values and characteristics that are part of the DCSB Corridor. Its poignant messages could be repeated and reinforced throughout the DCSB Corridor. Unfortunately, although this site promotes many nearby businesses and attractions, it does not promote the DCSB. The DCSB is notably absent from a long list of nearby attractions that are noted on the [fieldofdreamsmoviesite.com](http://fieldofdreamsmoviesite.com) website. Outreach to the owners and managers could benefit businesses along the entire byway route. The site is considered one of the “15 Bucket List Destinations for Baseball Fans” as determined by TravelChannel.com and

one of the destinations recommended by Travelandleisure.com as “America’s Best Vacations for Sports Fans”. This site is byway traveler friendly for many reasons. It has an excellent website/on-line presence, extended and consistent hours, provides an opportunity for byway travelers to engage in free entertainment, offers souvenirs that visitors can purchase to remember their trip and promotes a positive image of the DCSB Corridor values and lifestyle.

**Backbone Bluegrass Festival:** Although the Delaware County Fair, Edgewood Rodeo Days, and other events in the DCSB Corridor incorporate live music and art, the Backbone Bluegrass Festival is uniquely focused on music. This multi-day event includes opportunities for participants to learn music, perform music, listen to music and participate in “jam sessions”. International artists participate in the event, some of them next to amateurs. Some of the most famous bluegrass musicians in the world have either attended or performed at this event, including the father of Bluegrass, Bill Monroe and international star Alison Krauss. This is a one of a kind, multi-day event in the DCSB Corridor that draws tens of thousands of visitors the last weekend each July. The organizers are interested in partnership with the DCSB Advisory Board. They could use assistance with marketing and development of social media. The DCSB Advisory Board help them and work with them to foster cross-promotion of the event and DCSB Corridor.

### 9.3 Challenges and Opportunities

Many DCSB partners recognize the value in private and public art and are working to develop and promote art. The DCSB Advisory Board applauds their efforts but they and their partners also recognize there are larger challenges and opportunities associated with both public and private art resources. Some of the specific challenges and opportunities that were brought up during planning are listed below.

#### Rural Nature of the DCSB Corridor

Public and private artists and art venues struggle due to the rural nature of the DCSB Corridor and its limited economic and social resources. There are fewer people with less economic resources and social capital to support public art or purchase private art. Therefore, the direct market for art is much smaller than it would be in a larger metropolitan area. Some of the challenges associated with the rural nature of the corridor can be overcome with high quality social media, which can reach and engage a broader audience, encourage travelers to visit and art enthusiasts to support and participate in art in the DCSB Corridor.

#### Economics of Public Art and Entertainment

The limited state and federal funding available for creation of new, and maintenance of existing, public art and entertainment is an issue that inhibits communities from developing new art venues and/or maintaining existing venues. Through projects such as the Byways of Iowa community art project, DCSB communities are becoming increasingly aware of the economic benefits of *place-based* public art and how art can draw and engage visitors. They also have a better understanding on the return on investment associated with public art and are more appreciative of art.

#### Limited Technical and Financial Assistance

There are few technical and financial resources available to help art businesses with business planning, market analysis, branding, marketing, or social media. Traditional business advisors rarely have an understanding of the art market or the niche markets artists rely on. As a result, these unique businesses struggle with sustainability and profitability for although the artist may be exceptional at creating art, usually have no or limited business and/or marketing training.

#### Cultural and Art Events

There are several opportunities for DCSB travelers to participate in experiential art and create art by engaging in event-based art venues such as live music and art events, and private and public art classes that include individual and/or group learning. Since travelers are looking for art and music experiences and interactions, these opportunities are well received. Coordinated planning and implementation of the events and opportunities that incorporate art will help both private and public partners maximize the limited resources that the local artists and public partners have, including their time, staff, and the creative art that the artist produce.

#### Limited Group Promotion/Coordination

The DCSB artists produce and sell a variety of art, including pottery, fiber creations, photography, crafts and other local art at community farmer markets and other public venues. DCSB Corridor artists also sell their creations directly to the consumer and sometimes through producer/art groups and seasonally from their own homes, studios, websites and through local partner businesses. The majority of these opportunities for visitors to experience or take home local goods are not organized or promoted collectively to byway visitors, even though travelers may be looking for them. Self guided tours, cooperative marketing and distribution, and artist studio tours, can draw visitors, create a culture of art and can benefit multiple artist. Artist studio tours have been well received in other Northeast Iowa counties and provide great examples of best practices and policies for collective art sales through a coordinated event. Some artists participating in studio events gross over \$100,000 in one weekend. A DCSB Corridor Artist Studio Tour, social media and/or a collaborative artist distribution shop, could be developed if the artists are willing to financially contribute to expenses that benefits all the artist members and are willing to serve on a board or collaborative group council that leads decision making and provides accountability. The DCSB Advisory Board and/or partners could help the group with start up and development of a formal structure/organization that is sustainable. Leaders from other artist studio tour collaborations in Northeast Iowa and Southeast Minnesota are fairly close and could be brought in to share the lessons learned they have learned and to make recommendations.

#### New Support for Public Art Sculptures and Murals

Development of public art in the DCSB Corridor has recently been expanding. This is particularly true in the largest DCSB Community, Manchester, where community leaders not only participated in the Byways of Iowa Foundation (BIF) community art initiative to develop public art in the downtown districts of Iowa’s byway communities, but also approved and developed additional art pieces. Delhi has and continues to invest in art. They have a large wooden bear sculpture and are installing a music-themed piece. They are also participating in the BIF project with development of a large-scale sculpture at the entrance of their city park. Dundee set the stage for veteran themed art with the adoption of a project to contract Bubba Sorenson to paint a Freedom Rock. This will be part of a larger effort as Sorenson will be painting Freedom Rocks in every county in Iowa. All the DCSB Corridor communities have expressed support for development of public art, including new murals and sculpture pieces that could enhance downtowns, trails and other venues. The DCSB Advisory Board could develop a DCSB Art Advisory Committee who would bring together members from each of the community art committees to coordinate and advance the work in several communities at the same time while ensuring that a theme or focus ties them all together and promotes a common brand and vision while keeping the art place-based.



### Increasing Interest in Experiential Art

The number and size of small businesses in the DCSB Corridor that cater to art enthusiasts that want to engage in experiential art is growing. Individual and group participation in the activities they provide is also growing. This aligns with national trends related to experiential learning as summarized by The National Conference Center., which notes that the six trends observed in experiential learning for 2017 included the following. 1) Barrier Free Learning, 2) Learning by Choice, which includes mixing classroom training with other activities, 3) Learning by Shared Experiences, 4) Learning by Silence, 5) Learning by Doing, and 6) Learning Through Application.

### Traveler Interests Vary

Art experiences are enjoyed by a subset of the byway traveling community and may even be enjoyed by a subset of a specific traveling party. This can prove to be a challenge when byway visitors cannot pre-plan art engagement or when wayfinding is sub-par. The artistically inclined traveler may not have the ability to overcome misinformation if their companion is not artistically inclined. However, when it is easy to find and participate in, art can be a catalyst and/or attraction that increases traveler interest and length of stay.

### Importance of Promotional & Marketing Strategies

Economic and tourism personnel are actively serving on the DCSB Advisory Board and understand the need for good visitor communication with regard to artistic qualities and venues. These entities have training and experience that can inform the DCSB Advisory Board. Individual cities and the county also have good websites and information about many of the events and festivals that occur in the DCSB Corridor. Unfortunately, individual artist in the DCSB Corridor don't necessary participate in all the opportunities available to them to expand their marketing either individually or collectively.

### Limited Business Hours and Capacity

Some of the locally owned and operated shops in the DCSB Corridor have limited weekday hours or weekends hours and others have limited inventory and variety. So, although they exist and have the potential to increase appeal and access, they are not yet high quality destinations for large numbers of travelers.

### Increasing Interest in Live Music and Theatre

There are several groups that are interested in encouraging collaboration and promotion of live music and theatre, including public and private venues and groups in Manchester, and other communities. These efforts can be expanded upon to maximize the unique cultural experience that live music provides for the visitor.

### Locally-Owned Businesses Partnerships

There are several locally-owned, private art businesses in the DCSB Corridor. These businesses have unique atmospheres and create unique, locally sourced products.

## 9.4 Goals, Actions, and Strategies

The DCSB cultural management actions, goals and strategies will help to develop and enhance Art & Cultural Intrinsic Resources while preserving them. They also acknowledge the challenges and build on the opportunities. Sometimes they can be successful as independent actions but other times they will be more successful when they are implemented in tandem with other efforts so the benefits can cumulative. Those proposed by the DCSB Advisory Board include the following.

### Develop Projects to Install & Promote DCSB Art

- Provide general support for artists, galleries, shops, and experiential opportunities in the byway corridor.
- Assist with creation and/or implementation of byway-related projects that create and market public and private art, art spaces, and artist or cultural collaborative efforts.
- Develop public art in DCSB communities in a way that builds community, brings economic benefits, improves the quality of life for locals, and draw visitors to each community.
- Develop themed art in multiple DCSB communities. The art could be carved bears in each community that are then promoted through a "bear hunt" or murals that depict a specific recreational opportunity in each community, like the whitewater rafting mural in Manchester and new murals related to fishing, rock climbing, canoeing, kayaking, hiking etc.
- Create a master list of art in the DCSB Corridor that includes subsets of types of art such as barn quilts or sculptures or murals. Use the master list to develop social media, print media and other promotional tools that can be used by economic development and tourism partners to engage and direct travelers.
- Develop itineraries that include the unique opportunities for visitors to participate in experiential art like fiber art, jewelry making, sign making, Cork and Canvas events and other opportunities that are available through businesses in the DCSB Corridor.
- Work with local art and cultural groups and other groups to develop and advance new projects and initiatives.

### Encourage Live, Local Music In the DCSB Corridor

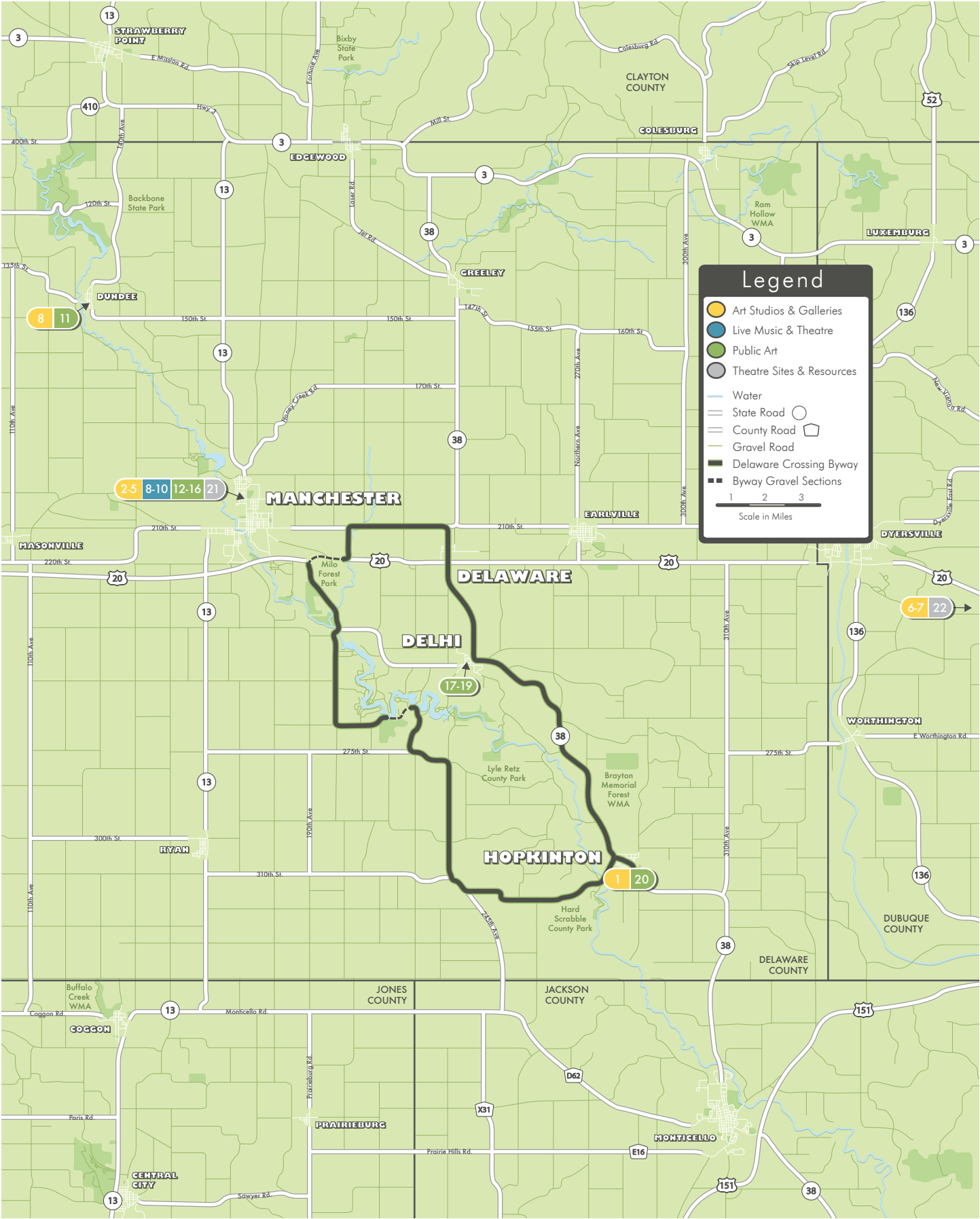
- Work with the Backbone Bluegrass Festival organizers to expand promotion and marketing for their event and develop partnerships with other DCSB Corridor businesses and venues to maximize the overall benefits for the DCSB Corridor communities and businesses.
- Seek partnerships and opportunities to advance and assist local musicians through projects such as developing a local musician database for businesses that might want to hire local musicians.
- Help DCSB Corridor musicians understand how to develop/submit projects to the Iowa Arts Council.
- Encourage existing and/or create new music events such as a traveling music festival weekend that provides live music at different points and venues along the DCSB.



Paint Supplies Chicken Creek Studio



Map #	Art Resource	Community
Art Studios & Galleries		
1	Tipperary Fiber N Art Studio	Hopkinton
2	Carol O. Studio	Dyersville
3	Chicken Creek Studio	Manchester
4	Laurel Arts Design Studio	Manchester
5	Kevin McCusker Photography	Manchester
6	Big River Art Glass Studio	Dyersville
7	Snowy River Gallery	Dundee
Live Music & Theatre		
8	Delaware County Fair	Manchester
9	Franklin Street Brewing Company	Manchester
10	Tirrill Park	Manchester
Public Art		
11	Dundee Freedom Rock (future)	Dundee
12	Three Elements Sculptures (coming soon)	Manchester
13	Central Park Bear	Manchester
14	Whitewater Mural	Manchester
15	Garden Kaleidoscope Interactive Living Sculpture	Manchester
16	Downtown Mural	Manchester
17	Jump In Sculpture (coming soon)	Delhi
18	Kodiak Bear Wood Carving	Delhi
19	Freenotes Harmony Park	Delhi
20	Wolfey's Hoptown Mural	Hopkinton
Theatre Sites & Resources		
21	Castle Theater	Manchester
22	Field of Dreams Movie Site	Dyersville







## SECTIONS TEN-ELEVEN

### ROAD MANAGEMENT GUIDELINES & CONSIDERATIONS

The condition and safety of the roadway and its visual corridor are crucial to the preservation and development of the byway. The following sections detail existing roadway conditions, including average daily traffic, safety concerns, and the presence of outdoor advertising such as billboards. Included in these sections are challenges, opportunities and proposed strategies.





# SECTION TEN

## Transportation and Safety

### 10.1 Introduction

Transportation and safety are essential components to the success of the byway and have been identified as a top priority by the DCSB Advisory Board. Although the transportation network is the lifeline of any byway, the DCSB, like all of Iowa's byways, is owned by multiple entities including 4 communities, Delaware County, and the State of Iowa. This shared ownership of a transportation resource makes understanding and managing the existing conditions of a byway more complicated than it is for byways in other states that are contained within a single state or national park, or any other situation that results in single ownership and management of the byway. Fortunately, the entities responsible for care and maintenance of the DCSB have opportunities to partner and work together. There are also established systems that help these jurisdictions manage resources on a regional level.

This section provides information about transportation and safety as they relate to the specific jurisdictions. It also includes a review of data on existing conditions, accidents, and other relevant information that is then summarized as it relates to the DCSB, as well as how the DCSB data compares to the counties and State of Iowa. All the data for this section was obtained from the Iowa DOT. ICE data from 2015 was collected and all crash data was used from 2004 through 2013. This section also identifies challenges and opportunities as well as strategies for how to improve the transportation infrastructure, safety, facilitate communications between jurisdictions, and develop and implement multi-jurisdictional projects.

### 10.2 Existing Conditions

The Delaware Crossing Scenic Byway is 44-miles in length, traveling near and through four incorporated cities and Delaware county. Although four communities have jurisdiction over 2.9 miles of the DCSB route, the other communities and villages do not manage any portion of the DCSB, either because the byway follows state roadways through their communities, the designated route of the byway actually skirts the town rather than being routed through it, or the community is not incorporated and has no capacity to manage a roadway.

Other existing conditions that impact the byway travelers' safety and use of the DCSB include the following:

- The Delaware County Secondary Roads Department currently has four projects in its 5-year plan that would affect the DCSB route through all Delaware County
  - Paving on County Rd X31 from D47 north 4.9 miles to Lake Delhi Dam in fiscal year 2020
  - Paving on County Rd D22 from Manchester to Earlville in fiscal year 2021
  - Paving on County Rd D5X from Jefferson Road east 4.1 miles to Delhi in fiscal year 2021
  - Paving on Penn Center Road and 267th Street in fiscal year 2022

- 3 projects have been planned that will directly impact the DCSB in the Iowa DOT's 5-year Plan.
  - Bridge Deck Overlay on Route 20 on Hatchery Road and Spring Branch Creek 2.8 miles West of IA 38, scheduled for year 2018 with an estimated cost of \$1,111,000
  - Bridge Deck Overlay on Route 38 over Allison Creek 0.3 miles South of County Road X35, scheduled for year 2021 with an estimated cost of \$450,000
  - Bridge Deck Overlay on Route 20 on County Road X15/18th Ave 1.2 miles East of IA 13, scheduled for year 2021 with an estimated cost of \$470,000
- Average speeds along the DCSB are 20 miles per hour in communities and 55 miles per hour outside city limits on county and state roads.
- 1.2 miles, or 3.3% of the DCSB designated route is gravel surface.
- An average of 85% of the fatalities each year in Iowa are in rural Iowa
- Motorcycles are 1/6th of the total crash fatalities
- 90% of motorcycle fatalities the rider wasn't wearing a helmet (Iowa is one of three states that does not have a helmet law)

### ONE: Road Conditions

#### 1) Infrastructure Condition Evaluation (ICE)

The Infrastructure Condition Evaluation (ICE) is based on the result of merging seven individual criteria using a linear overlay process that includes Iowa DOT's in-house Geographic Informational Management System (GIMS) and Pavement Management Informational Systems (PMIS). Data is currently being displayed from analysis performed in 2014 and 2015. The ICE tool relies heavily on the use of Linear Referencing System (LRS) which is spatial referencing component that utilizes reference posts to calculate the segmentation found in ICE. Utilizing the ICE tool, the DCSB Advisory Board secured information regarding 1) Pavement Conditions, 2) SIA Sufficiency Ratings, 3) International Roughness Index and 4) Annual Average Daily Traffic as it relates to the road segments that comprise the byway. This information is valuable to the DCSB Advisory Board in highlighting the relative condition of road segments to one another. An assessment of each are as follows:

#### 2) Pavement Condition Index (PCI)

The Pavement Condition Index (PCI) is a numerical index, initially developed by the United States Army Corps of Engineers, which is used to indicate the condition of pavement. The index is based on a field survey of the pavement and is expressed as a value between 0 and 100, with 100 representing excellent condition. Generally, the surveying process involves breaking the pavement section into sample units; determining how many units are to be tested; recording type, extent, and severity of pavement distress; calculating a value for these distresses; and then subtracting that value from a base value to derive the PCI value. It has been illustrated that the appearance of a pavement is not always an indicator of its underlying



condition, which is also considered in PCI. Many different variables factor into the Iowa DOT’s calculation of PCI on road segments, including age, percent of life used, high/moderate/low severity longitudinal cracking, IRI, aggregate class durability, pavement thickness, friction value, moderate severity patching, total asphalt depth, relative structural ratio, and base thickness. Ultimately, the condition index is a reasonable indicator of the pavement condition of a network. The source of PCI data at the Iowa DOT is PMIS. This information is valuable component of the ICE as it depicts road segments along the byway that have poor or good PCI. With this information, the DCSB Advisory Board will be able to identify and prioritize road segments of the DCSB that need to be improved.

3) SIA Sufficiency Rating

The SIA Sufficiency Rating is a method of evaluating roadway bridge structures by calculating four separate factors to obtain a numeric value that is indicative of a structure sufficiency to remain in service. These factors include structural adequacy and safety, serviceability and functional obsolescence, and essentially for public use of the structure. From there, various reductions are then factored into the rating. The full structure inventory contains dozens of data fields, which are used to meet several Federal reporting requirements set forth in the National Bridge Inspection Standards. The information is collected through on-site inspections conducted at regular intervals, not to exceed 24 months. The source of structure sufficiency rating data at the Iowa DOT is GIMS. This information is extremely valuable to the DCSB Advisory Board due the high priority the DCSB has for safety along the byway. This information may be utilized by the DCSB Advisory Board to identify and prioritize road segments along the DCSB for improvement.

4) International Roughness Index (IRI)

The International Roughness Index (IRI) is a numerical roughness index that is commonly used to evaluate and manage road systems. It is calculated using measured longitudinal road profile data to determine units of slope of a roadway segment. The profile data can be obtained using anything from traditional surveying equipment to more modern inertial profiling systems. There is no defined upper limit to IRI. In Iowa, IRI is primarily measured using what is known as a profile meter. This tool utilizes a laser in a combination with an odometer and an inertial unit, which establishes a reference plane against which the laser can measure distance. Profile meters are able to collect data at highway speed, typically sampling the surface at intervals of one to six inches. The data collected by the profile meter is used to calculate the IRI, expressed as inches/mile or meters/kilometer. The source of IRI data at the Iowa DOT is the Iowa Pavement Management Information System (PMIS).

This information is prized by the DCSB Advisory Board not only for safety along the byway, but also for providing an enjoyable experience to the DCSB travelers. Creating an

enjoyable experience for byway travelers is a priority for the DCSB Advisory Board and can have an enormous impact on influencing the byway visitors. This information will be utilized by the DCSB Advisory Board to identify and prioritize road segments along the DCSB for improvement. According to AAA, nearly seventy percent of drivers are concerned about road condition and motorcyclists, which make up a large segment of DCSB summer byway travelers, are particularly concerned about the road condition.

5) Annual Average Daily Traffic - (Cars, Trucks & Vans AADT, Single Unit Trucks AADT, Combination Truck AADT)

The Annual Average Daily Traffic (AADT) is a general unit of measurement for traffic, which represents the annual average daily traffic that travels a roadway segment. Vehicular traffic counts can be collected on a short-term duration using portable counting devices or on a long-term duration using permanent counting devices. Short duration counts ensure geographic diversity and coverage while continuous counts help understand time-of-day, day-of-week, and seasonal patterns. Continuous counts are also used to accurately adjust short duration counts into accurate annual estimates of conditions.

TWO: Paved Shoulders

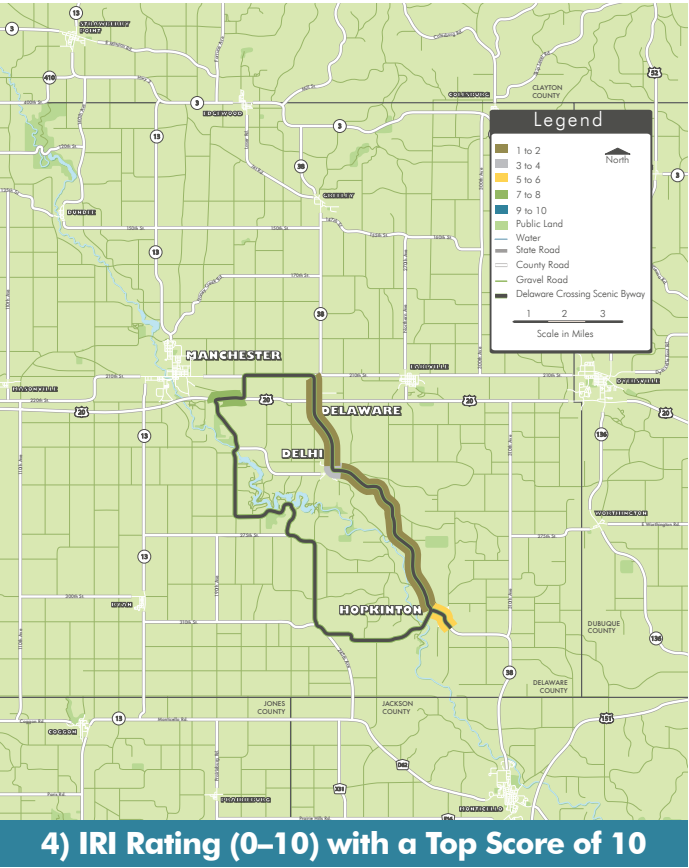
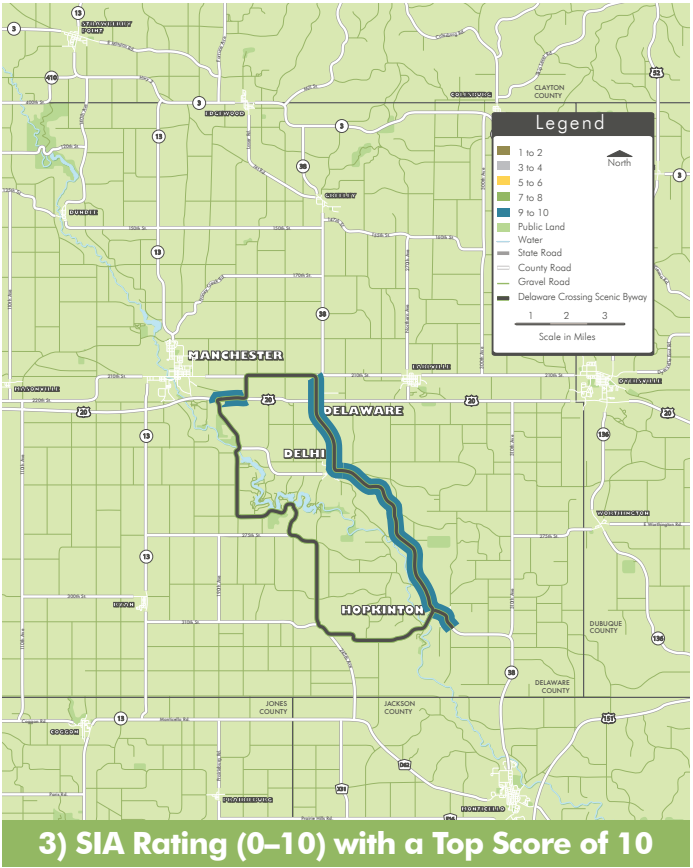
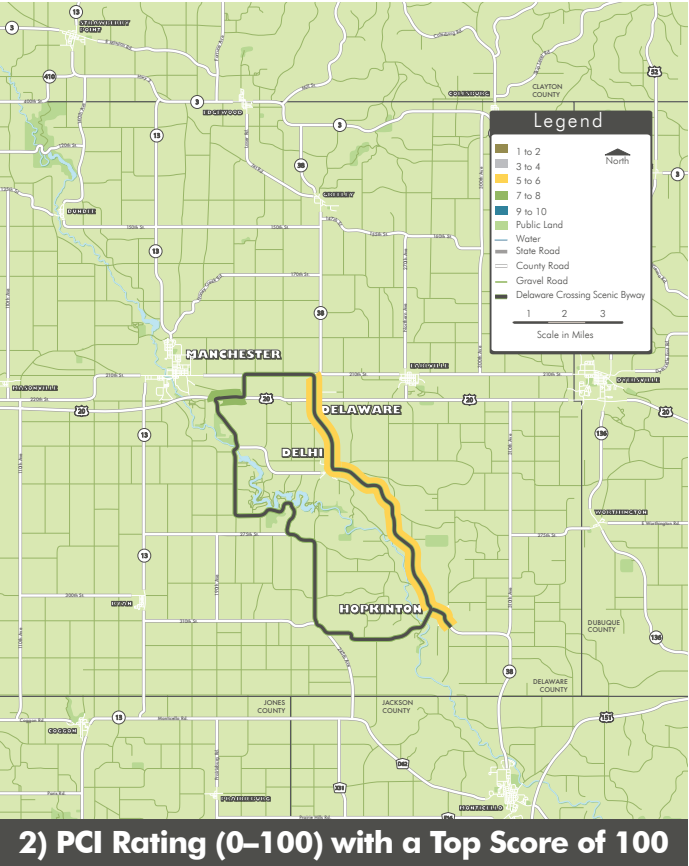
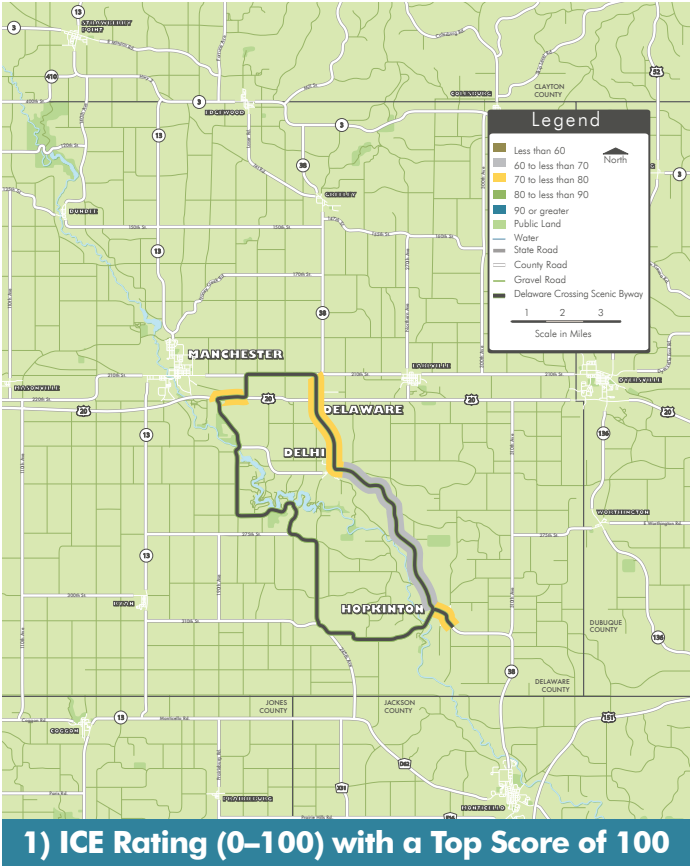
A Paved Shoulder is the portion of the roadway contiguous with the traveled way that accommodates stopped vehicles. Shoulders paved, are often used by bicyclists and may contain rumble strips. The DCSB has a total of 0 miles of paved shoulders and 0.6 mile side bike path in Hopkinton.

THREE: Uncontrolled Intersections

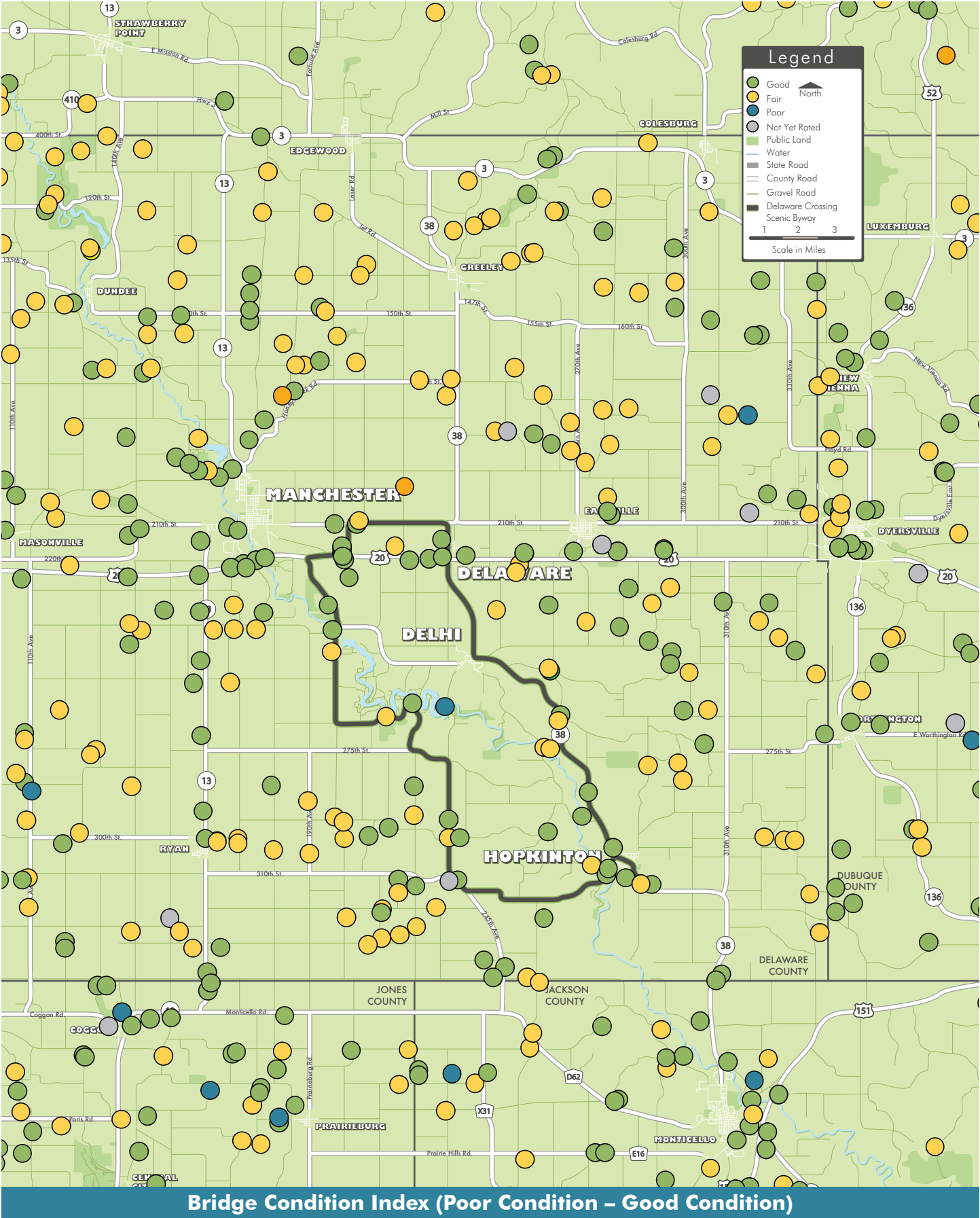
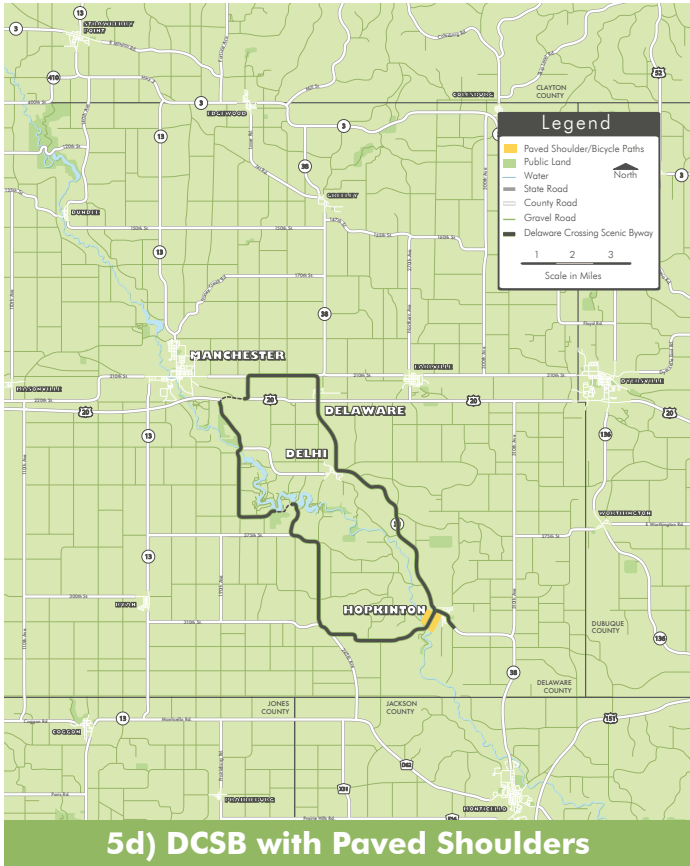
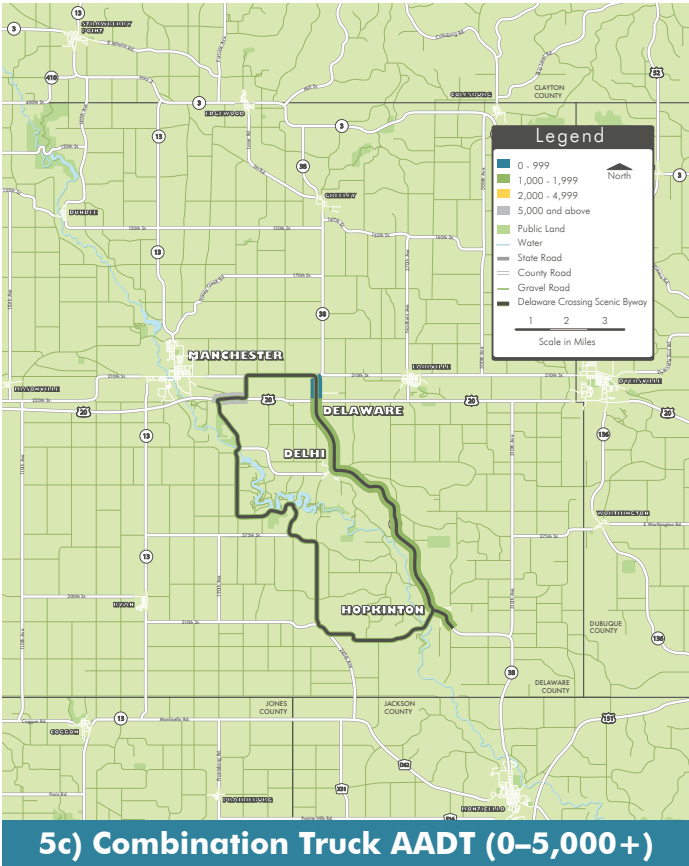
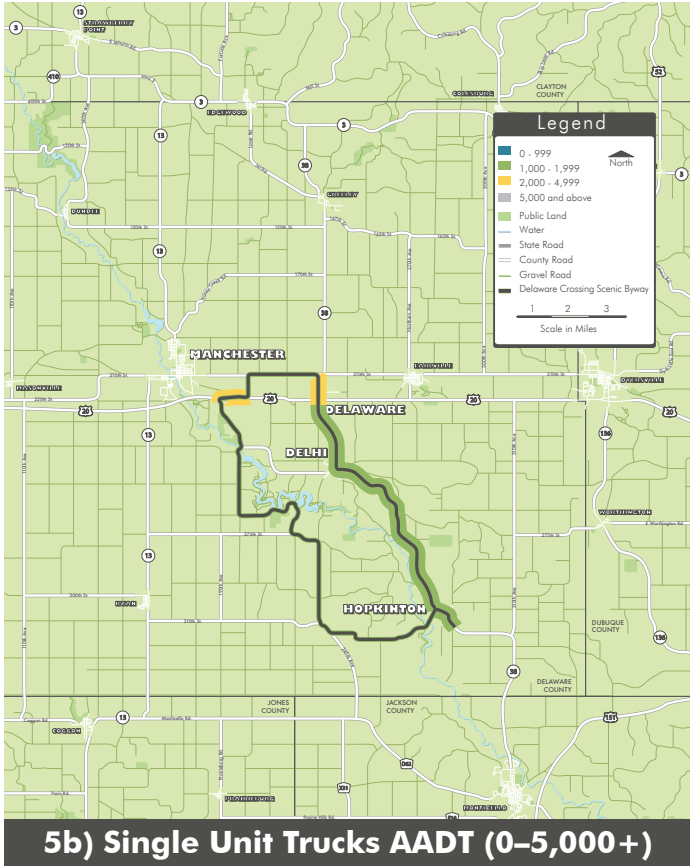
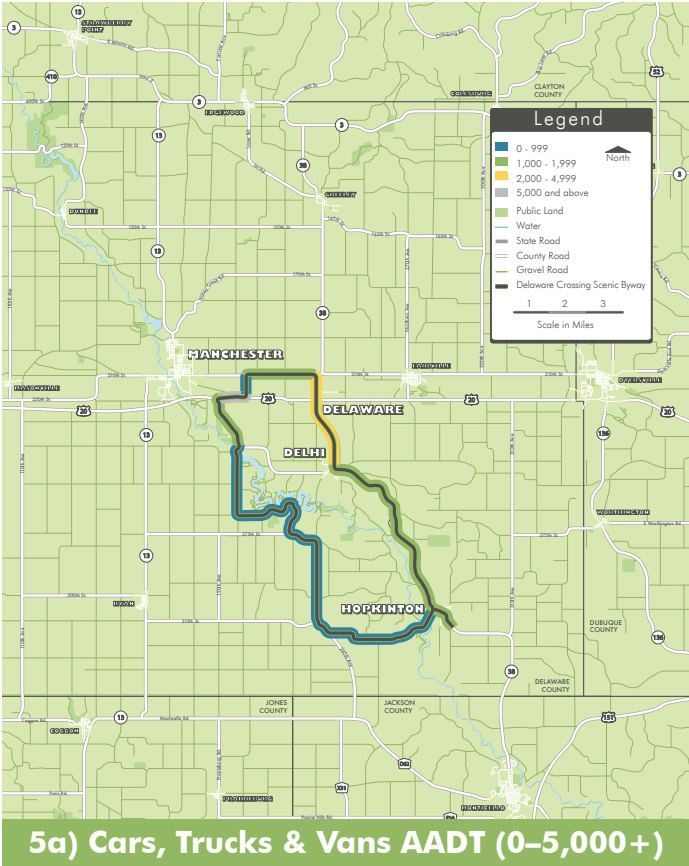
An uncontrolled intersection is usually found in residential areas of a city or town, or on rural gravel roads. It will have no sign or signal lights to control the traffic. The DCSB contains 1 uncontrolled intersections throughout the entirety of the byway.

FOUR: Bridge Condition Index

The bridge condition index reflects the overall condition of the bridge, taking into account things such as: structural condition, load carrying capacity, horizontal and vertical clearances, width, traffic levels, type of roadway its serves, and the length of out-of-distance travel if the bridge were closed. A bridge in good condition is adequate for today’s traffic and vehicle loads. A bridge with a poor condition index is not unsafe, but should be considered for repair, replacement, posting or weight limits, or monitoring on a more frequent basis. The DCSB contains 20 bridges that are directly on the DCSB with 0 in poor condition, 4 in fair condition, and 16 in good condition. The DCSB communities contain an extra 7 bridges with 0 being in poor condition, 0 in fair condition, 7 in good condition. A bridge in poor condition is located in the DCSB corridor is located at Lake Delhi. The dam has reopened and will no longer act as a bridge over the Maquoketa River.









10.3 Assessment of Safety Concerns

Iowa DOT’s Statewide Traffic Records Coordinating Committee (STRCC) was developed to act as a traffic record clearinghouse by including information about all six components of Iowa’s traffic data system in order to serve as a gateway for traffic data users. The website, which can be found at [www.iowadot.gov/tsda](http://www.iowadot.gov/tsda), is a tool to provide data to foster awareness and understanding of the state’s data system, as well as to promote the expansion and enhancement of traffic safety data and stakeholders. The website is designed to introduce users to the traffic records and reports available in Iowa, the organization and partnerships of Iowa governmental agencies regarding traffic records, and the STRCC. The website also provides users with contact information for data managers who can assist in providing additional information. To assess the existing conditions regarding safety along the byway, the DCSB Advisory Board utilized this software to identify and inventory the varying safety hazards along the byway. It is the DCSB Advisory Board’s hope that this information will be utilized to improve problem areas and/or locations to prevent or minimize safety concerns in the foreseeable future.

In Iowa, any incident in which causes death, personal injury, or total property damage of \$1,500 or more must be reported on an Iowa Accident Report form. Analyzing Iowa Accident Report forms that were compiled and collected between 2004-2013 shows that Iowa had 923,243 crashes reported, with 486 having occurred along the DCSB’s designated route. The DCSB accounted for 0.053% of the reported crashes in Iowa, with an average of 48.6 crashes per year. In comparison, when the analysis of data is expanded to include Delaware County, there was a reported 5,641 crashes, which represents .053% of the reported crashes in Iowa from 2004-2013. On a regional level, 8.6% of crashes reported in Delaware County occurred along the DCSB’s designated route.

This section of the CMP looks to examine these incidents and provide an inventory of the types of Accident Report Forms that have been filed along the DCSB. An assessment of data regarding 1) general crashes, 2) environment related accidents, 3) roadway related accidents and 4) vehicle related accidents are provided. It should be noted that all definitions and information utilized in cartography have been obtained from the Iowa Department of Transportation’s Office of Traffic Operations. The DCSB Advisory Board’s assessments of crash analysis data is as follows:

ONE: General Crash Data

1) Impairment (drug/alcohol) Crashes

Impairment, or drug and/or alcohol related crashes were selected by identifying rural crashes involving any driver with a positive drug test, a nonzero blood alcohol content (BAC) result, a driver condition indicating officer judgment that the driver was under the influence of alcohol, drugs or medications, or a test refusal (whether drug or alcohol). When analyzing this type of incident along the DCSB, there were a total of 19 impairment related crashes, which represented 13.2% of the 144 crashes

in Delaware County. The 19 impairment related crashes along the DCSB equaled .067% of the total crashes that occurred statewide (28,226 crashes). This equates to roughly 1.9 impairment crashes along the DCSB per year from 2004-2013.

2) Inattentive/distracted-Related Crashes

Inattentive or distracted crashes were selected by identifying rural crashes that involved a driver who contributed a circumstance that indicated inattentive or distracted behavior (i.e., inattentive/distracted by passenger, use of phone or other device, fallen object, of fatigued/asleep). When analyzing this type of incident along the DCSB, there were a total of 2 inattentive or distracted-related crashes, in which represented 3% of the 67 impairment related crashes in Delaware County. The 2 impairment related crashes along the DCSB equaled .013% of the total impairment related crashes that occurred statewide (15,943 crashes). This equates to roughly 0.2 inattentive or distracted-related crashes along the DCSB per year from 2004-2013.

3) Old Driver-Related Crashes

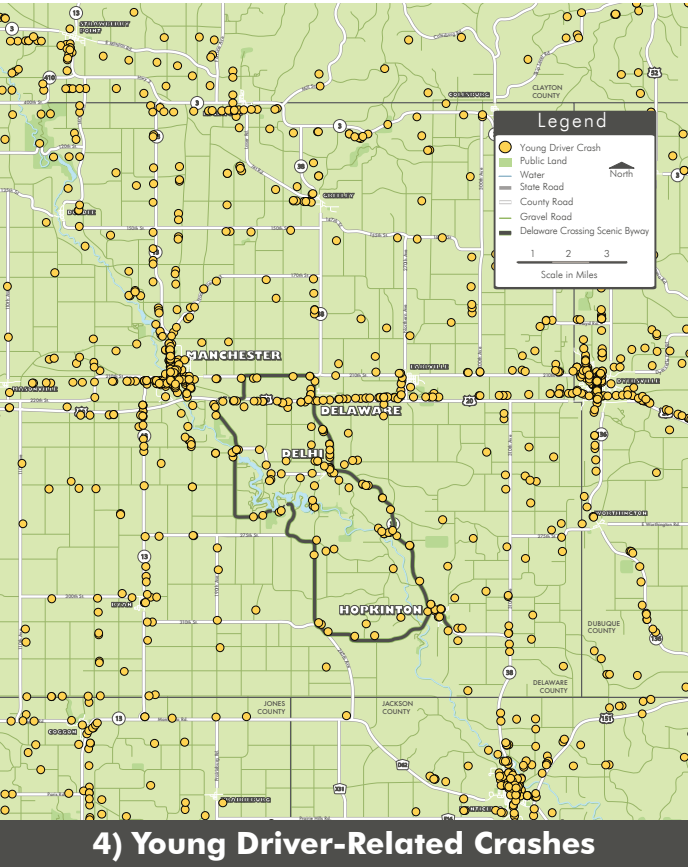
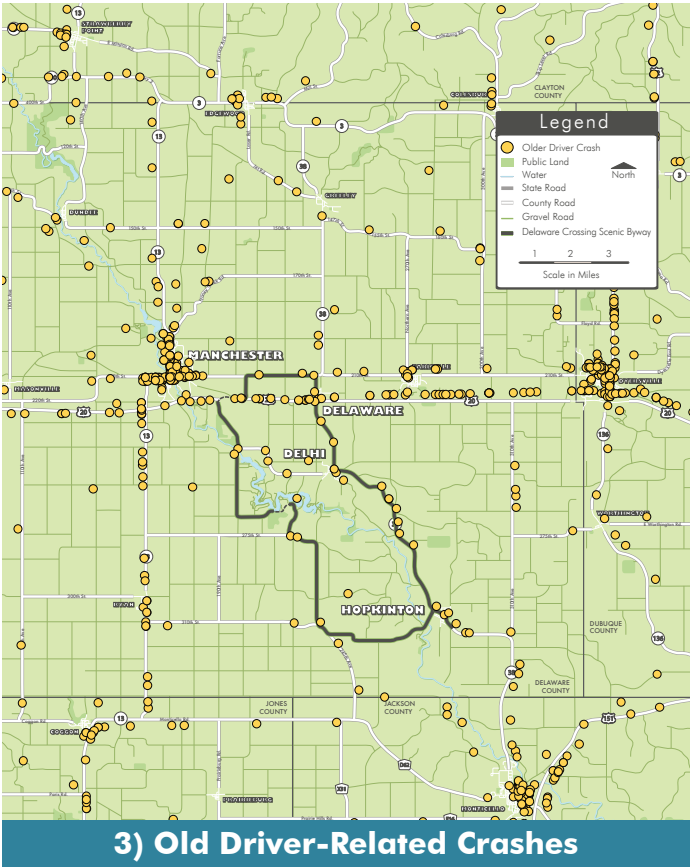
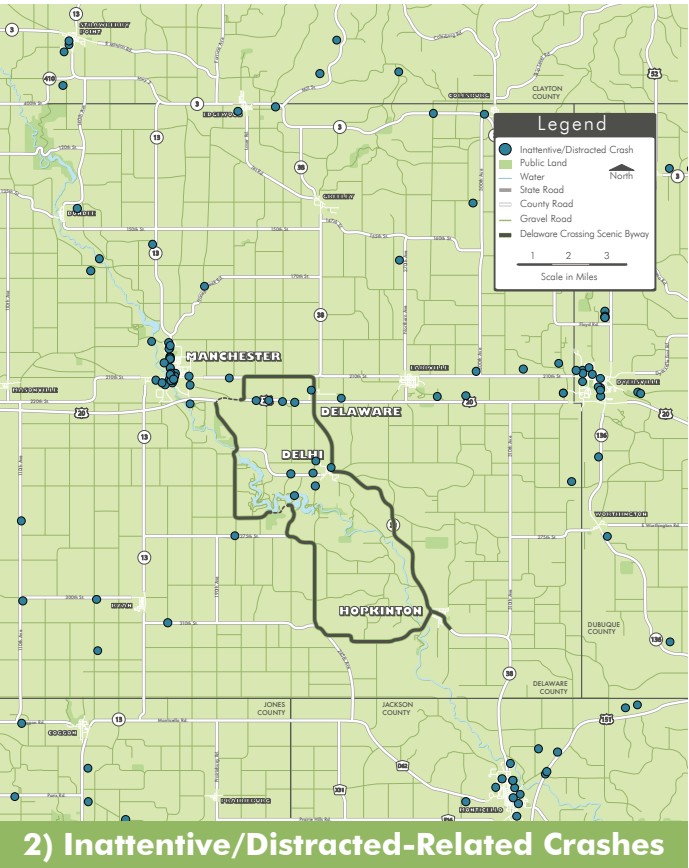
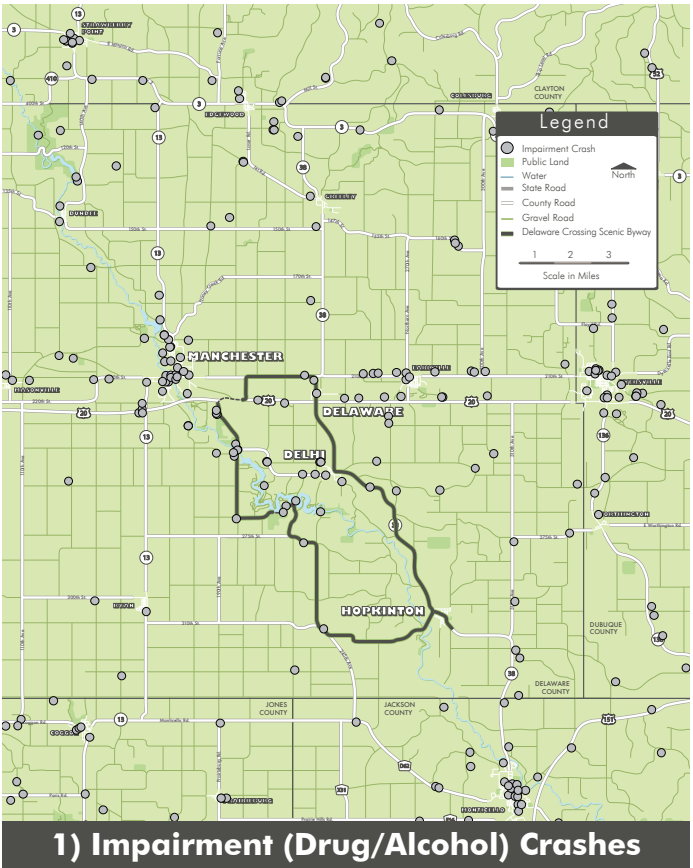
Old driver-related crashes were selected by identifying rural crashes involving a driver at or older than age 65. Selection of these crashes only indicates involvement and not causal factors. When analyzing this type of incident along the DCSB, there were a total of 25 older driver-related crashes, in which represented 6.3% of the 395 crashes in Delaware County. The 25 older driver-related crashes along the DCSB equaled 0.031% of the total older driver-related crashes that occurred statewide (81,309 crashes). This equates to roughly 2.5 old driver-related crashes along the DCSB per year from 2004-2013.

4) Young Driver-Related Crashes

Young driver-related crashes were selected by identifying rural crashes involving a driver between the ages of 14 and 20 (inclusive). Selection of these crashes only indicates involvement and not causal factors on the part of the young driver. When analyzing this type of incident along the DCSB, there were a total of 65 young driver-related crashes, in which represented 6.3% of the 395 young driver-related crashes in Delaware County. The 65 young driver-related crashes along the DCSB equaled .031% of the total young driver-related crashes that occurred statewide (145,219 crashes). This equates to roughly 6.5 young driver-related crashes along the DCSB per year from 2004-2013.

5) Unbelted Injured Person-Related Crashes

Unbelted passenger-related crashes were selected by identifying rural crashes and further limiting crashes to those involving an unbelted occupant of a vehicle and injuries to those persons who were unbelted. When analyzing this type of incident along the DCSB, there was 1 unbelted passenger-related crashes, in which represented 0.8% of the 133 unbelted passenger-related crashes in Delaware County. The 1 unbelted passenger-related crashes along the DCSB equaled .005% of the total unbelted passenger-related crashes that occurred statewide (20,479 crashes). This equates to roughly 0.1 unbelted passenger-related crashes along the DCSB per year from 2004-2013.





6) Speed-Related Crashes

Speed-related crashes were selected by identifying rural crashes involving a driver contributing circumstance indicating speed-related behavior (i.e., exceeded authorized speed; driving too fast for conditions; lost control; followed too close; or operating vehicle in an erratic, reckless, careless, negligent or aggressive manner). Maps and reports are subsequent to this selection. When analyzing this type of incident along the DCSB, there were a total of 89 speed-related crashes, in which represented 8.9% of the 1,000 speed-related crashes in Delaware County. The 89 speed-related crashes along the DCSB equaled .047% of the total speed-related crashes that occurred statewide (187,957 crashes). This equates to roughly 8.9speed-related crashes along the DCSB per year from 2004-2013.

TWO: Environmental Crash Data

7) Weather-Related Crashes

Icy, snowy, or slushy surface condition-related crashes were selected by identifying rural crashes involving an icy, snowy or slushy surface condition. When analyzing this type of incident along the DCSB, there were a total of 24 weather condition-related crashes, in which represented 6.9% of the 346 crashes in Delaware County. The 24 weather condition-related crashes along the DCSB equaled .466% of the total weather condition-related crashes that occurred statewide (51,155 crashes). This equates to 2.4 weather condition-related crashes along the DCSB per year from 2004-2013.

8) Wild Animal-Related Crashes

Animal-vehicle crashes were selected by identifying rural crashes and then by querying animal from major cause, where major cause is a derived field in which animal is determined as the major cause if a collision with an animal is indicated in any of the Sequence of Events (up to four per vehicle) entries. When analyzing this type of incident along the DCSB, there were a total of 113 animal-vehicle crashes, in which represented 11.9% of the 946 crashes in Delaware County. The 113 animal-vehicle crashes along the DCSB equaled .158% of the total crashes that occurred statewide (71,696 crashes). This equates to roughly 11.3 animal-vehicle crashes along the DCSB per year from 2004-2013.

THREE: Roadway Crash Data

9) Intersection-Related crashes

Intersection-related crashes were selected by identifying rural crashes and querying for the intersection options under the type of roadway junction/feature portion of the crash report form. When analyzing this type of incident along the DCSB, there were a total of 41 intersection-related crashes, in which represented 6.2% of the 659 intersection-related crashes in Delaware County. The 41 intersection-related crashes along the DCSB equaled .021% of the total intersection-related crashes that occurred statewide (199,443 crashes). This equates to roughly 4.1 intersection-related crashes along the DCSB per year from 2004-2013.

FOUR: Vehicle Related Accidents

10) Heavy Truck-Related Crashes

Heavy truck-related crashes were selected by identifying rural crashes and limiting those crashes to those involving heavy trucks (truck/trailer, truck tractor (bobtail), tractor/semi-trailer, tractor/doubles, tractor/triples). Selection of these crashes only indicates involvement and not causal factors on the part of the trucker. When analyzing this type of incident along the DCSB, there were a total of 3 heavy truck-related crashes, in which represented 2.8% of the 106 heavy truck-related crashes in Delaware County. The 3 heavy truck-related crashes along the DCSB equaled .012% of the total heavy truck-related crashes that occurred statewide (24,859 crashes). This equates to roughly 0.3 heavy truck-related crashes along the DCSB per year from 2004-2013.

11) Motorcycle-Related Crashes

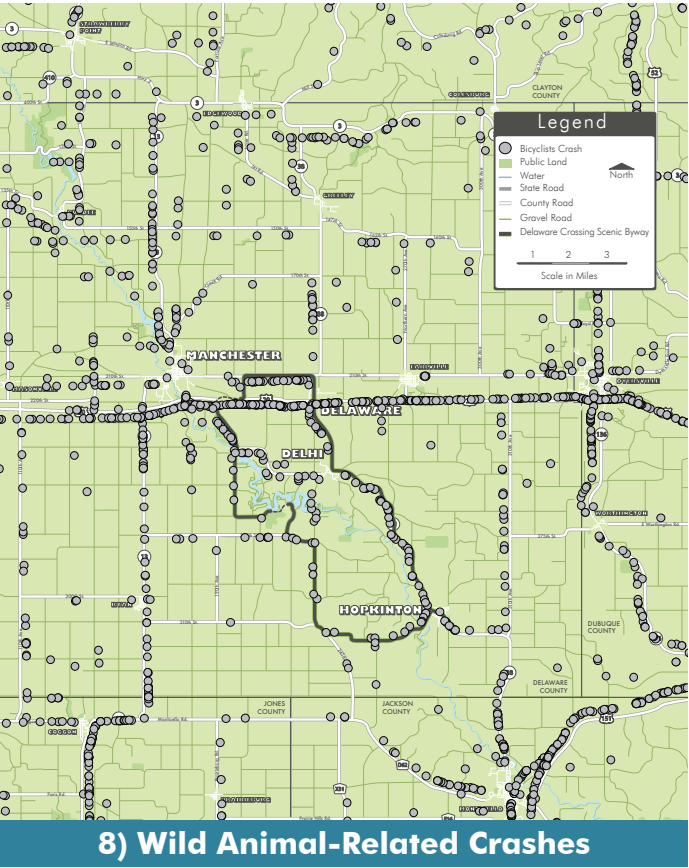
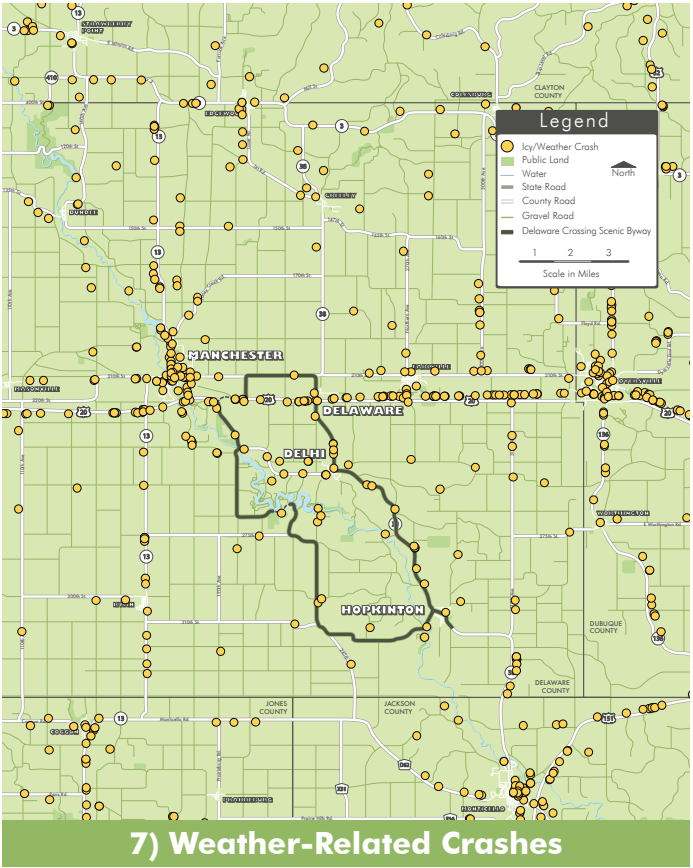
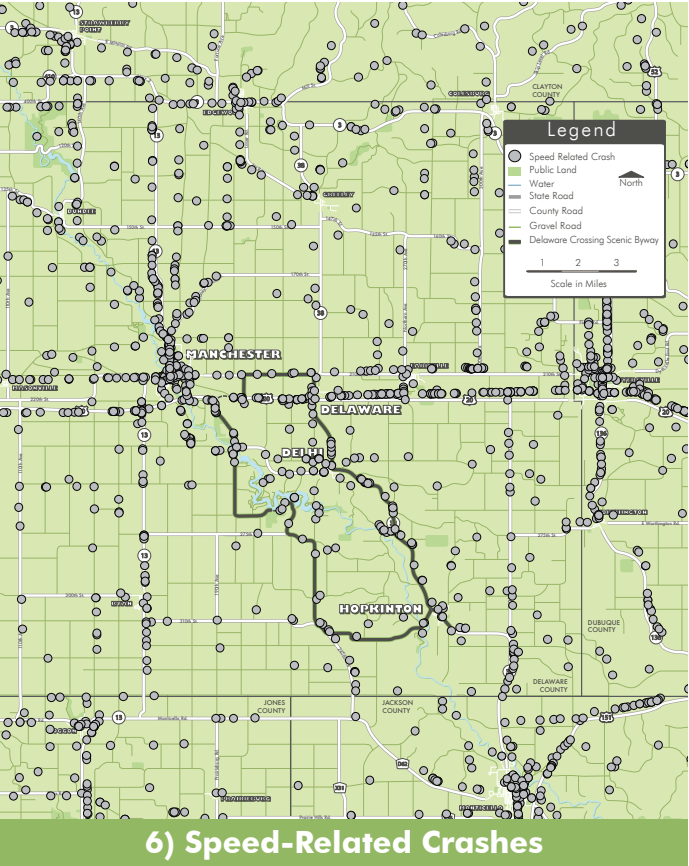
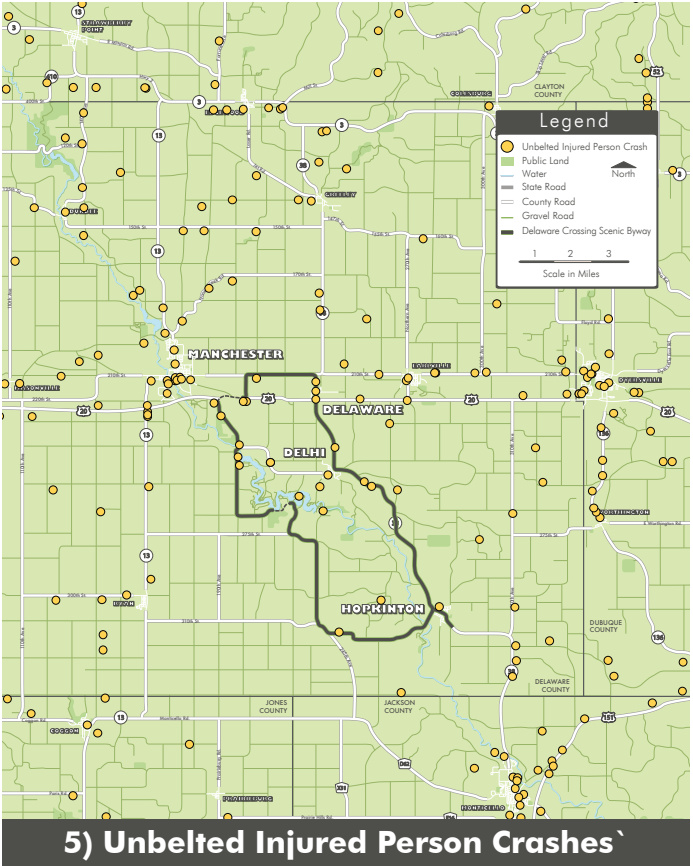
Motorcycle-related crashes were selected by identifying rural crashes and limiting those crashes to those involving motorcycles. Selection of these crashes only indicates involvement and not causal factors on the part of the motorcyclist. When analyzing this type of incident along the DCSB, there were a total of 3 motorcycle-related crashes, in which represented 5.4% of the 56 motorcycle-related crashes in Delaware County. The 3 motorcycle-related crashes along the DCSB equaled .03% of the total motorcycle-related crashes that occurred statewide (10,099 crashes). This equates to roughly 0.3 motorcycle-related crashes along the DCSB per year from 2004-2013.

12) Bicycle-Related Crashes

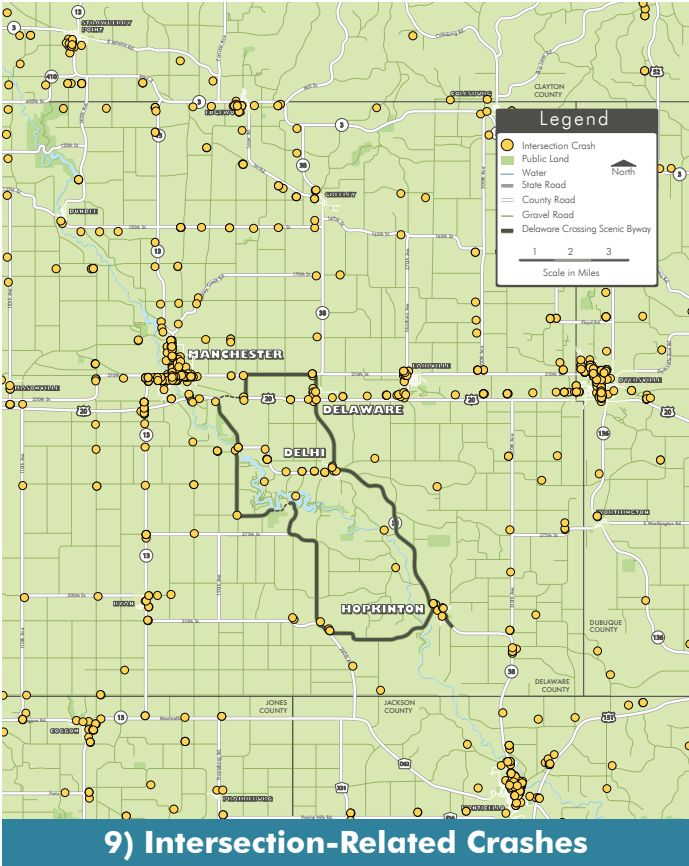
A bicycle is a two-wheeled, non-motorized cycle or a vehicle that has four wheels but is propelled by pedal power and is not defined as a vehicle but has all of the rights and duties of a vehicle. When analyzing this type of incident along the DCSB, there were a total of 1 bicycle-related crashes, in which represented 7.1% of the 14 bicycle-related crashes in Delaware County. The 1 bicycle-related crashes along the DCSB equaled .024% of the total bicycle-related crashes that occurred statewide (4,181 crashes). This equates to under 0.1 bicycle-related crash along the DCSB per year from 2004-2013.

13) Fatal and Major Injury-Related Crashes

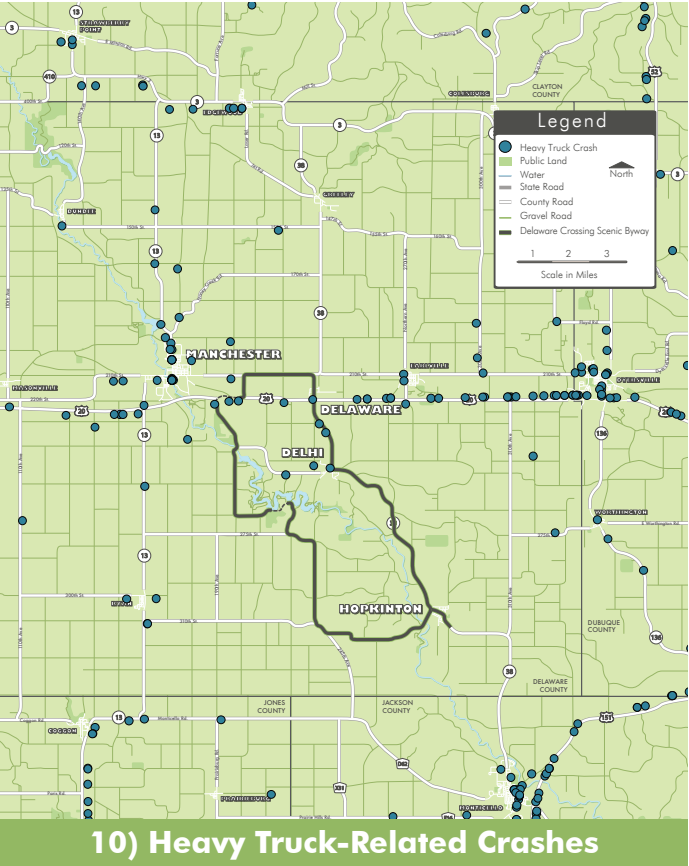
A fatality is any injury that results in death within 30 days after the motor vehicle cars in which the injury occurred. A major injury is an injury which prevents the injured person from walking, driving, or normally continuing the activities the person was capable of before the injury occurred. When analyzing this type of incident along the DCSB, there were a total of 9 major fatal-related crashes, in which represented 10.7% of the 84 major fatal-related crashes in Delaware County. The 9 major fatal-related crashes along the DCSB equaled .055% of the total crashes that occurred statewide (16,476 crashes). This equates to roughly 0.9 major fatal-related crashes along the DCSB per year from 2004-2013.



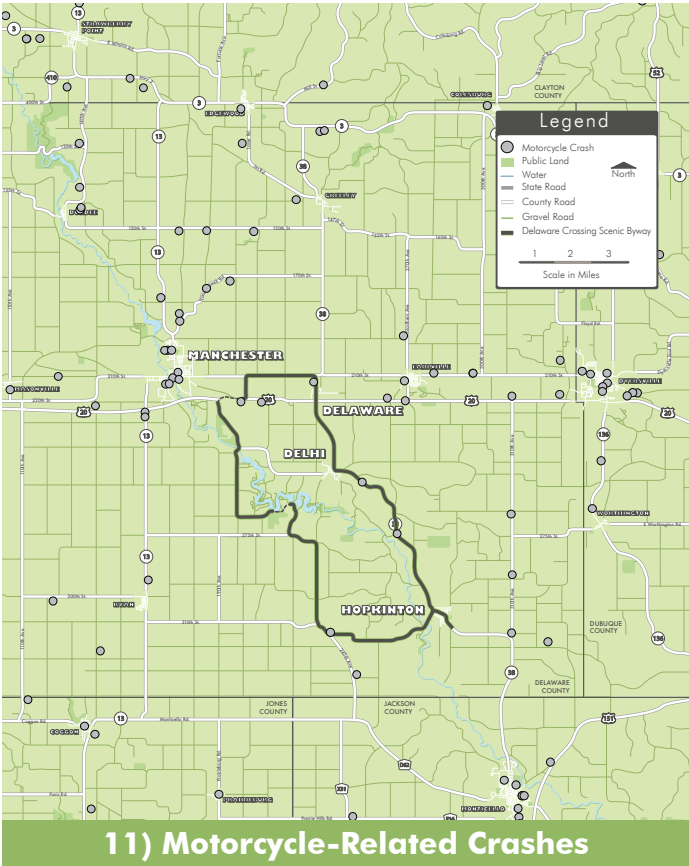




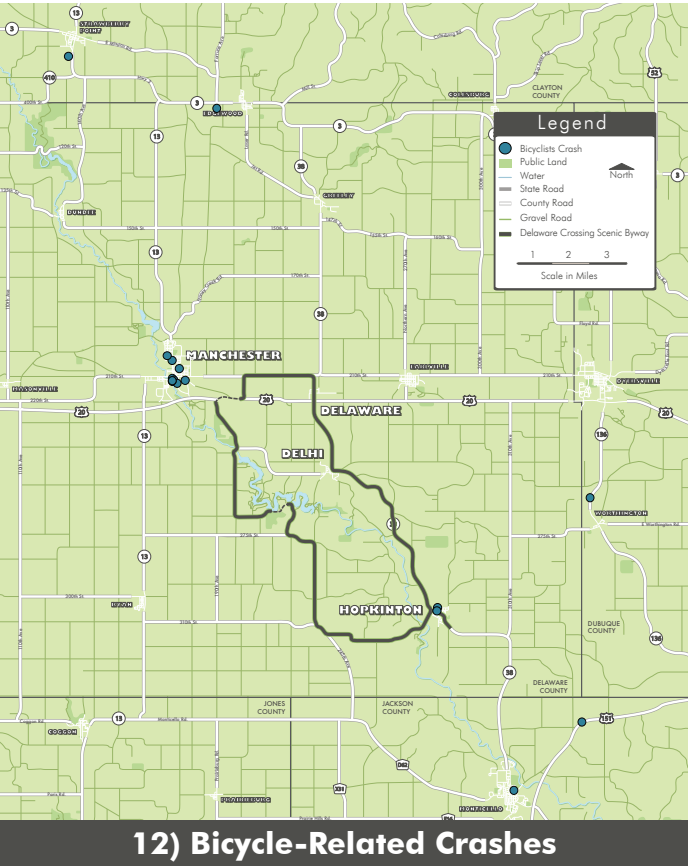
9) Intersection-Related Crashes



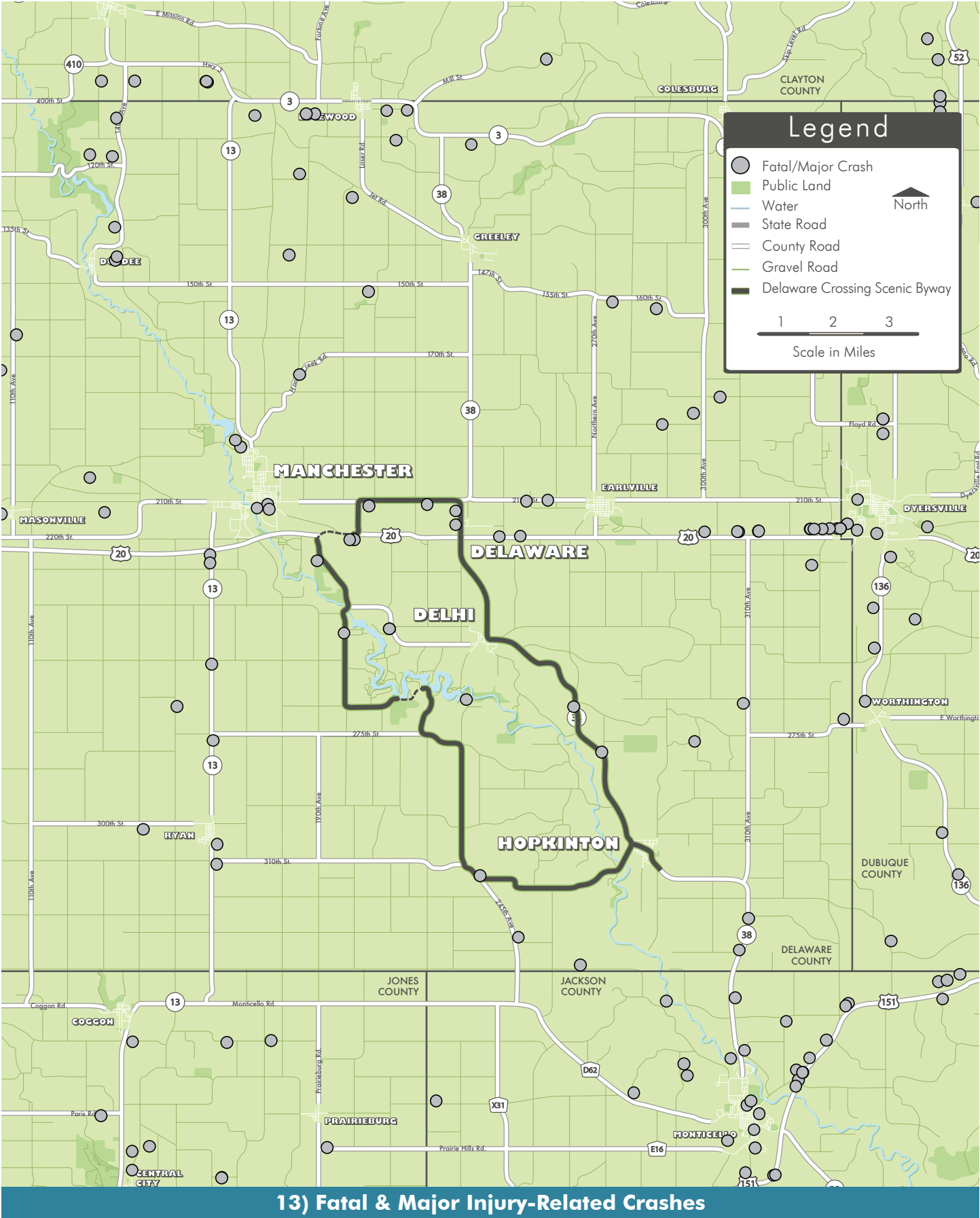
10) Heavy Truck-Related Crashes



11) Motorcycle-Related Crashes



12) Bicycle-Related Crashes



13) Fatal & Major Injury-Related Crashes



14) Single-Vehicle Run Off Road-Related Crashes

Single-vehicle run-off-road (SVROR) crashes were selected by identifying rural crashes and then by limiting to single-vehicle crashes and then further querying for any sequence of event (up to four per vehicle) equal to ran off road, right; ran off road, straight; or ran of road, left. When analyzing this type of incident along the DCSB, there were a total of 79 single vehicle-related crashes, in which represented 10.7% of the 807 single vehicle-related crashes in Delaware County. The 79 single vehicle-related crashes along the DCSB equaled .055% of the total single vehicle-related crashes that occurred statewide (82,600 crashes). This equates to roughly 7.9 single vehicle-related crashes along the DCSB per year from 2004-2013.

15) Wrong Way-Related Crashes

Wrong-way related accidents are caused by a vehicular movement along a travel lane in a direction opposing the legal flow of traffic. When analyzing this type of incident along the DCSB, there were a total of 2 wrong way-related crashes, in which represented 8% of the 25 wrong way-related crashes in Delaware County. The 2 wrong way-related crashes along the DCSB equaled 0.054% of the total wrong way-related crashes that occurred statewide (3,723 crashes). This equates to roughly 0.2 wrong way-related crash along the DCSB per year from 2004-2013.

16) Multi-vehicle Crossed Median-Related Crashes

Multi-vehicle crossed centerline/crossed median (MVCC/CM) crashes were selected by identifying rural crashes and then by limiting to multi-vehicle crashes and then further querying manner of crash/collision impact equal to head-on; sideswipe, same direction; or sideswipe, opposite direction or any sequence of event (up to four per vehicle) equal to crossed centerline/median or any contributing circumstance, driver (up to two per driver) equal to traveling wrong way or on wrong side of road, crossed centerline, or lost control and then limiting the occurrences of these to non-intersecting sites. When analyzing this type of incident along the DCSB, there were a total of 7 multi-vehicle related crashes, in which represented 8.1% of the 86 multi-vehicle related crashes in Delaware County. The 7 multi-vehicle related crashes along the DCSB equaled .041% of the total multi-vehicle related crashes that occurred statewide (16,956 crashes). This equates to roughly 0.7 multi-vehicle related crashes along the DCSB per year from 2004-2013.

17) Work Zone-Related Crashes

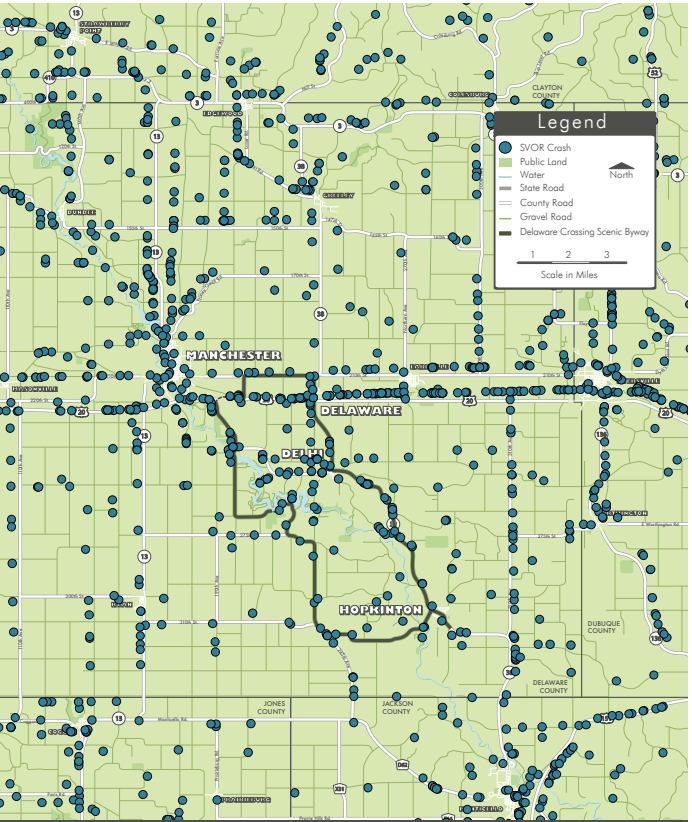
A work zone is an area of traffic way with construction, maintenance, or utility-work activities. A work zone is typically marked by signs, channeling devices, barriers, pavement markings, and/or work vehicles. When analyzing this type of incident along the DCSB, there were a total of 0 work zone-related crashes, in which represented 0% of the 13 crashes in Delaware County. The 0 work zone-related crashes along the DCSB equaled 0% of the total crashes that occurred statewide (6,972 crashes). This equates to 0 work zone-related crash along the DCSB per year from 2004-2013.

18) Farm Vehicle-Related Crashes

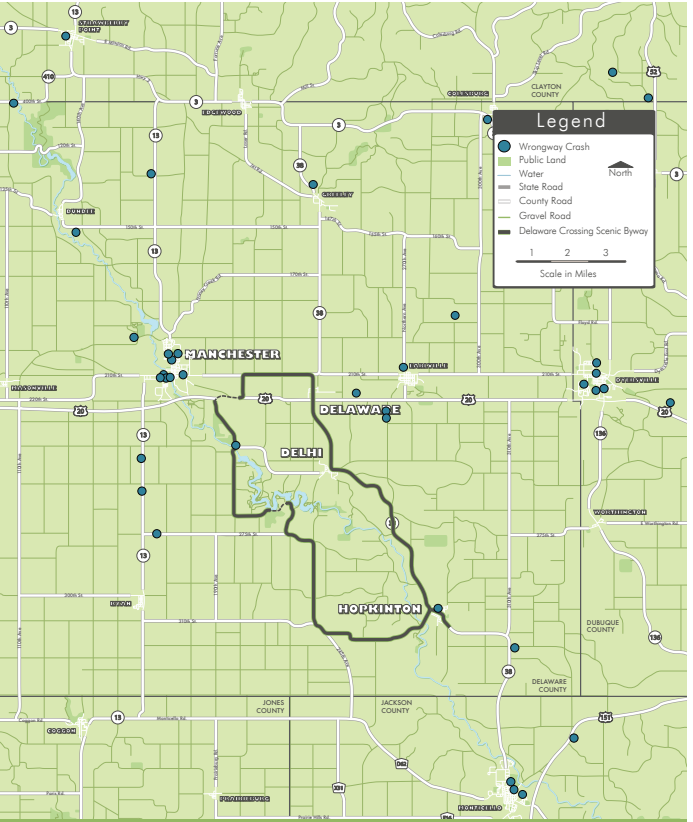
A farm vehicle driver is a person who drives only a commercial motor vehicle that is controlled and operated by a farmer as a private motor carrier of property; and is being used to transport either agricultural products, farm machinery or farm supplies to or from a farm; and is not being used in the operation of a for-hire motor carrier; and is not carrying hazardous materials of a type and quantity that requires the commercial motor carrier to be placarded; and is being used within 150 air-miles of the farmer’s farm. When analyzing this type of incident along the DCSB, there were a total of 3 farm vehicle-related crashes, in which represented 12% of the 25 farm vehicle-related crashes in Delaware County. The 3 farm vehicle-related crashes along the DCSB equaled .3% of the total farm vehicle-related crashes that occurred statewide (1,949 crashes). This equates to roughly 0.3 farm vehicle-related crash along the DCSB per year from 2004-2013.

Summary of Safety Concerns

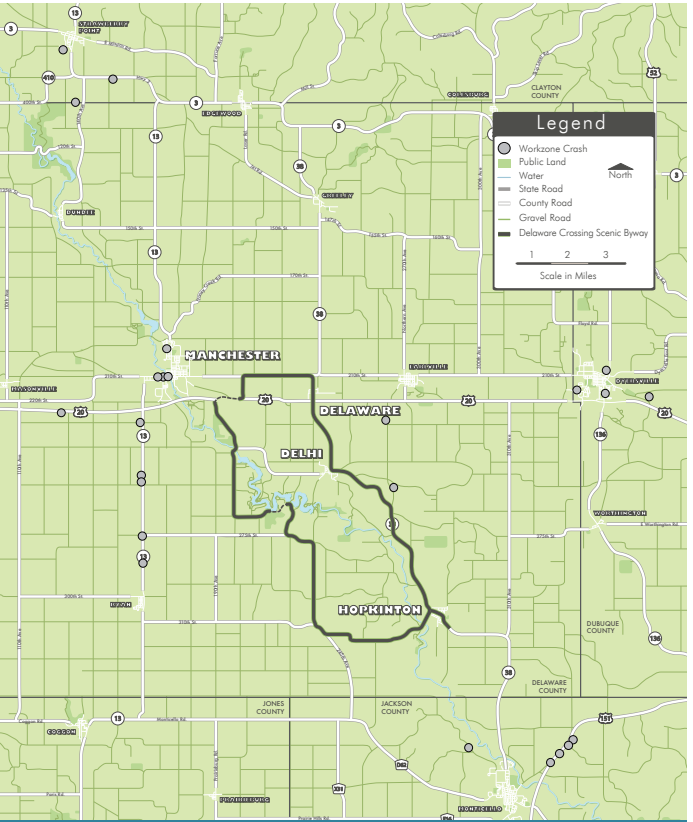
After compiling and analyzing each of the 18 categories of accident reports along the DCSB (each containing one or more incidents), the data reveals that the highest percentage of crashes between 2004-2013 were impairment related (13.2%), farm vehicle related (12%), wild animal related (11.9%), fatal major related (10.7%), and SVROR related (9.8%) crashes in Delaware County.



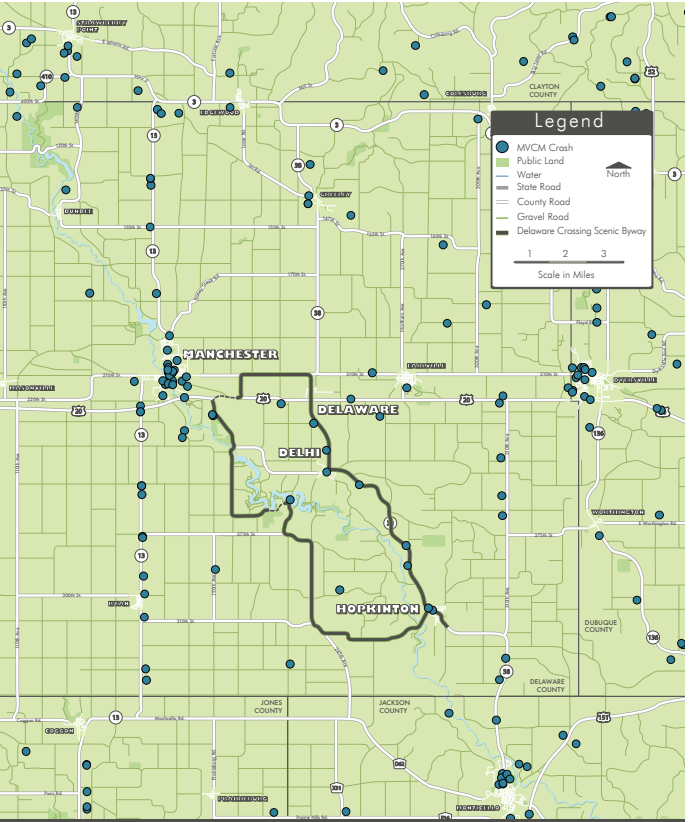
14) Single-Vehicle Run Off Road Crashes



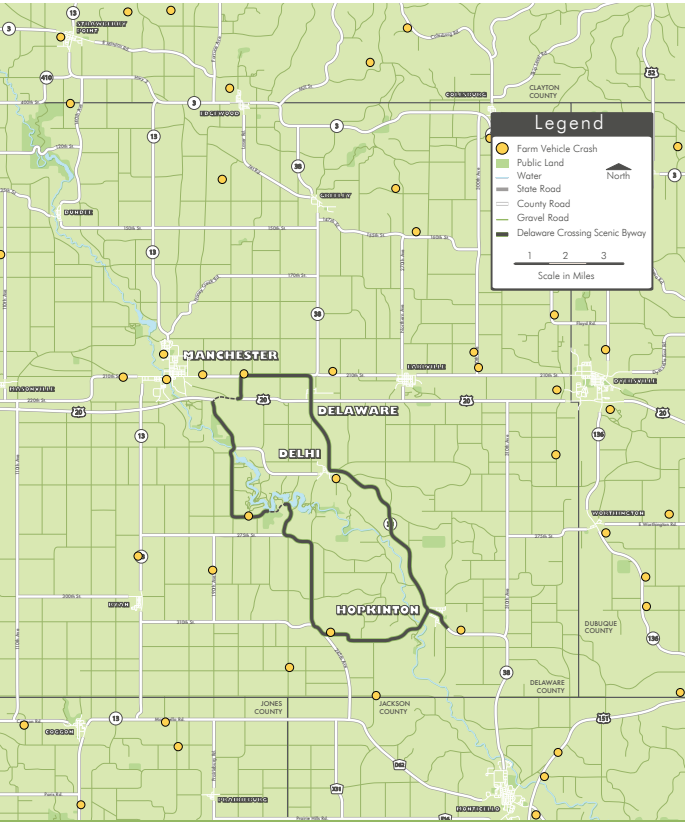
15) Wrong Way-Related Crashes



17) Work Zone-Related Crashes



16) Multi Vehicle Crossed Median Crashes



18) Farm Vehicle-Related Crashes



10.4 Proposed Strategies

The DCSB Advisory Board recommends the following strategies to maintain, enhance, and improve the safety of the segments of roadway that comprise the byway. These strategies are intended to address issues, maximize management, and minimize transportation issues along the route. The DCSB Advisory Board understands that they do not have the authority to enforce their proposed strategies. However, the DCSB Advisory Board hopes that voluntarily implementation and/or informed public policy will help them address many of their safety concerns. The DCSB Advisory Board’s recommended strategies include the following:

1) Conduct ICE of the DCSB Annually

The DCSB Advisory Board recommends that ICE be gathered and shared annually with city, county, and state entities to:

- Aid in the evaluation of the DCSB by providing the current condition of roadway segments calculated from several different subsets of criteria.
- Increase the number of miles with paved shoulders to improve safety by reducing run-off-the-road crashes, better accommodation of bicyclists, and space for off road parking for emergencies and car trouble.
- Provide education to drivers on how to operate when approaching an uncontrolled intersection.
- Provide assistance to maintain or improve bridge conditions along the DCSB.

2) Collaborate with Maintenance & Transportation Districts along the DCSB

The DCSB Advisory Board encourages stakeholders to collaborate with Maintenance Districts and Transportation Districts to exchange information about the resources they manage, challenges they face, and recognize opportunities for partnership. The State of Iowa consists of six maintenance districts with each maintenance district covers an area of the state and is assigned a district engineer. The DCSB is located in transportation district 6 and has a district engineer contact for Jim Schnoebelen PE. and can be reached at 319-364-0235 and jim.schnoebelen@iowadot.us. The State of Iowa also consists of six transportation districts, in which the DCSB is located in district 2. The maintenance districts are a point of contact for interested landowners in harvesting hay or mowing the road ditches. The Iowa DOT has two harvesting and mowing seasons and interested landowners need to complete an application before July 15, which is the first day mowing or harvesting the state highway right of way is allowed. The contact person to receive assistance in processing your application for the DCSB is Jeff Tjaden and can be contacted by phone 319-364-0235 or email Jeffrey.Tjaden@iowadot.us.

3) Compile General Crash Data Annually

The DCSB Advisory Board advises that an inventory and assessment of general crash accident reports be gathered and shared annually with city, county, and state entities. The DCSB Advisory Board also recommends the following strategies to improve and/or diminish general crash accidents along the DCSB:

- Impairment-related: Provide education to drivers on how alcohol is a depressant that reduces the brains control over the body and express that drinking and driving is not a socially acceptable behavior.
- Inattentive-related: Offer education to drivers related to distractions while driving including texting, grooming, driving while angry, depressed, emotionally upset, and more.
- Old driver-related: Encourage drivers to read the Iowa DOT’s Driving with Diminished Skills booklet as part of “Choices Not Chances – The Road to Driving Safer and Longer.”
- Young driver-related: Encourage drivers to read the Iowa DOT’s guide “You’re the Coach – A Guide for Parents of New Drivers.”
- Speed-related: Provide education to drivers on following speed limits along all of Iowa’s roadways.
- Unbelted-related: Promote the National Highway Traffic Safety Administration report that “Seat belts are your best protection in a crash.”

4) Compile Environmental Crash Data Annually

The DCSB Advisory Board advises that an inventory and assessment of environmental accident reports be gathered and shared annually with city, county, and state entities. The DCSB Advisory Board also recommends the following strategies to improve and/or diminish environmental crash accidents along the DCSB:

- Weather-related: Recommend that byway roads be sanded, salted, and plowed during the winter months to address ice and snow that can lead to deterioration of the road and unsafe driving conditions. The DCSB Advisory Board advocates working with city, county, and state agencies to achieve the Iowa DOT’s goal during the winter season to return roads to reasonably near normal winter driver conditions as quickly as possible after a winter storm.
- Weather-related: Flooding has had a major influence on the DCSB roads and bridges and can prohibit movement during storm water runoff events. The DCSB Advisory Board advises working with the Upper Iowa River Watershed Management Authority to exchange information, discuss challenges, and identify opportunities.
- Wild animal-related: Provide education to drivers on deer crossing warning signs, deer behavior, and proper protocol when approaching deer. This is especially important considering that 11.9% of wild animal-related crashes occurred along the DCSB when compared with the rest of Delaware County.

5) Compile Roadway Crash Data Annually

The DCSB Advisory Board advises that an inventory and assessment of roadway accident reports be gathered and shared annually with city, county, and state entities. The Board also recommends the following strategies to improve and/or diminish roadway crash accidents along the DCSB:



Narrow Road with No Shoulder



- Work with the Iowa DOT “to advocate for a modern transportation system that provides pathways for the social and economic vitality of Iowa, getting our customers where they need to go safely, efficiently, and conveniently.”
- Collaborate with partnering entities to provide quality and safe road conditions to the byway visitor.
- Encourage partnering entities to participate in local, state, and federal programs and/or incentives.

6) Compile Vehicle Crash Data Annually

The DCSB Advisory Board advises that an inventory and assessment of vehicle accident reports be gathered and shared annually with city, county, and state entities. The DCSB Advisory Board also recommends the following strategies to improve and/or diminish vehicle crash accidents along the DCSB:

- Provide education to drivers on how to operate around cars, trucks, emergency vehicles, work zones, school buses, farm equipment, railroads, understanding of blind spots and other best practices encouraged from the Iowa DOT.

10.5 Challenges and Opportunities

The DCSB Advisory Board, in conjunction with their partners, have identified the following challenges and opportunities related to segments of roadway that constitute the byway. Their findings are listed below:

- The DCSB roadway is shared by many residents and visitors who use different forms of transportation, including Amish buggies, bikes, cars, farm equipment, tour buses and trucks pulling trailers. These users must share the narrow road, which has few shoulders sections.
- Flooding has had a major influence on DCSB roads and bridges and resulted in bridge closures, which temporarily or permanently prohibits movement.
- There has been an increase in the number of large equipment and loads traveling the DCSB Corridor.
- DCSB Corridor roads have impaired travel conditions during several months of the year due to snow and ice.
- DCSB roads are sanded, salted, and plowed during winter months to address ice and snow issues, which accelerates deterioration of the road surface.
- Annual freeze and frost cycles causes surface irregularities, pavement heaving and deterioration.
- The Delaware County Engineer does not typically give weighted consideration to scenic byways.
- The majority of the DCSB route has narrow roads with no paved shoulders.
- The Byways of Iowa Foundation is currently engaging the Iowa DOT in discussions regarding increased allocation of financial resources to the Iowa’s scenic byways program to ensure the highest quality experience for the Iowa’s byway traveler.

Road Conditions:

Working to have the ICE tool utilized along the entirety of the DCSB would allow the DCSB Advisory Board and stakeholders the opportunity to compare the relative condition of the road segments and provide valuable insight into prioritizing road segments improvements for the future.

East Central Intergovernmental Association Regional Affiliation’s Long-Range Transportation Plan:

- Overall number of crashes in East Central IA (Clinton, Delaware, Dubuque, Jackson) had 322 injuries on average between 2011 and 2016. Between 2013 to 2015 had a decrease in injury accidents, however, the crashes are on the rise in 2016.
- The crash rates for RPA are always above the Iowa state rate.
- 730 miles of federal classification roads, 987 miles of farm to market roads, and 2,440 miles of local roads.

Funding Opportunities for the DCSB:

The DCSB Advisory Board will look for potential funding to help improve and maintain road and bridge conditions on the DCSB to provide a safe and enjoyable experience for travelers. A list of potential funding sources provided below is not a comprehensive list and the DCSB will continue to seek out other sources of potential funding. A complete list can be found on the Iowa DOT Funding Guide at [http://www.iowadot.gov/pol\\_leg\\_services/funding\\_guide.htm](http://www.iowadot.gov/pol_leg_services/funding_guide.htm). These potential funding sources have been identified in the Long Range Transportation Plan 2040:

Potential Sources for Federal Funding:

- Surface Transportation Program (STP)
- Surface Transportation Bridge Program (STP-HBP)
- Highway Safety Improvement Plan (HSIP)
- Transportation Alternatives Program (TAP)
- The Federal Recreational Trails (FRT) Fund
- Statewide TAP

Potential Sources for State Funding:

- Road Use Tax Fund (RUTF)
- Time-21
- Revitalize Iowa’s Sound Economy (RISE)
- City Bridge Construction Fund
- County Bridge Construction Fund

These potential funding sources have been identified in a Local Road Safety Workshop:

- Federal Highway / Rail Crossing Safety
- Sign Replacement Program for Cities and Counties
- County or Urban State Traffic Engineering Program
- Traffic Safety Improvement Program (TSIP)
- Traffic Engineering Assistance Program (TEAP)
- Overhead Beacon Replacement Program
- Pedestrian Curb Ramp Construction
- Governor Traffic Safety Bureau (GTSB) Funding Grants (For enforcement)



Bridge Closure



Deteriorating Road Surface



Narrow Road with Shared Usage





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# SECTION ELEVEN

## Control of Outdoor Advertising

### 11.1 Highway Beautification Act

The controversial Highway Beautification Act was signed into law in 1965 by the 36th President of the United States, Lyndon B. Johnson. This bill, often referred to as “Title 23 US Code 131,” called for control of the erection and maintenance of all outdoor advertising signs, displays, and devices in areas within 1,000 feet of interstate and federal highway. The legislation also gave jurisdictions the right to remove certain types of signs along highway systems to encourage scenic enhancement and roadside development.

Since the Highway Beautification Act passed into law, countless bills have been introduced, public hearings have been held, committees were formed and legislators worked to reach a compromise between the Federal Highway Administration (FHWA), the outdoor advertising industry and states over outdoor advertising legislation. Despite the reoccurring debates, the legal controversies related to outdoor advertising remain. Supporters of Title 23 US Code 131 believe that the traveling public is entitled to relief from unattractive sign clutter for scenic enhancement, safety and roadside development. Opponents of Title 23 US Code 131 believe the legislation sets severely unfair sign restrictions on businesses and has failed to set national standards for the issues below:

- Who enforces the control of outdoor advertising? Should this be done on a federal, state or local level?
- Should billboard locations be limited to zoned commercial/ industrial areas, unzoned commercial/industrial areas or locations that the state deems appropriate?
- Should agencies and organizations receive just compensation for the removal of billboards, signs and displays?
- What should the billboard draft standards be set at? (Size limits, spacing between signs, spacing from at-grade intersections.)

In an attempt to reach a compromise over the outdoor advertising and billboard debate, the U.S. House and Senate reached an agreement on major changes to the transportation program by establishing the Intermodal Surface Transportation Efficiency Act of 1991. Under this legislation, the following amendments were made to the Highway Beautification Act:

- Illegal signs and billboards must be removed 90 days after the enactment of the bill.
- Highway Trust Funds could be used for the removal of nonconforming signs and billboards.
- The Highway Beautification Act applies to all signs on highways designated as the “federal-aid primary” system or any highway designated as the “new national highway” system.
- States will no longer have to submit their Highway Beautification Act laws for federal revisions. Existing state compliance laws and regulations will remain intact.
- The erection of new billboards on state-designated scenic byways is prohibited. Control of signs and billboards on such highways shall be in accordance with Highway Beautification Act control provisions.

However, a wide variety of laws surrounding outdoor advertising listed in the newly implemented Intermodal Surface Transportation Efficiency Act (ISTEA) became the center of debate only months after it had been established in December of 1991. Opponents of the agreement argued that Title 23 US Code 131 was unjust in requiring states to use highway trust funds to remove all nonconforming signs and various forms of outdoor advertising. As a result, a technical amendment to section 131(n) of the Highway Beautification Act was changed so that Federal funds for the removal of legal, nonconforming signs was at the state’s discretion.

Shortly after the enactment of ISTEA, the mandatory ban of new billboards along state-designated scenic byways became a contentious issue during the 1993 National Scenic Byways Commission deliberations. Concerns and issues within the commission’s final report resulted in two more years of debate over controversial issues related to outdoor advertising control recommendations, regulations, and standards.

In 1995, while the National Highway System Designation was under consideration by the House and Senate, the House of Representatives approved an amendment to subsections of the Highway Beautification Act to clarify that the federal ban on new billboards and other forms of outdoor advertising on scenic byways did not restrict the authority of a state with respect to commercial and industrial areas along a scenic byway, or roads in accordance with ISTEA language. Consequently, substitute language was agreed upon and added to the amendment that stated “In designating a scenic byway for purposes of section 131(s) and section 1047 of the Intermodal Surface Transportation Efficiency Act of 1991, a state may exclude from such designation any segment of a highway that is inconsistent with the state’s criteria for designating scenic byways.” The legislation went on to state that the exclusion of a highway segment must have a reasonable basis and that the Secretary of Transportation has the authority to prevent actions that evade Federal requirements.

This change in legislation still exists today and means that while local units of government generally control outdoor advertising, one federal regulation applies to state-designated scenic byways. Title 23 US Code 131(s) prohibits new billboards when the route is part of an Interstate, National Highway System or former federal-aid primary road. However, local, county or state laws are responsible for billboard control on designated byways on all other road classifications.

This continuous change of language under Title 23 US Code 131(s) means that under the most current FHWA policy, each state has the option to permit new billboards and forms of outdoor advertising along sections of a scenic byway that do not contain intrinsic resources that led to its designation, or ban them along state byways altogether. In other words, it is really up to each state and their Department of Transportation for how they choose to manage, control and restrict outdoor advertising along designated byway roadways.



### 11.2 Laws in Neighboring States

Considering state laws and statutes regarding outdoor advertising along scenic byways in the Midwest can provide perspective. Comparing Iowa to its neighboring states, each state has varying regulations when it comes to sanctioning segments to permit new billboards or imposing stricter controls to prevent billboards on state byways. The information included in this section demonstrates how some of Iowa’s border states codify sign rules and regulations related to scenic byways on a local, state and federal level:

**Minnesota:** The jurisdictions through which the designated routes pass must have ordinances to control outdoor advertising consistent with 23 U.S.C. 131 (s).

**Nebraska:** Revised Statute 39-218 states: “No sign shall be erected which is visible from the main-traveled way of any scenic byway except (1) directional and official signs to include, but not be limited to signs and notices pertaining to natural wonders, scenic attractions, and historical attractions; (2) signs, displays, and devices advertising the sale or lease of property upon which such media are located; and (3) signs, displays, and devices advertising activities conducted on the property on which such media are located. Signs which are allowed shall comply with the standards and criteria established by rules and regulations of the Department of Roads in Title 410, Chapter 3. These rules and regulations implement the preceding state statutes.”

**Wisconsin:** Trans 202.11 Outdoor advertising states: “Highways designated by the secretary as scenic byways pursuant to s. 84.106, Stats., are subject to all applicable state laws and regulations and local ordinances regarding outdoor advertising signs. Highways designated as scenic byways shall also conform to s. Trans 201.23.”

**Missouri:** Mo. 226.801. Signs and outdoor advertising, rules and regulations states: “1. The commission may adopt rules to regulate or prohibit outdoor advertising in order to preserve scenic corridors adjacent to, and visible from, roads and highways designated as scenic byways pursuant to the provisions of section 226.797, except, that on premise signs may be regulated, but not prohibited. Areas zoned commercial or industrial shall not be designated as scenic byways. 2. The commission may adopt rules to implement a program for the erection and maintenance of tourist-oriented directional signs within the right-of-way of scenic byways in the state. The tourist-oriented directional signs shall provide business identification and directional information for businesses, services, natural attractions and activities which, during a normal business season, derive the major portion of the income and visitors for the business or activity from motorists not residing in the immediate area of the business or activity. Tourist-oriented directional signs shall only be used on roads and highways designated as scenic byways under section 226.797.”

### 11.3 Regulations in Iowa

Relevant portions of Iowa’s statutes and code as they relate to outdoor advertising are provided below:

- **306D.4 of the Iowa Statutes regarding Scenic Highway Advertising:** The state department of transportation shall have the authority to adopt rules to control the erection of new advertising devices on a highway designated as a scenic highway or scenic byway in order to comply with federal requirements concerning the implementation of a scenic byways program.
- **761-Ch. 117.3 regarding Iowa Administrative Code:** The rule provides that no new off-premise advertising device may be erected along an interstate, freeway-primary or primary highway that has been designated as a scenic byway if the advertising device will be visible from the highway.

To summarize, the Iowa Department of Transportation’s (DOT) “2009 Guide to Outdoor Advertising Regulations for Interstate Highways,” states that “the erection of NEW billboards is prohibited along any state or nationally designated scenic byway in the state of Iowa. EXISTING permitted billboards located along that state’s scenic byways may remain in existence, provided that appropriate permit fees are remitted in a timely manner and no relocation or reconstruction of the billboard occurs.”

### 11.4 Challenges

Typical related challenges include the advertising and traffic safety issues, evolving advertising methods, and byway segmentation. Each is discussed in more detail below.

**1) Advertising and Traffic Safety:** Studies have shown that large billboards, especially digital billboards, negatively impact traffic safety. A major study of driver inattention found that any distraction of over two seconds is a potential cause of crashes and near crashes. Traditional billboards have been found to attract more and longer glances than regular traffic signs. Electronic billboards are even more distracting with their bright lights and changing designs, leading to prolonged driver inattention and extreme safety risks.

**2) Evolving Advertising Methods:** Public transit buses, transit shelters, and transit benches currently do not exist along the DCSB or in its corridor. However, if urban development expands to a point where these services are offered, then these potential visual disturbances will have to be addressed and controlled as well.

**3) Byway Segmentation:** Though strict state regulations for the control of advertising media exist in Iowa, there are loopholes to this legislation. One loophole, known as byway “segmentation,” refers to a circumstance in which a governing entity permits a portion of a scenic byway where intrinsic resources are nonexistent to be excluded from designation, making the erection of new billboards possible. The billboard industry promotes this policy to

get around federal regulations barring the construction of new billboards on designated scenic byways. Though the circumstances needed for this type of situation to occur are rare, DCSB Advisory Board members believe that the addition of new billboards poses a serious threat to the scenic integrity of the byway and the overall visitor experience. Therefore, the DCSB Advisory Board strongly recommends resisting “segmentation” along the byway.

### 11.5 Segmentation Eligibility Criteria

The DCSB Advisory Board has developed principles for necessary segmentation by referencing the “Ohio Department of Transportation’s Segmentation Eligibility Criteria.” Recommended criteria for an applicant requesting a proposed billboard construction site is as follows:

- Document the proposed location by photograph or video. A 360 scenic view should be captured from the point of the proposed billboard construction site for the DCSB Advisory Board and Iowa DOT to review.
- Obtain all required licensing/permitting documents and billboard inspection reports for each application.
- Send a copy of the proposed application to the DCSB Advisory Board for its review. An original letter from the DCSB Chair clearly stating the DCSB Advisory Board’s position on the proposed billboard segmentation request is required. Both documents will be submitted to the Iowa DOT.
- Mandate the inclusion of a resolution, passed by a majority vote, from the local governing body/jurisdiction, regarding its position and rationale on the potential segmentation request. Local public involvement shall be a key consideration to the proposed billboard segmentation request. A signed “conflict of interest” statement must be provided by the jurisdiction with the resolution.
- Accept letters from the surrounding property owners, residents, tenants and/or the public-at-large that may be affected in any manner by the proposed billboard for the DCSB Advisory Board’s consideration. Letters, digital or hard copy, shall be directly mailed/emailed to both the DCSB Project Coordinator and the DCSB Chair.

DCSB Advisory Board members also recommend that each applicant submit additional documents about the proposed billboard construction site:

- The application must successfully and without a doubt prove that the section of roadway to be segmented is inconsistent with the designation of a byway, and must prove the billboard device will not harm any property values within a 2-mile radius from the proposed billboard device point of construction. If a renewal application is denied, then at the billboard company’s expense, complete billboard device removal and complete land restoration per the local authority’s approval will occur within 90 days from the date of notification.
- The applicant must provide notification to all property owners, residents, and tenants within a 2-mile radius from the proposed billboard location.

- The section of roadway proposed for segmentation is zoned for industrial or commercial use, or in unzoned areas that have been in active industrial or commercial use(s) for a minimum of three years prior to the application that is being submitted to the DCSB Advisory Board and Iowa DOT.
- The section of roadway along the byway subject to the segmentation request on either side of the street or highway contains none of the intrinsic resources for which the DCSB has been designated. This includes a) scenic beauty, b) natural and/or ecological qualities, c) historic significance, d) cultural significance, e) recreational significance, f) archaeological significance, or g) any combinations of (a–f). Furthermore, no site inventoried and listed on the intrinsic resource database for the DCSB contained within this Corridor Management Plan shall be located within 2,640 feet (1/2 mile) of the edge of the site to be segmented. The measurement shall be taken from the closest segmentation edge of the roadway to the edge of the intrinsic resource property tin question.
- The section of the roadway subject to the segmentation request contains no type of housing and a minimum of seventy-five percent of active commercial or industrial activities in a zoned or unzoned area in both directions for 2,640 feet (1/2 mile) from the proposed segmentation area Commercial or industrial uses must be visible from the main traveled way. Verifiable documentation must be included in the initial application and renewal process.
- The section of the roadway in not part of a plan for any local, state or federal improvements to the DCSB. Examples include streetscape development, tree plantings, lighting or visual improvements to the area.
- In compliance with the Iowa DOT, proposed billboards in segmented areas neighboring the DCSB must conform with the following controls: only static poster sheets on a same-sized, back-to-back billboard advertising device will be permitted and the following will not be permitted in segmented areas: multiple message advertising devices, variable message advertising devices (aka digital billboards or digital screens, movement, change or motion of any kind), 3D effects, technology applications or distracting effects of any kind, lighting or luminescence of any kind, conversions, add-ons or extensions of any kind.

Referencing all of the circumstances that must be met for byway “segmentation” to be permitted, DCSB Advisory Board members will give strong consideration to those proposed new billboard construction sites that comply with all of the application conditions listed below:

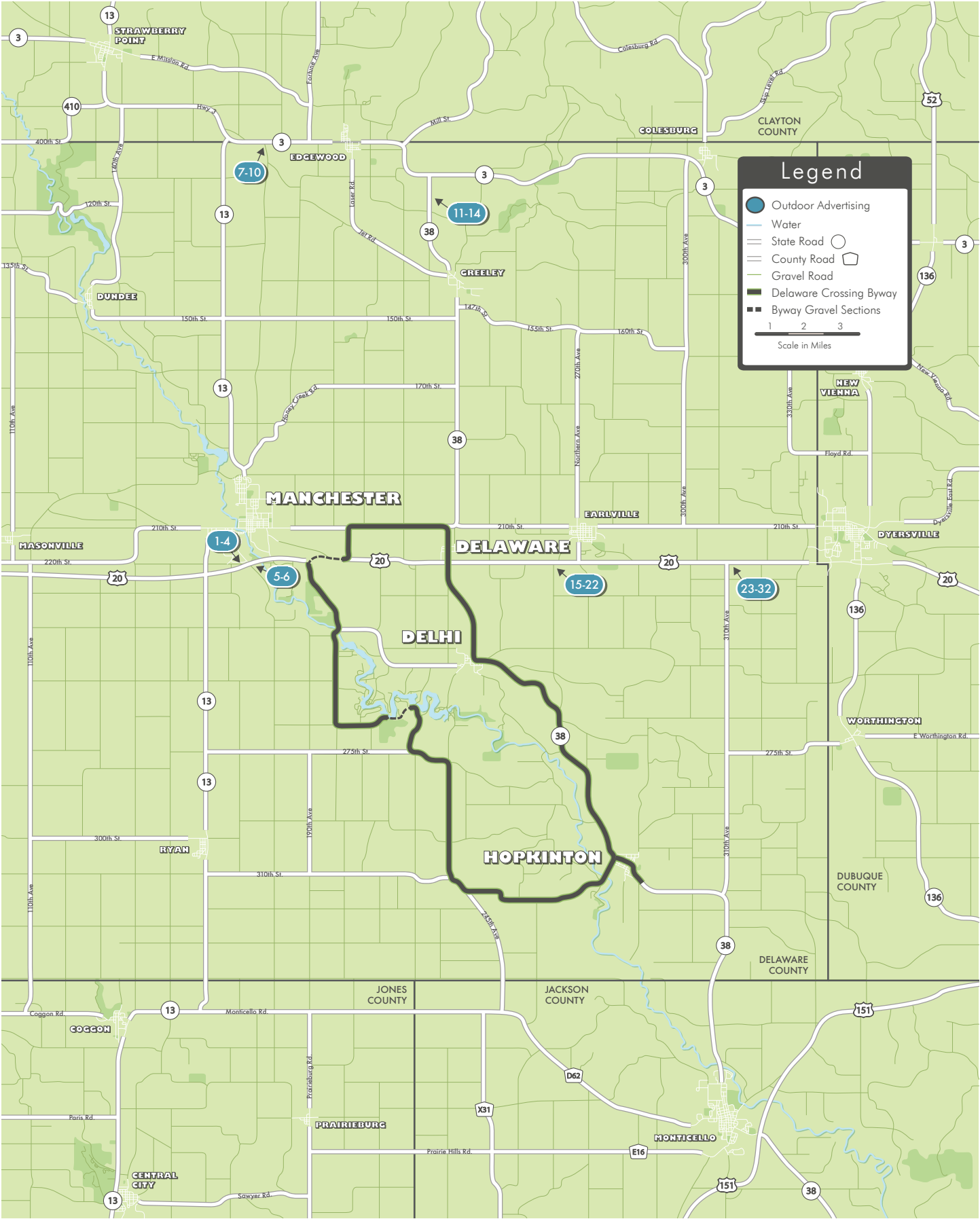
- The applicant agrees to fully comply with all conditions outlined under the segmentation eligibility criteria.
- Both the DCSB Advisory Board and Iowa Department of Transportation must approve the application.
- The applicant agrees that any new billboard construction site is limited to a 5-year period from the date of approval.
- Renewal applicants shall reapply in the fifth year, and if rejected, shall complete billboard removal within 90 days.



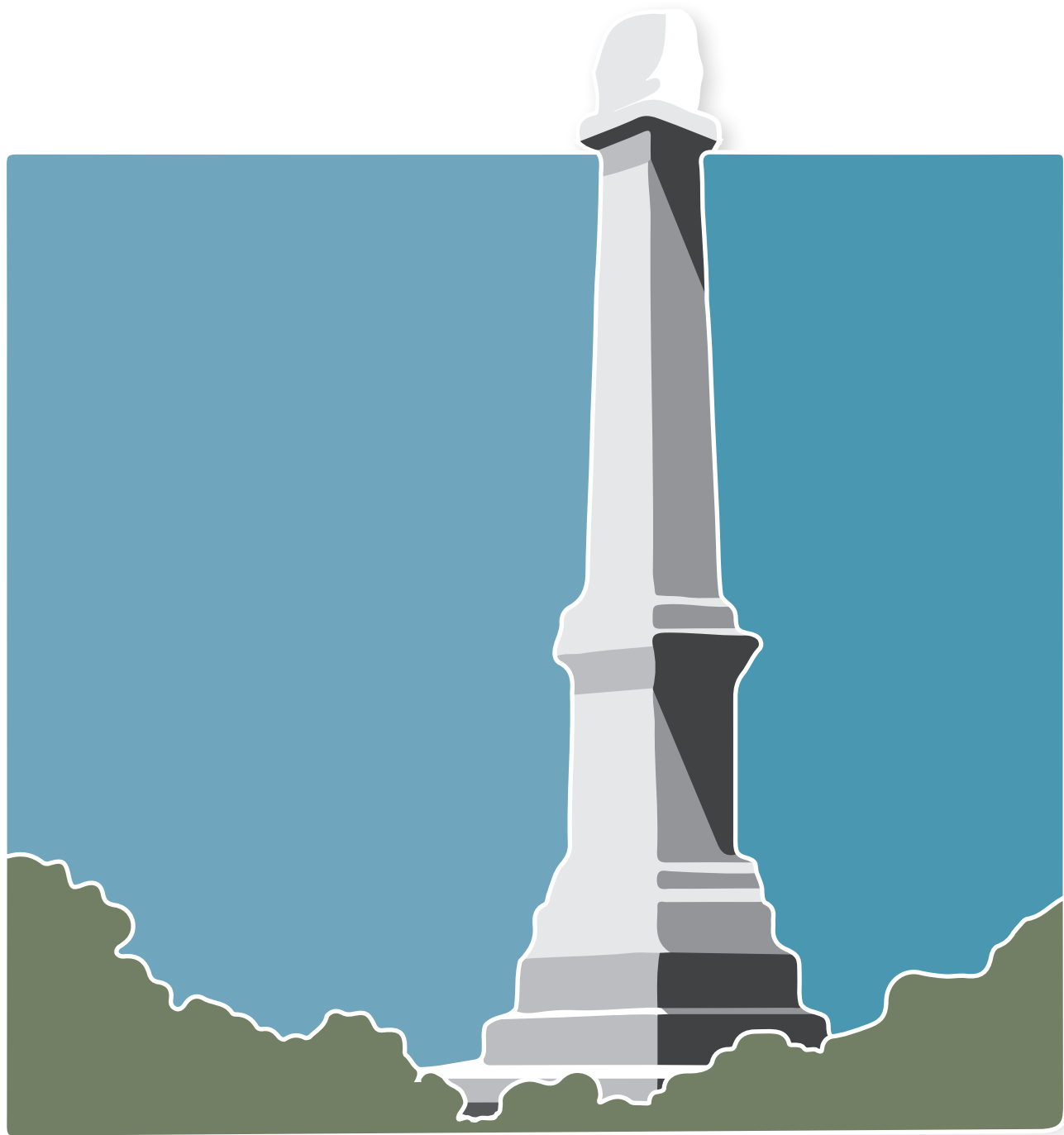
11.6 Existing Outdoor Advertising

An inventory of existing outdoor advertising media located within the DCSB corridor revealed that there are no billboards located along the designated DCSB route, however, twenty-six billboards are currently located within the DCSB Corridor. A majority of the billboards located in the Corridor are surrounding US Highway 20 near the communities of Manchester, Edgewood, Earlville, and Dyersville. A map of all existing outdoor advertising billboards is located on page 195.

Map #	Ownership	Location	Community
1	LAMAR	N side of US 20 facing E	Manchester
2	LAMAR	N side of US 20 facing W	Manchester
3	LAMAR	N side of US 20 facing E	Manchester
4	LAMAR	N side of US 20 facing W	Manchester
7	LAMAR	S side of Hwy 3 facing E	Edgewood
8	LAMAR	S side of Hwy 3 facing W	Edgewood
15	LAMAR	S side of US 20 facing E	Earlville
16	LAMAR	S side of US 20 facing E	Earlville
17	LAMAR	S side of US 20 facing E	Earlville
18	LAMAR	S side of US 20 facing E	Earlville
19	LAMAR	S side of US 20 facing W	Earlville
20	LAMAR	S side of US 20 facing W	Earlville
21	LAMAR	S side of US 20 facing W	Earlville
22	LAMAR	S side of US 20 facing W	Earlville
23–24	LAMAR	S side of US 20 - 2 facing W	Dyersville
25–26	LAMAR	S side of US 20 - 2 facing E	Dyersville
27–28	LAMAR	S side of US 20 - 2 facing W	Dyersville
29–30	LAMAR	S side of US 20 - 2 facing E	Dyersville
5	MediaQuest	S side of US 20 facing E	Manchester
6	MediaQuest	S side of US 20 facing W	Manchester
11–12	MediaQuest	38249 Highway 13 - 2 facing N	Greeley/Edgewood
13–14	MediaQuest	38249 Highway 13 - 2 facing S	Greeley/Edgewood
9	Fairway	S side of Hwy 3 facing E	Edgewood
10	Fairway	S side of Hwy 3 facing W	Edgewood
31	Fairway	S side of US 20 facing E	Dyersville
32	Fairway	S side of US 20 facing W	Dyersville







## SECTIONS TWELVE–SIXTEEN

### STRATEGIC PLANS & PROJECTS

To implement the proposed goals, actions, and strategies in each of the previous sections of this CMP, the DCSB Advisory Board analyzed existing wayfinding, interpretation, marketing, and economic development conditions and efforts. Once existing conditions were reviewed, the DCSB Advisory Board identified goals, actions, and strategies to improve and expand upon existing efforts and identified new projects. Plans, including recommendations and projects, are included in the following five sections. Section sixteen includes a table of all of the projects identified in sections twelve through fifteen.





# SECTION TWELVE

## Comprehensive Wayshowing System

### 12.1 Introduction

Wayfinding is essentially about knowing where you are and finding where you want to go. Wayshowing gives you the means to do both. That sounds simple and straightforward. But the experiences of travelers, as well as byway organizations and byway experience providers, suggests otherwise. Responding to the needs of byway travelers and the organizations that create, manage and sustain high-quality byway experiences, is essential to implementing a successful wayfinding system. Source: America's Byways Resource Center. Communicating information to visitors and assisting them with their travel plans are important issues the DCSB Advisory Board members would like to address. Visitors need to be able to find their way through unfamiliar and complex environments at all times. The implementation of an effective wayshowing system is an essential component of the DCSB, as it would employ the art of using written, audible, and visual information such as signs, maps, landmarks, or icons to help pedestrians and vehicles navigate the byway with ease. These environmental cues and tools are needed to assist byway travelers answer the questions below:

- How do visitors find the byway?
- How do visitors know they are still on the byway?
- How do visitors orient themselves along the byway?
- Where does the byway begin and end?
- How much time should visitors allocate for travel on and to the byway?
- What and where are the byway's intrinsic qualities?
- Where should visitors stay, eat, shop, and recreate?
- Where are the travel services located (ATM, restrooms, gas stations etc.)?

This section of the corridor management plan addresses the questions above related to implementing a comprehensive wayshowing plan and outlines a preliminary strategy and course of action to implement an enhanced signage system along the DCSB. In achieving this goal, the plan aims to provide an overview about the key concepts of 1) wayshowing vs. wayfinding, 2) the three stages of trip planning, and 3) challenges associated with wayfinding that the visitor must overcome for successful navigation of the byway to occur. This plan also identifies and analyzes seven wayshowing components needed for a successful wayshowing system and provides DCSB Advisory Board member recommendations for how each component can be improved upon along the byway.

### 12.2 Wayfinding vs. Wayshowing

Have you heard the terms wayfinding or wayshowing before? Wayfinding & wayshowing are related, but distinct concepts. To understand the difference between the two terms, one needs to recognize that travelers of the byway do the wayfinding. Wayfinding is defined as the mental process performed by byway travelers that turn their goals into decisions, actions and behaviors. It is the act of navigating the byway by being able to continuously problem-solve under uncertainty.



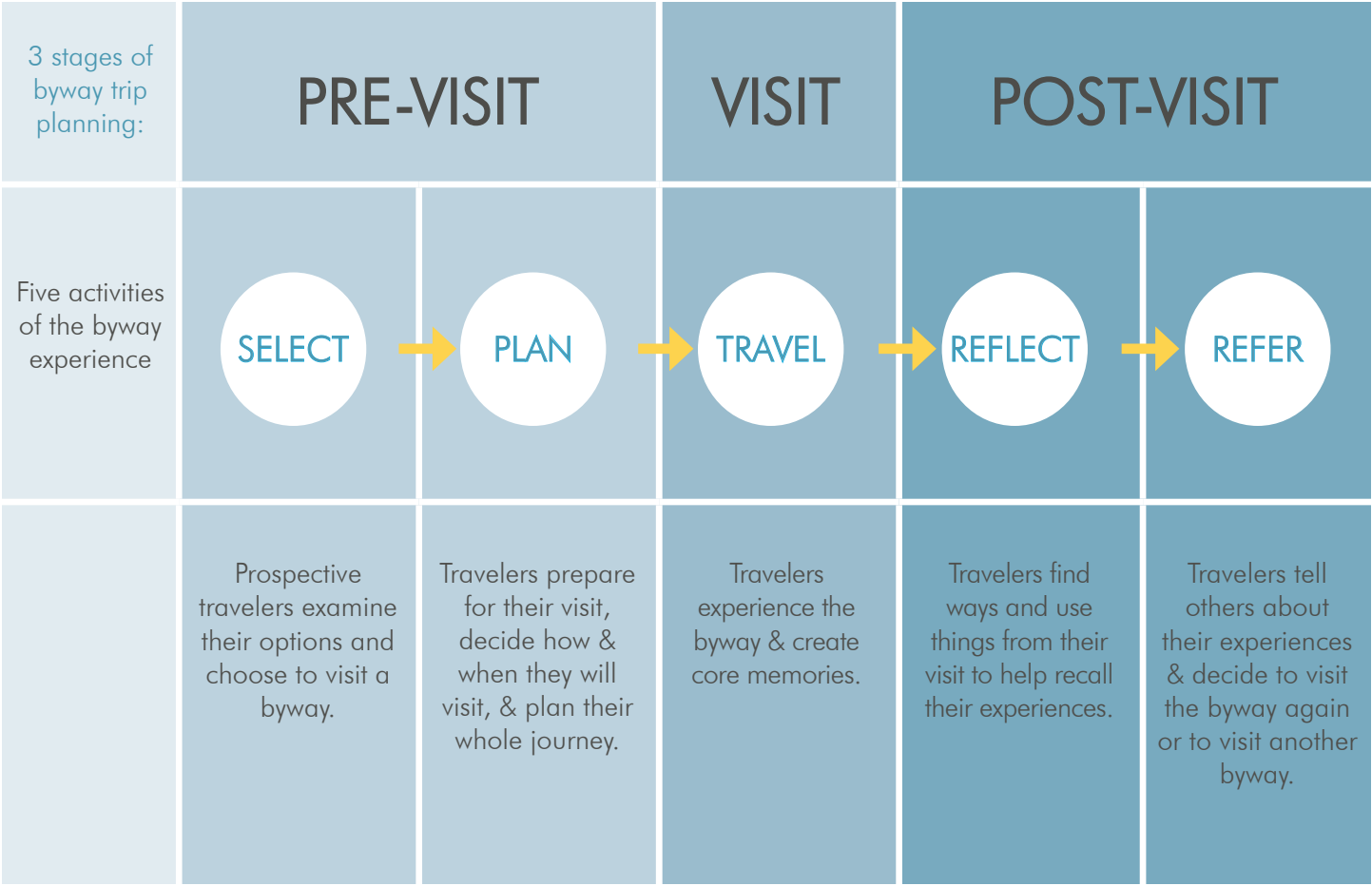
DCSB "Begin" Guide Sign

Everything from byway travelers looking for clues to reassure them that they are where they hoped to be, to the use of information and amenities to make their byway experience safe, rewarding and enjoyable pertaining to wayfinding.

Wayshowing is defined as the need for constant communication of information, intentionally undertaken by byway providers, to aid travelers in setting desired goals, making decisions and taking appropriate actions. Byway providers are all the individuals who have some responsibility for the byway, whether with governments, tourism agencies, volunteer committees, land owners, businesses, the DCSB Coordinator, DCSB stakeholders or an active member of the DCSB Advisory Board. Their role is to provide assistance to byway travelers so that their wayfinding problem solving can be successful along the route. Anything from preparing travel information, developing maps and brochures, planning and installing signs, or preparing navigational help in person or by electronic means relates to wayshowing.

For the DCSB to be successful at providing the traveler with pleasing experiences, the DCSB will need to respect the wayfinding needs of its visitors in addition to providing and maintaining an appropriate mix of wayshowing components throughout and along the DCSB Corridor. It is important to note that wayfinding and wayshowing are the basic elements found along every byway. The figure represents the relationship between travelers to providers and identifies the basic tools needed to accomplish the most fundamental element of wayshowing, which includes helping the visitor navigate, learn about and enjoy the byway safely and without getting lost. Key concepts to take away from the figure above is to understand that wayfinding is what travelers do and wayshowing is what byway providers do. It is the job of byway providers to supply the visitor with tools needed for successful navigation.





12.3 Stages of Byway Trip Planning

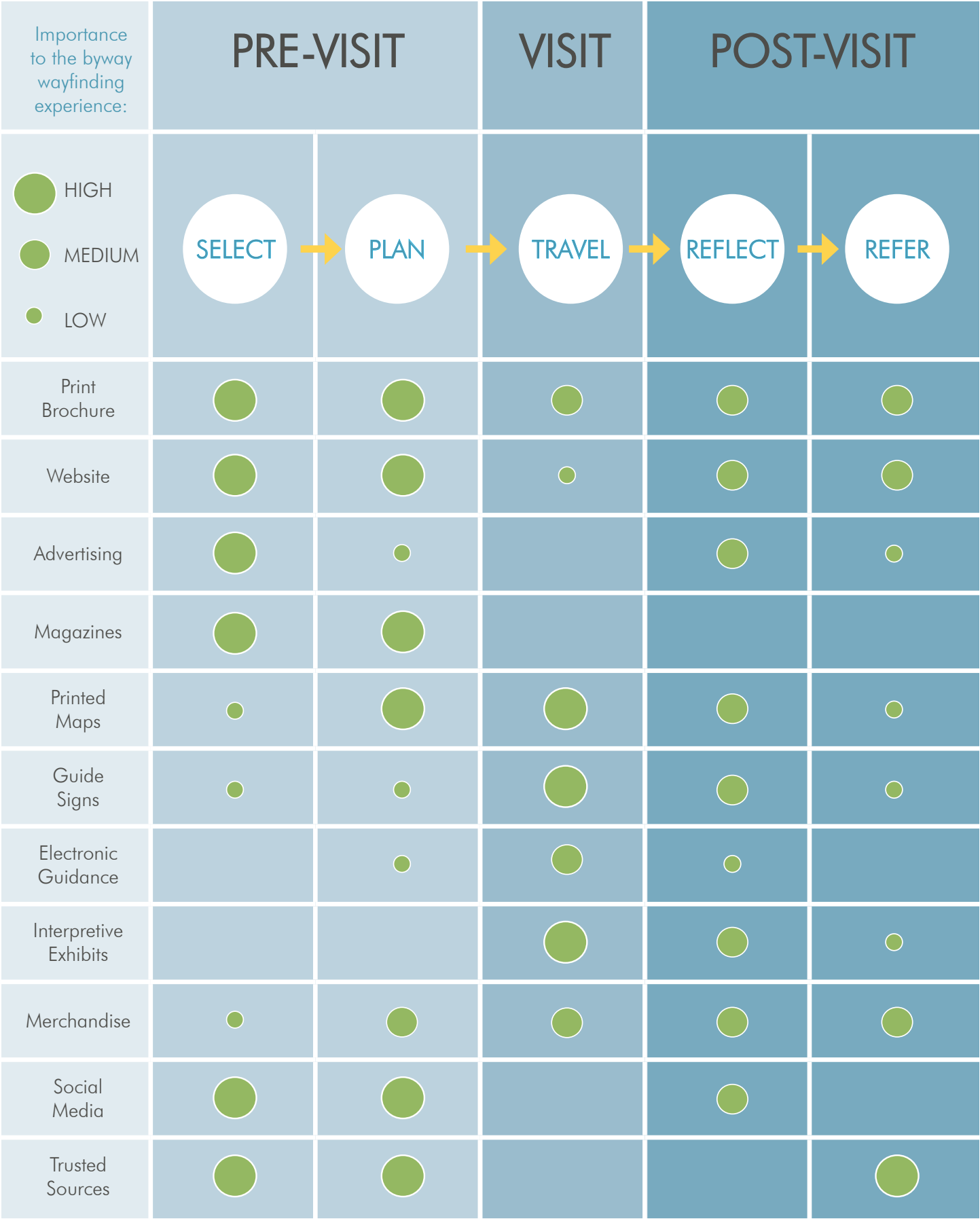
It is imperative to understand the three stages visitors go through when planning a trip to the byway in order for the DCSB Advisory Board and stakeholders to develop and implement a successful and engaging wayshowing system. A basic understanding of the communication tools needed and questions that must be addressed during each stage of byway trip planning will also have a strong influence on the visitor’s overall experience of the DCSB. The figures displayed in this section have been adopted from “Wayshowing for Byways, A Reference Manual”, published by the America’s Byways Resource Center. The charts look to identify the stages of byway trip planning (page 200), communication tools needed at each stage (page 201), and questions that must be addressed to assist the DCSB visitor with their traveling itineraries (page 202). The chart above depicts the three different stages of trip planning (pre-visit, visit, and post-visit) and the five activities of the byway experience (select, plan, travel, reflect, and refer). Analyzing it allows one to see a breakdown of how visitors will usually plan for their upcoming byway trip in stages, which can be broken down into activities that they prefer to do.

**Pre-Visit:** The first stage is Pre-Visit, with the activities Select & Plan. During the Pre-Visit Stage, the visitor selects

what byway they would like to visit and begins to plan for that trip. Decisions about what the visitor is most interested in doing on the way to, from, and along the byway are researched. Helpful tools DCSB providers should use to help persuade the byway visitor to make a trip are depicted on page 201. Questions byway providers should address during the Pre-Visit Stage are listed on page 202.

**Visit:** The second stage is Visit and the activity Travel. The Visit Stage is where the visitor arrives at a byway and attempts to navigate the route and find the byway’s special places. Helpful tools DCSB providers should use to help visitors safely navigate the DCSB are shown in the figure on page 201. Questions byway providers should address during the Pre-Visit Stage are listed on page 202.

**Post-Visit:** The third stage of byway trip planning is Post Visit, with the activities Reflect and Refer. The Post-Visit Stage occurs after the visitor has found their way back home and has had an opportunity to recall and reflect upon their vacation or trip. Helpful tools that byway providers should use to help leave a positive, lasting memory of the DCSB are portrayed in the chart on page 201. Questions byway providers should address during the Post-Visit Stage are provided in the chart on page 202.





Questions byway providers should address:	PRE-VISIT		VISIT	POST-VISIT	
Five activities of the byway experience:	SELECT → PLAN → TRAVEL → REFLECT → REFER				
Travelers have questions that reflect their wayfinding needs.	Where is the byway?	How will we get there?	Where are the entry points to the byway?	What good things will we remember?	How will we share our experiences?
	What is there to see and do?	Where will we stay? Eat? Shop?	How will we know this is a byway?	Do we remember bad parts of the experience?	What will we tell others about our experiences?
Byway providers use wayshowing tools and clues to meet these needs.	How much time should it take to travel the byway?	How much time will it take us to get to, from and along the byway?	Where are travel services located?	Will we go back for another visit?	
	What is the big story?	What are the intrinsic qualities of the byway?	How do we get back on when we've gotten off the byway?	Have we kept maps, pictures or souvenirs so we can remember our byway experience?	Will we visit another byway?
	How will we benefit from this experience?	What wayside interpretive exhibits and attractions will I find?	Where are the byway attractions?	What emotions will we remember?	Will we recommend that others visit the byway?



Service Sign

12.4 Challenges and Opportunities

Identifying the three stages travelers go through when planning a trip and the media needed to address each traveler’s questions is an important concept to understand when overcoming challenges to implement a proper wayshowing system for the DCSB. Especially, considering that an effective wayshowing system responds to the needs, wants and desires of visitors at all stages in their journey within the DCSB Corridor to assure that travelers avoid becoming lost or confused. Because of this, effective wayshowing for the average byway traveler must at minimum:

- Support how people find their way in unfamiliar travel environments.
- Provide a systematic guidance system of reliable and consistent components on the byway.
- Respond to the unique characteristics that are found along the byway.
- Integrate Pre-Visit, Visit and Post-Visit stages of the byway experience.
- Help contribute to a fun, yet safe roadway and travel environment for byway visitors.
- Become a widely-practiced body of knowledge among byway providers.

To help DCSB Advisory Board members accomplish these requirements, Board members referenced Wayshowing for Byways, published by the America’s Byways Resource Center to identify five of the most common wayfinding challenges visitors are likely to experience while navigating the DCSB. With the assistance of the manual, board members identified the essential wayfinding challenges below and have made it their goal to provide visitors with the tools needed for them to be able to:

- Identify origin and destination
- Determine turn locations
- Identify segment links and directions of movement
- Recognize on-route and distant landmarks
- Mentally embed or visualize the route in a larger reference frame; a cognitive map

It is the DCSB Advisory Board’s goal to address each of the issues and challenges listed above in order to provide visitors with the ability to successfully navigate the designated route. DCSB Advisory Board members believe that if the issues and challenges above are addressed properly, byway travelers will be equipped to perform the various activities that make up the entire byway experience.





Confusing Wayshowing Signage



Destination Approach Sign

12.5 The Wayshowing System

To overcome the challenges visitors and travelers are likely to experience while navigating the byway, DCSB Advisory Board members identified and analyzed five components of the wayshowing system that they believe are necessary to implement into their signage needs and wants for the byway. The five components identified for inclusion into the DCSB wayshowing system are as follows:

- **Driving Directions:** Turn-by-turn descriptions of each distinct route segment of the DCSB.
- **Maps:** Graphic and cartographic displays of the DCSB, its Corridor, and regional setting.
- **Electronic Devices & Digital Data:** Media that is provided for customer electronic and mobile devices.
- **Trained Staff & Hospitality Personnel:** DCSB educated visitor center staff, interpreters, volunteers, park rangers, business owners, and other front-line people along the DCSB who have the duty to provide timely and factual information to travelers and visitors. This is important for the DCSB as visitor information centers are limited in the byway Corridor.
- **Signage:** A systematic collection of 1) DCSB Guide Signs (including future byway loop signage), 2) DCSB Welcome Signs, 3) Community Welcome Signs, 4) Historic District or Downtown District Signs, 5) DCSB Destination Approach Signs, 6) On-Site Identification Signs, 7) Iowa 511 Service Signs, and 8) Byway Cross-Marketing Signs that help guide visitors and tourists to and along the byway’s route.

Once the wayshowing system components were selected, DCSB Advisory Board members began their assessment of the designated roadways current wayshowing system. Their findings, as they relate to the wayshowing components that exist today, are as follows:

ONE: Driving Directions

After a visitor has selected, planned, and arrived at the DCSB to begin their vacation during the Visit-Stage of trip planning, they travel along the byway until they reach their desired location. The DCSB’s route is an overlay designation on otherwise official numbered or named highways, roads, and streets that wind through Delaware County. Well-established Iowa DOT wayfinding signs are used to name these roadways (ex: Highway 38, County Road X31, and Market Street) to assist visitors with navigation. When traveling any road, byway or not, the traveler has an expectation that every stretch of road has a name and/or number that will help them locate points of interest, attractions, businesses, resources, travel services, or an address that they may be looking for. Because of this, DCSB Advisory Board members determined that the development of step by step driving directions were necessary to help the visitor identify the road names, numbers and surface type for proper navigation throughout the entire byway corridor.

**Existing Conditions:** Detailed driving directions, found on page 206, have been developed and made available to assist visitors in navigating the DCSB during the Visit-Stage of trip planning.

Two: Maps

DCSB visitors unfamiliar to Delaware County often rely on maps as much as any other wayshowing component when attempting to navigate along the DCSB. Referring to the chart on page 201, one can see how maps and assistance with navigation factor into the three stages of byway trip planning. They are a helpful tool for travelers when deciding what they are interested in doing, where they would like to go, and recalling their time along the byway. In other words, maps are a helpful tool during the entire byway trip planning process as they help the visitor answer the following questions:

- Where are we now?
- Where do we wish to go?
- Which road or highway should we take next?
- How far do we go before we turn or stop?
- What way will we be traveling?
- How will we identify and locate attractions and travel service amenities?
- What will we remember from our byway trip?

**Existing Conditions:** The DCSB Advisory Board has worked to develop and incorporate maps into a wide variety of promotional material and digital media sources to help the visitor navigate and locate places of interest along its route. It was their hope that a range of varying maps would help them reach multiple audiences, as one byway wayshowing map is most likely not capable of displaying or incorporating all of the places of interest or things to do along the entire roadway. Because of this, a variety of promotional material and digital media sources that included byway maps were developed. Digital and print promotions that feature a map of the DCSB include the following:

- *Printed Byway material with maps:* Iowa Byways travel guide, DCSB tear-sheet map, DCSB culinary passport, the state of Iowa DOT Transportation map.
- *Digital marketing with maps:* An online interactive map of the byway exists for tourist use on the Iowa Tourism’s DCSB webpage. The interactive map identifies the byway route and provides the ability to zoom in and out along sections of the DCSB for accurate directions. The byway is also represented on Google Maps.

Three: Electronic Devices & Digital Data

The DCSB Advisory Board recognizes that digital data is widely available through electronic devices and can be a beneficial tool for creating a successful wayshowing system. Many byway organizations have incorporated or deployed electronic technologies to provide visitors with narrative, maps, GPS points, and other content to provide navigational assistance. This can be beneficial to travelers during the Pre-Visit and Visit Stage of byway planning, as digital data can create an effective cognitive map of the routes corridor, helping visitors determine where they want to go and how they are going

to get there. Visitors to a byway may use a wide variety of digital data provided through the use of customer electronic and mobile devices. Potential devices the DCSB has identified in which could assist visitors with their driving experience are listed below:

- Personal GPS (handheld or dashboard)
- Smartphone
- Radio, audio CD, or MP3 player
- Video DVD
- Laptop or tablet computer
- Telecommunication systems via OnStar or SYNC

**Existing Conditions:** Today, byway travelers are able to conduct online research about the DCSB and its resources using Travel Iowa’s DCSB webpage. GPS coordinates for DCSB anchor businesses and attractions have also been inventoried, compiled, and utilized in a wide variety of ways. This is helpful for visitors in the Pre-Visit Stage.

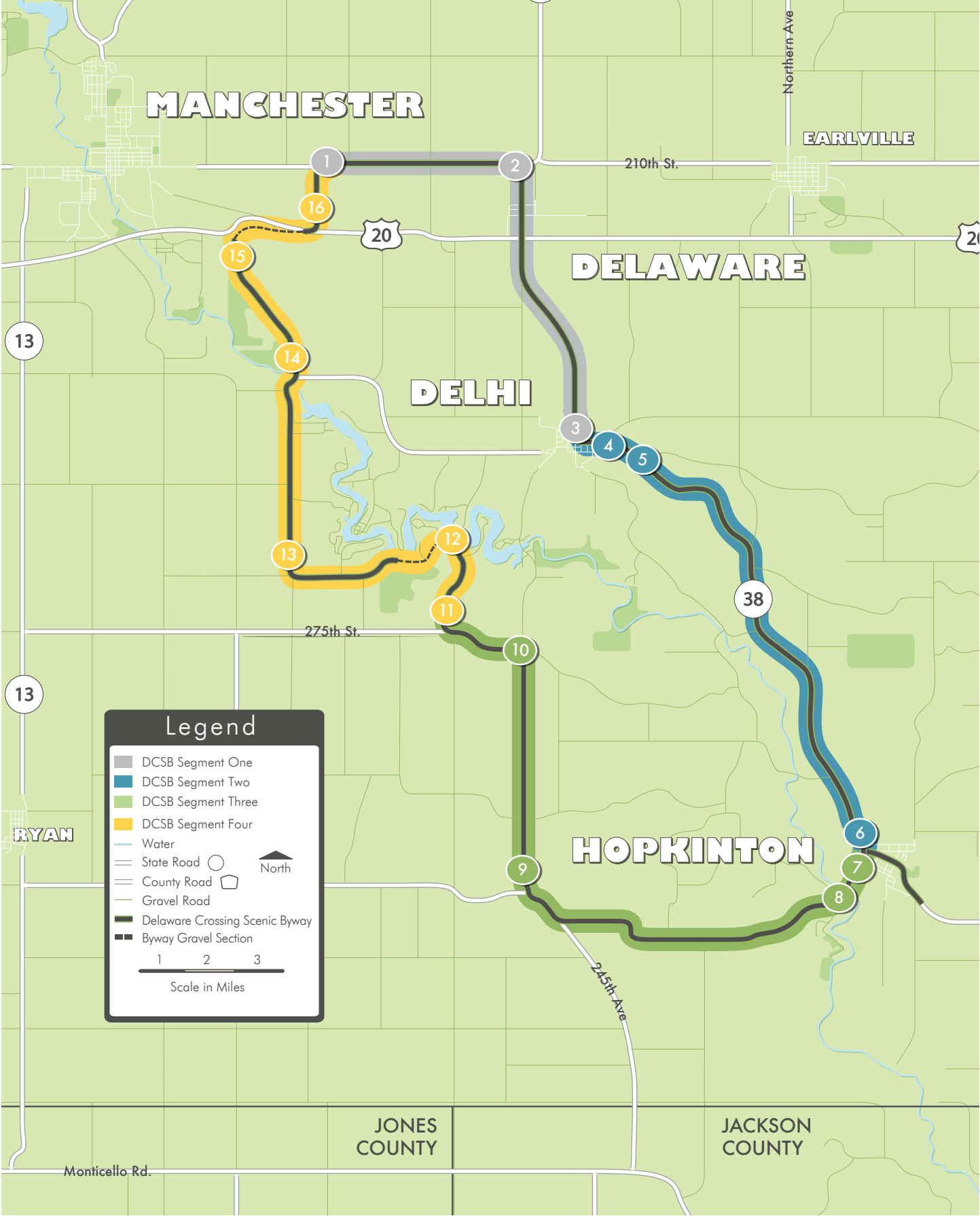
Four: Trained Staff & Hospitality Personnel

At every stage of byway trip planning, trained personnel can often make a difference between a byway traveler having a good trip or a bad trip, an extra night’s stay, or a reason to recommend the experience to others. Interaction with people familiar with what there is to see and do in the region can help the traveler gain valuable knowledge from a local’s perspective that may be unattainable through publications. Trained hospitality personnel can provide estimated time of travel, customize directions, weather, road condition updates, as well as recommendations on where to stay, eat, and/or shop. Because of this, DCSB Advisory Board members believe that educating hospitality personnel about the byway and all that there is to see, do and experience along its route is an important wayshowing component to implement.

**Existing Conditions:** Through discussions with Byway stakeholders, the DCSB Advisory Board has come to the conclusion that many front-line hotel, restaurant, and retail employees, in addition to the ‘locals’ who regularly interact with the DCSB visitor often lack information or know little about how to properly inform the visitor about what there is to see and do in the Corridor. DCSB Advisory Board members have received input from stakeholders that often times, the employees who are working many of the jobs within the tourism sector are young, part-time, seasonal workers from the area. Many when asked “what is there to do around here?” often don’t know what to say, or worse yet, say “nothing at all.” Certain sectors within the tourism industry along the DCSB have tended to perform at differing levels of success regarding visitor hospitality, though it is common belief that additional trainings and/or educational services looking to strengthen this component of wayshowing could only serve as a benefit to the byway. Existing Hospitality Trainings in the Corridor focus on general guest services or education about local chambers or regional tourism entities.



Map #		Delaware Crossing Scenic Byway Driving Directions (Clockwise)
Segment One Directions		
1		Leave Manchester heading east on East Main Street which becomes 210th Street
2		Turn right to head south on Highway 38
3		Go through Delaware and continue to Delhi
Segment Two Directions		
4		In Delhi, Turn left onto Market Street
5		Follow as it becomes Highway 38 once again as you leave town
6		Follow Highway 38 as it becomes 3rd Street in Hopkinton
Segment Three Directions		
7		Turn right onto SW Marion Street
8		SW Marion Street becomes d47/315th Street as you leave Hopkinton
9		Turn right onto 230th Ave/X31
10		Turn left onto D42/275th Street
Segment Four Directions		
11		Turn right onto 220th Ave
12		Turn left onto 267th Street (this becomes GRAVEL)
13		Turn right onto 197th Ave/X21
14		Take a slight left onto Jefferson Road/X21
15		Before reaching Highway 20, take a right onto 221st Street (GRAVEL)
16		Take a left onto 205th Ave and go under the Highway 20 bridge
END		Take a right on 210th Street to complete the loop





Five: Signage

The term ‘byway attraction’ can be defined as a place or point of interest that is intended for visitors to notice or stop while driving within the DCSB corridor. Byway attractions can refer to overlooks, historic sites, museums, parks, trails, information/ interpretive centers, or other places of interest that add to the visitor’s travel experience. For a traveler to successfully find their way to and along the byway, well-marked signage that serves to direct, identify, and confirm the identity of the DCSB and each of its destinations is essential for visitors in the Visit-Stage of trip planning. When an analysis of existing signage was conducted, the DCSB Advisory Board decided to inventory and assess the existing conditions A) DCSB guide signs, B) community welcome signs, C) destination approach signs, and D) on-site identification signs.. Their assessment, as it relates to each type of wayshowing signage, are listed as follows:

**A) DCSB Guide Signs:** A Byway Guide Sign can be defined as branded signage that are to provided the visitor with visual confirmation that they are on their designated route. Byway Guide Signs have the ability to be seen and used 24 hours a day/365 days a year, which makes them an invaluable tool for visitors during the Visit-Stage of byway trip planning. When DCSB Advisory Board members worked with the Iowa Department of Transportation and Scenic Byway Coordinators from across the state to analyze Iowa Byway Guide Signs, input received in 2008 resulted in detecting a need for new and improved visual aid along each designated route in Iowa. Program participants believed that updated Iowa Byway Guide Signs would help visitors navigate each route and distinguish one byway from the next. Other benefits participants believed would be a result of implementing a properly installed system of Iowa byway guide signs are listed under this subsection and include the following:

- Inform motorists of designated byway routes
- Guide travelers along the multiple routes that comprise a designated byway
- Inform byway users of entrances and exits
- Direct travelers to byway attractions
- Offer a safe traveling environment
- Prevent travelers from becoming disorientated, lost or frustrated

**Existing Conditions:** Prior to 2008, guide signs were the most coveted wayshowing component the DCSB Advisory Board desired to add along the byway. By working with a variety of partners, the DCSB Advisory Board was able to receive funding for the design, planning, and installation of new Byway Guide Signs. Today, there are 154 main route signs that comprise the Byway Guide Sign System. The DCSB Advisory Board’s accomplishments, as they relate to the installation of byway guide signs are listed as follows:

1) *Phased out Existing Byway Signage in the Fall of 2009:* Although guide signs had been installed at different times along each scenic byway in Iowa between 1993–2011, all signs displayed the same graphic identity of a barn and silo. This provided the visitor with the ability to recognize when they were driving on an Iowa byway, but the universal sign was outdated and did not allow visitors to distinguish one byway from the other. Because of this, Iowa Scenic Byway Coordinators employed from RC&D’s across the state worked with the Iowa DOT to develop a system-wide identity and individual graphic identities for each byway in Iowa.

2) *NSBP Funding was Awarded in the Winter of 2010:* RC&D’s across the state worked with the Iowa DOT to receive a \$580,000 grant from the NSBP for the Iowa Byways Signage Implementation Project. Funding was used to hire a consulting firm to design and install guide signs along 10 of Iowa’s byways.

3) *Hiring of Shive-Hattery & Voltmer Inc. in Spring 2010:* After submitting a Request for Qualifications (RFQ), Iowa Byway Coordinators selected an engineering consulting firm, Shive-Hattery, to develop a graphic identifier for the Iowa byway’s program as well as individually branded logos for each of the ten Scenic byways in Iowa. Voltmer Inc was hired to install the byway guide signs across the state.

4) *Graphic Identity Complete in the Summer of 2010:* Shive-Hattery worked with all of the Iowa Scenic Byway Coordinators to develop a system-wide graphic identity for the Iowa Byways Program. The phrase “system-wide graphic identity” can be defined as the single image that represents the comprehensive family of Iowa byways. The “Iowa Byways” design was developed to be used as a stand-alone graphic for identifying and promoting the Iowa Byways Program, as well as to be combined with individual byway graphic identities on guide signs for each route. Graphic colors, proportions and dimensions of the system-wide graphic identity for the Iowa Byways Program can be found in the Iowa Byway Signage Policy Manual.

5) *Byway Graphic Identity Complete in the Summer of 2010:* Working alongside Shive-Hattery and the Iowa DOT, the DCSB Advisory Board developed it’s logo concept. After considerable discussion about what would make a memorable graphic theme for the byway, the group decided on a logo that would portray an image of Lenox College’s Civil War Monument amongst green vegetation and a bright blue sky. In addition to the unique graphic image, the name of the byway was added to the sign to help visitors distinguish each roadway from one another. Graphic colors, proportions and dimensions of the DCSB guide sign logo can be found in the Iowa Byway Signage Policy Manual by visiting [www.iowadot.gov/traffic/manuals/pdf/02g-01.pdf](http://www.iowadot.gov/traffic/manuals/pdf/02g-01.pdf).



Community Welcome Sign

6) *Iowa Byways Signage Policy Complete in the Winter of 2010:* Once a system-wide identity and individual graphic identities for each scenic byway in Iowa was completed, the Iowa DOT developed the Iowa Byways Signage Policy Manual to meet the needs of those responsible for implementing, installing, and sustaining all types and variations of byway guide signs. The policy manual was adopted by the Iowa DOT and is amended to the Traffic and Safety Manual (TAS). In addition to providing information about each scenic logos colors, proportions and dimensions, the manual clearly defines the ‘rules’ for how to properly install the byway guide signs and auxiliary signs. Height, off-set from traveled way, etc. are spelled out in the policy manual, which can be referenced by visiting [www.iowadot.gov/traffic/ manuals/pdf/02g-01.pdf](http://www.iowadot.gov/traffic/manuals/pdf/02g-01.pdf).

7) *Predictive Maps Complete in the Summer of 2011:* With the rules and standards in place for the Iowa scenic byway guide signs, Shive-Hattery developed predictive maps for each byway in the state. Predictive maps were completed to provide knowledge and illustrations about the proposed locations for where each byway signs would be installed in addition to the recommended installation type for each. The DCSB predictive map document can be found by visiting [ftp://ftp.shive-hattery.com/iowa%20 Byways%20 Signage%20 Maps/River%20Bluffs/River%20 Bluffs%20 Sign%20Assemblies%20map.pdf](ftp://ftp.shive-hattery.com/iowa%20Byways%20Signage%20Maps/River%20Bluffs/River%20Bluffs%20Sign%20Assemblies%20map.pdf).

8) *Jurisdictional Meeting Held in the Summer of 2011:* DCSB Advisory Board members, city officials, tourism directors, county engineers, and employees of Iowa DOT, Voltmer, and Shive-Hattery attended a jurisdictional coordination meeting to identify, review, and verify the byway guide sign locations and instillation types. Each jurisdiction was encouraged to review all proposed locations of signs and alert Shive-Hattery of any changes that needed to be made.

9) *Locations of Signs Marked in the Summer of 2011:* Jurisdictions along the DCSB received a call from the contractor, Voltmer Inc., Indicating that each of the scenic byway proposed sign locations had been marked with flags, ribbons, or water-based marking paint. County Engineers and DCSB Advisory Board members were asked to promptly review the proposed byway sign locations and respond directly to the contractor with questions or concerns regarding questionable signage placement or installation type. Each jurisdiction was given two weeks to review the proposed sign locations and installation types prior to signage installation.

10) *Installation of Byway Guide Signs in the Fall of 2011:* Once signage locations were approved, 154 main route guide signs were installed along the DCSB. These signs provide navigation and wayfinding reassurance as one travels the DCSB.



**B)DCSB Welcome Signs:** One critical function of a successful wayshowing system is to properly mark main vehicular entrances and exits to the DCSB. One way to accomplish this is through the installation of Byway Welcome Signs at major starting or portal entrance points along the DCSB. A Byway Welcome Sign can be defined as an expression of cordial greeting to a visitor whose arrival to the byway is desired. By strategically placing Byway Welcome Signs at high-traffic intersections and entrances, they can act as cues that let visitors know when they have arrived to the DCSB, or are leaving its corridor.

**Existing Conditions:** When the DCSB Advisory Board took inventory of existing Byway Welcome Signs, they found one locations where they were present at the south entrance to the community of Hopkinton. This location features black and white BEGIN and END auxiliary signs that are mounted directly below the standard DCSB Guide Sign. However, the DCSB Advisory Board did note that both of the existing byway welcome signs more or less blended in with the other Byway Guide Signs and did not convey a sense of truly being ‘welcomed to the DCSB.’

**C) Destination Approach Signs:** A Destination Approach Sign can be defined as a sign that serves to indicate that there is a landmark, attraction, place of interest, and/or other site destination ahead. In Iowa, types of destinations that qualify for this type of signage include: incorporated communities, recreational areas, historic sites and facilities, tourist attractions, colleges and universities, public and nonprofit cultural facilities, regional airports, bus terminals, ground transportation centers, state or federal medical facilities, and national guard units. To qualify, the site or attraction must be on or within 1 mile of the intersected route. Differing colors of destination signs also exist and are based on the type of destination listed on the sign. In Iowa, brown signs are used for cultural and recreational destinations. Green signs are used for all other destinations. Blue signs are used for information related to motorist services such as gas, food, lodging, camping, rest areas, etc.

**Existing Conditions:** After selecting what the DCSB Advisory Board believes to be the anchor attractions located within the byway Corridor, an assessment of Destination Approach Signs relating to each was collected. Their analysis revealed that Destination Approach Signs were present for most of the anchor attractions along the DCSB, although their quality, recognizability, and condition varied greatly. The DCSB Advisory Board would like to add signage directing to interpretation along the byway. This could be as simple as adding a sign reading “interpretation” with an arrow to existing signs and signposts. Or it could involve creating interpretation signs that have the byway logo on them.

**E) On-Site Identification Signs:** The term On-Site Identification Sign can be defined as a sign confirming that the visitor has reached the site and/or location they are looking for. This type of sign is often used at the entrance to a site, or located on the site itself and are typically not located within the public road right of way.

**Existing Conditions:** An analysis of On-Site Identification Signs along the byway revealed that just over A majority of the DCSB Advisory Board’s anchor attractions have some type of On-Site Identification Sign. The DCSB Advisory Board noticed during their wayfinding inventory that this type of signage varied in condition, shape, size, color, and material from one destination to another. There was a lack of consistency and/or cohesive design elements when identifying and comparing one attraction to another. Although this can help differentiate one attraction from the other, it does make the On-Site Identification Signs harder to spot. Another observation made was that of the existing On-Site Identification Signs located along the DCSB, none of the attractions acknowledged themselves to be partners of the DCSB through the use of the byway logo or narrative on the sign itself.

**D) Community Welcome Signs:** A Community Welcome Sign can be defined as an entrance sign that enables a community, town and/or incorporated township to define itself and welcome visitors with a sign that reflects some aspect of the community’s character. Often times, a Community Welcome Sign is developed to establish a ‘brand’ or sense of place and are custom-made signs, monuments, and landscapes (or all of the above) that are developed to act as cues to let the visitor know when they have arrived in the community. Their presence can create a positive first impression, provide a reminder of the community’s presence, and/or manifest a sense of pride for the township.

**Existing Conditions:** When an analysis of existing Community Welcome Signs was conducted, DCSB Advisory Board members identified signs existed for all four of the DCSB anchor communities: Manchester, Delaware, Delhi, and Hopkinton. Each Community Welcome Sign varied with differing materials and slogans. The DCSB Advisory Board noted that no existing Community Welcome Signs incorporate information or acknowledgment of the DCSB. The green DOT issued community name and population signs are not considered a Community Welcome Sign.

**E) Downtown or Historic District Loop Signs:** Downtown and/or Historic District Loop Signs can be defined as a sign installed at a high-traffic intersection at the entrance of a byway community that has potential to direct or bring people into the central business district, or focal point of the town. This type of signage would be especially beneficial for the communities parallel, or just off the byway route. Often times, Downtown District Loop Signs are comprised of the community logo with an Auxiliary Sign attached at the bottom. The Auxiliary Sign typically has a message or phrase to inform the traveler of the commercial, office, retail, and/or cultural/historical hub of the community and what direction the visitor must turn to reach their desired travel destination.

**Existing Conditions:** No Downtown District Loop Signs or Historic District Loop Signs exist along the DCSB or within its corridor.

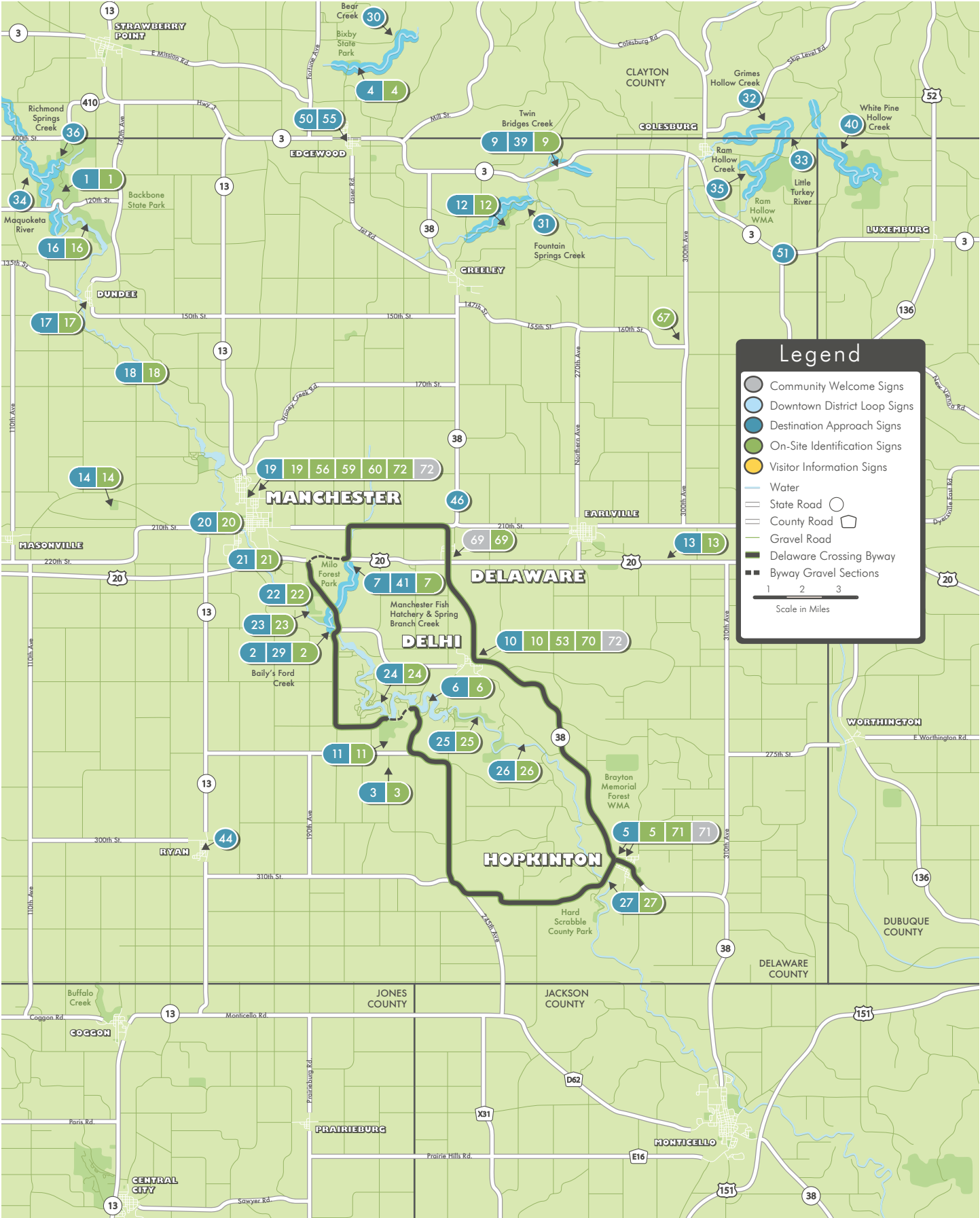
12.6 Existing Wayshowing Signage

The board would like to note that although a wide variety of signage needs may exist within the corridor, they chose to focus their attention on the byway sites they consider to be their most prominent anchor attractions. A complete listing of all wayshowing signage that has been inventoried and exists along the DCSB is as follows:

Map #	Point of Interest	Community Welcome Sign	Downtown District Loop Sign	Destination Approach Sign	On-Site Identification Sign	Visitor Information Sign
	County Parks, State Parks & Natural Areas					
1	Backbone State Park			X	X	
2	Bailey’s Ford Nature Center and Wildlife Center			X	X	
4	Bixby State Preserve			X	X	
6	Lake Delhi Recreation Area			X	X	
7	Manchester Fish Hatchery			X	X	
9	Twin Bridges Park			X	X	
10	Silver Lake Park			X	X	
11	Turtle Creek Recreation Park			X	X	
12	Fountain Springs Park			X	X	
13	Plum Creek Park			X	X	
14	Coffin’s Grove Park			X	X	
	Maquoketa River Water Trail					
16	Backbone State Park Access			X	X	
17	Dundee Access			X	X	
18	Lindsey Bridge Access			X	X	
19	Tirrill Park Access			X	X	
20	Whitewater Park			X	X	
21	Schram Park Access			X	X	
22	Pin Oak Park Access			X	X	
23	Bailey’s Ford Park Access			X	X	
24	Turtle Creek Park Access			X	X	
25	Shearer Wildlife Area Access			X	X	
26	Pioneer Road River Access			X	X	
27	Dunlap Park Access			X	X	
	Trout Streams of Delaware County					
29	Bailey’s Ford Stream Access			X		
30	Bear Creek Stream Access			X		
31	Fountain Springs Stream Access			X		
32	Grimes Hollow Stream Access			X		
33	Little Turkey River Stream Access			X		
34	Maquoketa River Stream Access			X		
35	Ram Hollow Stream Access			X		
36	Richmond Springs Stream Access			X		



Map #	Point of Interest	Community Welcome Sign	Downtown District Loop Sign	Destination Approach Sign	On-Site Identification Sign	Visitor Information Sign
N/A	Spring Falls Stream Access			X		
39	Twin Bridges Creek Stream Access			X		
40	White Pine Hollow Creek Stream Access			X		
41	Spring Branch Creek Stream Access			X		
	Military & Civil War Sites & Monuments					
43	Earlville Veterans Memorial					
44	Veterans Living Memorial					
45	Evergreen Cemetery Civil War Monument					
46	Pineview Cemetery Civil War Monument					
47	Freedom is Not Free Veterans Memorial					
48	Oakland Cemetery Civil War Monument					
49	Freedom Rock Site					
50	Edgewood Cemetery Civil War Monument					
51	Platt Cemetery Andrew J. Sloan Gravesite					
	Delaware County Historic Sites					
3	Bay Settlement Church and Cemetery			X	X	
5	Delaware Cty Historical Museum/Lenox College *NR			X	X	
53	Hobb's Chimney				X	
54	McCreery Monument					
55	Woman's Christian Temperance Union Fountain					
56	Delaware County Courthouse *NR				X	
57	Eiverson/Love Log Cabin					
58	Hughes House					
59	Travers Toys & Farm Machinery Museum				X	
60	Manchester Public Library *NR				X	
61	Spring Branch Butter Factory Site *NR					
62	Delaware County Genealogy Society					
63	Little Red School House					
64	McGee School *NR					
65	Lincoln Elementary School *NR					
	Churches & Cemeteries					
67	Saints Peter and Paul Church *NR				X	
N/A	Select Pioneer Cemeteries					
	Byway Communities					
69	Downtown Delaware	X			X	
70	Downtown Delhi	X			X	
71	Downtown Hopkinton	X			X	
72	Downtown Manchester	X			X	





**12.7 Proposed Wayshowing Projects**

After completing an inventory and assessment of the DCSB’s existing wayshowing components, the DCSB recommends a variety of strategies and projects that they would like to implement into their comprehensive wayshowing system to help DCSB travelers navigate the byway. A map identifying the number and location of each proposed wayshowing signage is located at the end of this section.

**1) Develop a DCSB Turn-By-Turn Direction Flyer:**

National surveys indicate that online mapping services offered by Google Maps, MapQuest, Bing and/or Yahoo tend to dominate the market of directions for when travelers are in the Pre-Visit Stage of byway trip planning. However, in the case of traveling along the DCSB, an insurmountable amount of time may have to be spent zooming-in and out along the maps offered through these online mapping services to compile an accurate depiction of driving directions. Byway route signs accomplish this, to an extent, through the use of visual cues in the form of branded DCSB guide signs. Though, there may be some travelers of the byway that would prefer to have some reassurance in the form of printed driving directions in order to assist them with their navigation of the byway. Because of this, the DCSB Advisory Board recommends that an 8.5x11" flyer be developed to provide detailed turn-by-turn driving instructions for scenic byway visitors to utilize for both directions of travel along the route. It is recommended that the flyer be made available online, so that printing costs would not be incurred or associated with this project. Making the flyer 8.5"x11" and posting it on the Travel Iowa’s DCSB webpage and other online media sources/websites would make the publication easily accessible, downloadable and printable for travelers to use while traveling the DCSB.

**2) Establish & Implement DCSB Cartographic Standards:**

Maps allow travelers to make informed and efficient decisions. They enable them to answer location-related questions, support spatial behavior, and enable spatial problem solving. The DCSB Advisory Board understands that great maps feature good design principles such as visual contrast, legibility, figure-ground organization, hierarchical organization, and balance. Together, these principles form a system for seeing and understanding the relative importance of the content and visual appeal of the map, which helps users navigate with confidence. To ensure the development of highly effective maps for the byway, the DCSB Advisory Board believes that a set of standards and/or rules must be identified, agreed upon and incorporated. Referencing many concepts adopted from Wayshowing for Byways, A Reference Manual, published by the America’s Byways Resource Center, DCSB Advisory Board members have identified a list of standards and/or rules for maps and byway cartography that include the following:

- Prominently display the byway route.
- Indicate gravel road sections of the byway.
- Identify and inform the visitor of the byway corridor.
- Illustrate attractions, sites, travel services and intrinsic resources with symbols and/or labels.
- Identify all nearby towns and cities.
- Label all roads that make up the byway’s route and those that lead to the byway’s intrinsic resources, anchor attractions and sites.
- Use symbols, line weights, colors, patterns and fonts to consistently communicate a common meaning. Ex: all highways use a common line, all water bodies are blue, all public land is green, etc.
- Exhibit essential intrinsic resources such as rivers, trout streams, public land and other geographical features.
- Instruct visitors to the DCSB to look for and follow the byway’s guide signs.
- Indicate byway orientation stops, visitor centers, interpretive/education centers and other public locations where travel information may be obtained.

**3) Provide Downloadable DCSB Maps/Printed Materials:**

According to the Federal Communications Commission, broadband deployment in the United States, especially in rural areas, is failing to keep pace with today’s advanced, high-quality voice, data, graphics and video offerings. In 2015, it was reported that over half of all rural Americans lack access to 25Mbps/3Mbps cell phone service. Factor in the spotty and/or lack-there-of cell phone coverage along the DCSB, and one can begin to understand that it may be difficult for many byway travelers to rely on online media sources to access maps and/or cartography to assist them with their navigation needs while traveling the byway. Because of this, members of the DCSB Advisory Board recommend that all byway printed and/or promotional material be made available for download from the Iowa Tourism’s DCSB webpage and other online websites where possible. Special emphasis by prioritization, should be given to those downloadable printed publications that feature a map of the byway route.

**4) Promote Iowa DOTs 511 Service, Website & App:**

Traveler safety is first and foremost the primary concern and priority for members of the DCSB Advisory Board. The Iowa DOT’s 511 Traveler Information System is a systematic approach to providing the most up-to-date travel information through the use of a phone system, website and App. Iowa travelers can call or visit either online media outlet to receive accurate and time sensitive information about 1) weather related road conditions from Oct. 15th through April 15th, 2) statewide weather conditions, 3) state road construction projects, maintenance activities, crashes, truck restrictions and detours and 4) traveler information services regarding tourism and community events. This service is free of charge and operates 24 hours a day, seven days a week. The DCSB Advisory

Board recommends that the Iowa DOT’s 511 website link, App link and phone number found at <http://511ia.org> be included on DCSB digital marketing sources and printed material.

**5) Integrate DCSB Information into the AAA Mobile App:**

Statistics show that the average American spends more than two hours a day on his or her mobile device. While probably only a handful of applications make up the bulk of this total mobile device usage, it doesn’t change the fact that each user has to unlock, scroll and scan their device for the Apps they are looking for. Having the Iowa byway’s presence online can be undoubtedly beneficial for those who are actively looking for information about Iowa’s byways, or just so happen to come across information about them unexpectedly. However, when the DCSB Advisory Board and other Iowa Scenic Byway Coordinators conducted initial research for the development of an Iowa Byway’s App, they learned quickly that cost estimates for the development, management and maintenance of such an App is not a feasible budgeted option for the Iowa Byways Program at this time. Cost estimates show that in addition to the initial startup cost of \$3,700–\$7,000 to develop the App itself, there is often a monthly surcharge in the range of \$199–499 to maintain its presence on App search libraries. With this in mind, the majority of Iowa Scenic Byway Coordinators expressed their desire for an online App to members of the Byways of Iowa Foundation (BIF). Through initial conversations, a partnership opportunity presented itself through discussions with BIF members to merge and share information about each of Iowa’s scenic byways by adding content, maps and narrative about each of Iowa’s Scenic Byways to an existing AAA Mobile App that has already been developed and available for download online. It is the recommendation of the DCSB Advisory Board to continue to pursue this partnership with AAA in order to add specific information about the DCSB and all of the other scenic byways in Iowa to the existing App.

**6) Increase Education Pertaining to Hospitality:**

Members of the DCSB Advisory Board have identified the need to increase educational efforts pertaining to trained staff and hospitality personnel employed at attractions and sites along the DCSB. Specific recommendations for this wayshowing component may be found within the Strategic Marketing Plan’s Marketing Mix Recommendations.

**7) Conduct an Inventory of Byway Guide Signs:**

Byway providers should organize an inventory of DCSB Guide Signs every two years and communicate the inventory results to the applicable DCSB jurisdictions and Iowa DOT. To conduct a sign inventory, the DCSB Coordinator will need to drive the route and compare what signs currently exist along the byway to the sign types displayed in the DCSB predictive map document, which can be obtained

from the Iowa DOT. If Guide Signs and/or Auxiliary Signs are found to be missing or damaged, the Iowa DOT will provide replacement signs and the owner of the road (local agency or District DOT) will provide the pole replacement/hardware as needed. For sign replacement, Scenic Byways Program Manager, Mary Stahlhut, may be contacted.

**8) Install Byway Welcome Signs at Select Information Hubs:**

Today, black & white BEGIN and END Auxiliary Signs that are mounted below DCSB Guide Signs exist at two locations along the byway. However, members of the DCSB Advisory Board believe that both BEGIN and END Auxiliary Signs more or less blend in with the byway’s many Guide Signs and do not convey a sense of truly being “welcomed to the byway.” Therefore, DCSB Advisory Board members strongly recommend that a DCSB Welcome Sign and/or large logo be an added component to select information hubs along the route (information hubs are referenced within the Interpretation Section of this CMP). The message “Welcome to the Delaware Crossing Scenic Byway” or Your Delaware Crossing Scenic Byway Experience Starts Here” are messages that DCSB Advisory Board members would consider as examples of what they would prefer to be displayed.

**9) Install Community Welcome Signs:**

The DCSB Advisory Board recommends the installation of Community Entrance Signs for the DCSB anchor communities where none exist or where an existing sign could be made more prominent. Recommended locations for each Community Entrance Sign can be referenced by viewing the “map of proposed wayshowing media.”

**10) Install Downtown District Loop Signs:**

The DCSB Advisory Board recommends the installation of Downtown District Loop Signs at select intersections and/or entrances near byway communities where the byway route does not go directly through town. Recommended locations for each Downtown District Loop Sign can be referenced by viewing the “map of proposed wayshowing media.”

**11) Install Destination Approach Signs:**

The DCSB Advisory Board recommends the installation of additional Destination Approach Signs for select anchor attractions where none exist, are outdated or are not very effective due to the signs material, location, size, shape and/or content. Recommended locations for each Destination Approach Sign can be referenced by viewing the “map of proposed wayshowing media.”

**12) Install On-Site Identification Signs:**

The DCSB Advisory Board recommends the installation of On-Site Identification Signs for anchor attractions where none exist. Recommended locations for each On-Site Identification Sign can be referenced by viewing the “map of proposed wayshowing media.”





Public Land Wayfinding Signs

**13) Install Public Land Wayfinding Signs:** Through this project, Delaware County will strive to improve wayfinding on public lands including: water accesses, city and county parks and preserves, Iowa DNR Wildlife Management Areas, trout stream access as well as land, ATV/UTV and water trails. Maps outlining public lands and their recreational features and amenities will be developed for every public land and access. This will also include national grid system signage to improve emergency responding procedures. Educational talks for the public will be incorporated with the installation of wayfinding signage on public lands.

**14) Install Visitor Information Signs:** Each of the three major communities along the DCSB route has locations visitors can stop for information about the byway and the area. The Chamber of Commerce office in Manchester has excellent signage to direct visitors there. However, the facilities available in Delhi and Hopkinton are City Halls, and therefore, lack adequate wayfinding signage. This project will identify locations and facilitate planning for wayfinding and informational signage for these locations. Recommended locations for each Destination Approach Sign can be referenced by viewing the “map of proposed wayshowing media.”

**15) Develop and Market the Amish Cultural Loop:** The DCSB Advisory Board is interested in developing an Amish

Cultural Loop to showcase the abundant Amish stores and farms within the DCSB Loop. This project will evaluate route options and determine the safest and advantageous route and will install DCSB Loop signage and marketing materials to aid travelers with navigation. This project will also identify directional signage needs for Amish points of interest and areas.

**16) Prioritize Byway Roadway for DOT Improvements:** It is important that the Delaware Crossing Scenic Byway roadway itself be safe and in good condition for byway travelers during all four seasons of travel. To ensure this, the DCSB Advisory Board will work with local, regional, and state jurisdictions to prioritize byway roadways for roadway improvements. The DCSB Advisory Board will utilize data from the Transportation and Safety section of this CMP to inform decision making and assist them with proposed projects.

**17) Designate Historic Route 20:** Various partners in the DCSB Corridor are interested in the pursuit of a historic route designation for Old Highway 20. This project will identify the historic route and its qualities and will work with local and state partners to pursue official designation .Once it is designated, the DCSB Advisory Board will work with local and county stakeholders to develop a wayfinding signage plan to guide visitors along the route. The plan will also include byway directional signs.

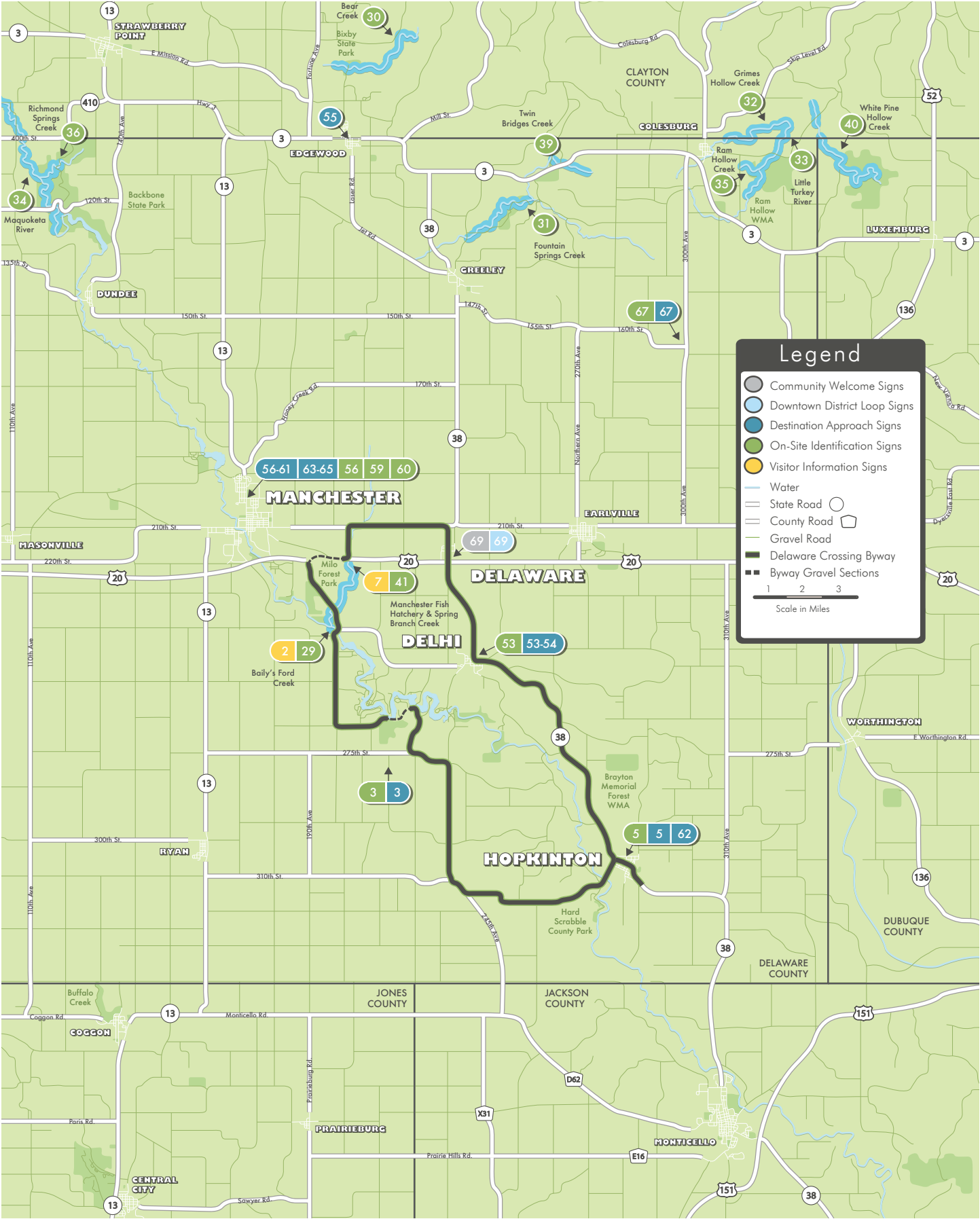
**12.8 Proposed Wayshowing Signage**

The DCSB Advisory Board would like to note that although a wide variety of signage needs were identified within the DCSB corridor, they chose to focus their attention on the byway sites they considered to be their most prominent anchor attractions. To properly implement their wayshowing signage plans, the DCSB Advisory Board recommends that efforts between municipal, county, and state partners be coordinated in a way so that each entity is encouraged to work together to ensure that sign installation, maintenance, and repair contracts are completed in a manner that is both visually appealing, organized, and cohesive. A listing of all wayshowing signs that the DCSB Advisory Board recommends for installation along the DCSB is as follows:

Map #	Point of Interest	Community Welcome Sign	Downtown District Loop Sign	Destination Approach Sign	On-Site Identification Sign	Visitor Information Sign
	County Parks, State Parks & Natural Areas					
1	Backbone State Park					
2	Bailey’s Ford Nature Center and Wildlife Center					X
4	Bixby State Preserve					
6	Lake Delhi Recreation Area					
7	Manchester Fish Hatchery					X
9	Twin Bridges Park					
10	Silver Lake Park					
11	Turtle Creek Recreation Park					
12	Fountain Springs Park					
13	Plum Creek Park					
14	Coffin’s Grove Park					
	Maquoketa River Water Trail					
16	Backbone State Park Access					
17	Dundee Access					
18	Lindsey Bridge Access					
19	Tirrill Park Access					
20	Whitewater Park					
21	Schram Park Access					
22	Pin Oak Park Access					
23	Bailey’s Ford Park Access					
24	Turtle Creek Park Access					
25	Shearer Wildlife Area Access					
26	Pioneer Road River Access					
27	Dunlap Park Access					
	Trout Streams of Delaware County					
29	Bailey’s Ford Stream Access				X	
30	Bear Creek Stream Access				X	
31	Fountain Springs Stream Access				X	
32	Grimes Hollow Stream Access				X	
33	Little Turkey River Stream Access				X	
34	Maquoketa River Stream Access				X	
35	Ram Hollow Stream Access				X	
36	Richmond Springs Stream Access				X	



Map #	Point of Interest	Community Welcome Sign	Downtown District Loop Sign	Destination Approach Sign	On-Site Identification Sign	Visitor Information Sign
N/A	Spring Falls Stream Access				X	
39	Twin Bridges Creek Stream Access				X	
40	White Pine Hollow Creek Stream Access				X	
41	Spring Branch Creek Stream Access				X	
	Military & Civil War Sites & Monuments					
43	Earlville Veterans Memorial					
44	Veterans Living Memorial					
45	Evergreen Cemetery Civil War Monument					
46	Pineview Cemetery Civil War Monument					
47	Freedom is Not Free Veterans Memorial					
48	Oakland Cemetery Civil War Monument					
49	Freedom Rock Site					
50	Edgewood Cemetery Civil War Monument					
51	Platt Cemetery Andrew J. Sloan Gravesite					
	Delaware County Historic Sites					
3	Bay Settlement Church and Cemetery			X	X	
5	Delaware Cty Historical Museum/Lenox College *NR			X	X	
53	Hobb's Chimney			X	X	
54	McCreery Monument			X		
55	Woman's Christian Temperance Union Fountain			X		
56	Delaware County Courthouse *NR			X	X	
57	Eiverson/Love Log Cabin			X		
58	Hughes House			X		
59	Travers Toys & Farm Machinery Museum			X	X	
60	Manchester Public Library *NR			X	X	
61	Spring Branch Butter Factory Site *NR			X		
62	Delaware County Genealogy Society			X		
63	Little Red School House			X		
64	McGee School *NR			X		
65	Lincoln Elementary School *NR			X		
	Churches & Cemeteries					
67	Saints Peter and Paul Church *NR			X	X	
N/A	Select Pioneer Cemeteries					
	Byway Communities					
69	Downtown Delaware	X	X			
70	Downtown Delhi	X	X			X
71	Downtown Hopkinton	X	X			X
72	Downtown Manchester	X	X			X







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# SECTION THIRTEEN

## Interpretive Master Plan

### 13.1 Introduction

Interpretive planning is an initial step in the planning and design process for informal learning-based institutions like museums, nature centers, heritage sites, parks, and other cultural facilities where interpretation is used to communicate messages, stories, information and experiences. It is a decision-making process that blends management needs and resource considerations with visitor needs and desires to determine the most effective way to communicate a message to a targeted audience.

The term “interpretation” was defined in 1976 by Interpretation Canada as a communication process that reveals meanings and relationships of the cultural and natural heritage to the public, through first hand experiences with objects, artifacts, landscapes, and/or sites. However, on closer evaluation, it actually serves multiple purposes. In its broadest sense, it can serve as a branded medium for sharing a coordinated, regional perspective that provides experiential context for multiple historic, cultural, and natural sites in the DCSB Corridor. It can be an effective communication strategy that helps visitors understand and enjoy the unique local folklore or historical information about a specific site. However, it can also coordinate and reveal a larger common theme or series of stories about the people, places, and events that have occurred, or are occurring, throughout the DCSB Corridor encouraging the traveler to visit multiple sites. It can play a crucial role in the ability of the DCSB Advisory Board and their stakeholders to engage, connect with, and satisfy the DCSB traveler. Great interpretation can change the visitor’s overall perspective about an individual site and/or their overall experience and in doing so make it more likely that they will return to the DCSB Corridor and/or recommend the experience to others.

When appropriately planned and implemented, interpretation reinforces other corridor planning components. Interpretation involves the process of defining what makes the byway special so it can be used to reinforce and support the DCSB brand by providing more information about the key brand themes, scenic, cultural and recreational. While the DCSB strategic marketing plan identifies strategies for how to entice the visitor into traveling and exploring the DCSB, effective interpretation will address how the byway stories get told to the visitor in an interesting, concise, relevant, and memorable way once they arrive. The DCSB Advisory Board proposes to restore and preserve historic and archaeological sites and artifacts; interpretation will help them put that work in a context that makes them interesting and relevant to the visitor. The DCSB Advisory Board is already working to develop public art; interpretation will tell the story of that art.

When developing this section of the CMP, the DCSB Advisory Board understood that their work on this section helped inform a more detailed and expansive Interpretive Master Plan (IMP) for the DCSB that Schmeeckle Reserve

Interpreters completed in early 2018. In their mission to assist Schmeeckle Reserve Interpreters with the development of a successful interpretive program for the byway, the DCSB Advisory Board conducted research, inventoried existing interpretation, and assembled their recommendations to identify future interpretive investments that should be made. The DCSB Advisory Board’s findings follow in this section. However, the DCSB Advisory Board also felt that this section could maximize that IMP by providing a snapshot of existing interpretive resources in addition to providing the DCSB Advisory Board’s recommendations for future interpretation and projects.

### 13.2 Benefits of Interpretation

Understanding the differences between developing interpretation rather than sharing information with the byway visitor is instrumental in helping to provide a successful traveling experience for those who visit the DCSB Corridor. Interpretation is not just about what is said to the byway traveler, but how it is said. Not just about what it teaches or the straight facts and figures, but rather about how it inspires, motivates, engages, and excites the visitor. It is not topic or resource specific but can communicate information about an idea, a place, a concept or topic. It takes difficult, complicated, dry information and makes it something interesting, understandable, and human. How we make the successful transition from facts to engaging interpretation has evolved over the years and is now influenced by an increasing understanding of human behavior, such as how people are motivated and why, what colors evoke different feelings, how long people will spend reading interpretive material, how photo content impacts feelings and aids in understanding. Today several different principles and professions influence great interpretation including psychology, sociology, education theory and presentation, written and photo journalism, marketing, business management and finance, recreation and tourism planning principles, media planning and design principles, and even our understanding of multi-sensory and universal access issues. Interpretive programs and projects related to the DCSB and its intrinsic resources will do many things, including but not limited to the following:

- 1) Deepen the connection of the traveler to the intrinsic resources in the DCSB Corridor through the use of photographs, narrative, artifacts, documents, panels, hubs, and/or displays,
- 2) Expand the relevance, viability, and marketability of the DCSB and its anchor attractions,
- 3) Inspire visits to other nearby DCSB sites, helping regional tourism thrive and grow,
- 4) Reinforce the DCSB and Iowa Byways brands,
- 5) Increase repeat use and referral of the DCSB route,
- 6) Encourage travelers to use the DCSB in a safe manner that respects the intrinsic resources,
- 7) Help residents gain a greater appreciation and pride of their own local heritage, and
- 8) Inspire residents to take a more active role in the stewardship, restoration, preservation, and promotion of DCSB resources.





Interpretation at Backbone State Park



Interpretive Hub at Backbone State Park



Historical Marker at Spring Branch Creek

### 13.3 Analysis of Existing Interpretation

The DCSB Advisory Board understands that a wide variety of interpretive methods, strategies, and actions ranging from publications and multi-media venues to interactive exhibits and themed messaging, are all elements associated with a successful interpretive program for the DCSB. However, since many interpretive methods are referred to in other sections of this CMP, or are included in Schmeckle Reserve Interpreter's Interpretive Master Plan (IMP), the DCSB Advisory Board elected to focus on existing and proposed interpretive methods as they relate to 1) interpretive planning, 2) interior interpretive media, 3) exterior interpretive media, 4) printed materials and 5) other interpretive products for 52 anchor attractions, sites and resources within the DCSB Corridor. Their inventory of existing conditions and proposed recommendations as they relate to each of the five methods for successful interpretation listed below are as follows:

#### Five Methods for Successful Interpretation:

- **Method One:** Site-specific & resource-focused interpretive planning efforts.
- **Method Two:** Installation of interior interpretive media.
- **Method Three:** Installation of exterior interpretive media that includes information hubs (IH), wayside exhibits (WE), and territory orientation panels (TAP).
- **Method Four:** Design, development and distribution of printed interpretive materials.
- **Method Five:** Foster other interpretive products.

#### Method One: Interpretive Plans

According to the National Association for Interpretive Planning (NIAP), an interpretive plan clearly identifies themes and storylines and then identifies strategies for how those themes and storylines will be effectively shared, in this case, with the byway traveler. The successful implementation of multiple interpretive plans will have an immense impact on the DCSB Advisory Board's goals related to advocacy, partnerships, programs, marketing, and management of the byway. Excellent interpretive plans provide the foundation for the development of marketing materials, identify anchor attraction needs, guide program development, and prioritize projects that are needed to effectively communicate the byway's stories.

**Existing Conditions:** When the DCSB Advisory Board conducted an inventory of existing interpretive plans, they sorted their findings into two categories 1) the DCSB and 2) anchor attractions along the byway. Existing conditions for both are as follows:

- **DCSB Interpretive Master Plan:** During the development of this CMP, an interpretive master plan (IMP) for the DCSB was developed with input from the DCSB Advisory Board by Schmeckle Reserve Interpreters in 2017, and completed in March of 2018.
- **DCSB Anchor Attractions:** When conducting an inventory of existing interpretive plans for anchor attractions, the DCSB Advisory Board found that no attractions had completed a site-specific or resource-focused interpretive plan.

#### Method Two: Interior Interpretive Media

Interior interpretive displays can be defined as visitor exhibits or interactive experiences that are related to archaeological artifacts, natural objects, or historic implements, in combination with visuals, hands-on-displays, and easily understood language. These interpretive displays are typically found within museums, historic sites, nature centers, and welcome centers.

**Existing Conditions:** An inventory of 52 anchor attractions along the DCSB revealed that although the majority of these sites had objects, artifacts, stories, or other information to interpret, only two of the 52 byway-critical resources (3.8%) had interior interpretive displays on-site. (It is important to note that not all anchor attractions have opportunities for interior displays, such as wildlife areas without buildings and historic residences that are not open to the public. These will be discussed in the next section on Exterior Interpretive Media). The two attractions that host interior interpretive displays are Bailey's Ford Nature Center and Wildlife Center located outside of Manchester and the Lenox College Complex in Hopkinton. The DCSB Advisory Board identified these sites as having adequate interior interpretive displays that feature basic information about each site. However, improvement to interior interpretive media through stimulating explanatory information, story-telling, and other methods are desired. The DCSB Advisory Board's recommendations for interior interpretive media along the byway can be found on "Method Two: Install Interior Interpretive Media" on page 237.

#### Method Three: Exterior Interpretive Media

The DCSB Advisory Board completed an inventory of exterior interpretive media. Through this inventory process, DCSB Advisory Board members identified three classifications of exterior interpretive media that they believe will be beneficial to the byway visitor.

- 3A) Information Hubs (IH)
- 3B) Territory Orientation Panels (TOPs)
- 3C) Wayside Exhibits (WE)

**3A) Information Hubs:** Information hubs are thematic kiosk structures that the DCSB Advisory Board would like to develop at key visitor intersects. These hubs will help introduce travelers to the byway, inform them, and orient them to the route's attractions, stories, and communities. These structures consist of multiple signs that provide maps, information, and interpretation 24 hours-a-day, 365 days-a-year. They have the ability to introduce the byway to motorists and visitors who pass by serendipitously. Their size and character also draw attention that can help support the byway's identity and brand. Information hubs are typically found at community gathering spaces and/or elite anchor attractions.

**Existing Conditions:** The DCSB Advisory Board's inventory of information hubs found that multiple hubs exists at Backbone State Park.



# Water Quality Protection



## Manchester Fish Hatchery

The Manchester Fish Hatchery, located just a half mile south of this location, has a long and storied history. Since 1976, it has functioned as Iowa's trout brood stock station where trout are spawned, incubated and hatched annually to produce over 600,000 fish for stocking in Iowa's waters. Here, fisheries personnel look to improve and maintain quality water and trout habitat for the benefit of both the trout and trout angler through active stream habitat improvement programs. Often times, the first step consists of minimizing erosion of topsoil into the stream by applying proper agricultural practices on the land upstream. Common erosion control practices that help protect clean water needed to maintain healthy trout populations include conservation buffers, contour farming, and terracing.



**Waterway Buffers**  
Waterway buffers are small areas or strips of land designed to slow water runoff, provide shelter and stabilize riparian areas to mitigate the movement of sediment, nutrients and pesticides within farm fields.




**Contour Farming**  
Contour farming is the practice of tilling sloped land along lines of consistent elevation in order to conserve non-water and to reduce soil losses from surface erosion.



**Terrace Farming**  
Terracing is a combination of contouring and land shaping in which earth embankments, or ridges, are designed to intercept runoff water and channel it to a specific outlet.

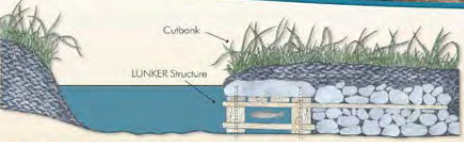


# Stream Bank Stabilization




## Spring Branch Creek


Work on this section of Spring Branch Creek has been completed by the Iowa DNR Fisheries Bureau in partnership with private landowners, trout anglers, the Natural Resource Conservation Service (NRCS), and the Delaware County Soil & Water Conservation District. Habitat structures such as rock deflectors and artificial bankhides, similar to the one depicted in the illustration to the right, are installed to provide protective cover, create holes, and increase stream current to remove silt and expose the underlying rock streambed. Bank stabilization projects occur on public and private properties. Cutbanks are stabilized by backsloping, covering the lower bank with rock and seeding the entire bank with grasses. This stabilizes the bank, provides shade to the stream, offers overhead cover for the trout, and minimizes nutrient and sediment delivery to the stream.



**Habitat Improvement Structures and Bank Stabilization for Trout**  
The lunken structure depicted above consists of cells constructed of heavy wood planks and blocks which are imbedded into the toe of streambanks at channel bed level to provide covered compartments for fish shelter, habitat, and prevention of streambank erosion.



**Jon's Three Trout Species**  
Spring Branch is known among trout anglers as a stream that provides an opportunity to catch all three species of trout in Iowa: brook, rainbow, & brown.



3B) Wayside Exhibits

Wayside exhibits are interpretive panels that are placed along the byway to help visitors understand messages, stories, and meanings behind a resource, site or attraction. These messages or stories are included on wayside exhibits to change a behavior, educate, or evoke emotion to the traveler. Wayside exhibits are typically found at anchor attractions, roadside pull-offs, and/or overlooks.

**Existing Conditions:** An inventory of wayside exhibits revealed that eight of the byway’s 52 anchor attraction sites qualify (15%) as having a wayside exhibit on-site. However, the DCSB Advisory Board also noted that the majority of these existing wayside exhibits vary in size, shape, material, placement, and design consistency. Of the eight existing wayside exhibits, it was found that only two used the DCSB wayside exhibit design standards. Developed through the Conservation Innovation Grant (CIG) project, these two DCSB-specific wayside exhibits are located at Spring Branch Creek near the Fish Hatchery just outside of Manchester. Other than the two DCSB-specific wayside exhibits, there has been a lack of coordinated effort from sites, attractions and resources to thematically unify interpretation within the byway corridor and create wayside exhibits that serve the purpose of interpreting the DCSB and all of its intrinsic qualities as a whole.

3C): Territory Orientation Panels

Territory orientation panels are information signs that are predominately used to identify, attract, and orient visitors to collections of resources along the byway. Examples of locations

for where this type of signage is most beneficial includes, but is not limited to county parks, natural areas, trailheads, water trails, trout stream access points, and historic districts. In other words, this type of signage helps provide a collection of detailed information regarding a specific grouping of similar resources or sites to the traveler.

**Existing Conditions:** An analysis of existing interpretation revealed that no Territory Orientation Panels currently exist along the DCSB or within the byway corridor.

Method Four: Printed Interpretive Materials

It is important to remember that not all interpretive materials are signs, kiosks or interpretive panels. While each type of signed interpretation is very important to providing information to visitors at a site or attraction, many visitors also get their knowledge for trip planning from printed interpretive materials that share information about the region, a site, an attraction, or the byway. Printed interpretive materials may include, but are not limited to, brochures, maps, booklets, handouts, fliers, pamphlets, articles, guide books, and travel itineraries.

**Existing Conditions:** Of the 52 DCSB anchor attractions inventoried along the byway, ten (19%) were found to have adequate site-specific printed material available to visitors. While this is a great start to providing the byway traveler with site-specific print material related to the byway, much of the information within each publication, including information

developed by the DCSB Advisory Board, is just that, information rather than interpretation. Many of the publications provide generic information about each site, rather than forging an emotional and intellectual connection between the interests of the audience and the meanings inherent to the resource itself. DCSB Advisory Board members also noticed that most, if not all, of the available site-specific print material is dated, both in content and design. Many of the publications have too much information and/or content, rather than focusing on just the highlights of each site. They also noticed inconsistencies in the design standards used from each marquee attraction. Publication designs ranged from word-pressed documents that had been photocopied onto colored paper, to professional booklets that had been designed by a professional graphic designer using specialized software. The same inconsistencies appeared when assessing the design guidelines used to develop each site-specific publication. DCSB Advisory Board members noticed that print material along the byway did not follow any uniform design standards or criteria. This included many of the DCSB’s own publications as well. Their assessment revealed that site-specific and byway print material developed to date varied when it came to color, design, font, size, material and look from publication to publication. After their assessment, DCSB Advisory Board members were in agreement that, ideally, all anchor attractions along the byway should have their own site-specific or resource focused print interpretive materials that are coordinated and cohesive with the byway brand and select themes that are consistent throughout the corridor.

Method Five: Other Interpretive Products

Other forms of interpretation include audio, video, interactive and/or experiential interpretation. Audio interpretation is defined as sharing stories and information through sound. It can be as simple as bird call buttons that when pushed, provides audio calls of different birds. Such a device can, and has been, incorporated onto kiosks to teach visitors about the birds they may see and hear at a specific site or natural area. Audio can also be direct and provide information for sight limited individuals, or more complex components of interpretation, providing background music and/or sounds that reinforce interpretive ideas and themes. The form of video interpretation can add a visual element, and be shared at a specific location, or remotely through the Internet. Video can be formally or informally developed and shared via a formal organizationally managed website, U-tube posting, or through one of several more organic methods that are entirely controlled by visitors. The form of interactive/experiential interpretation is where visitors can actually participate in, or observe an activity, demonstration, or tour either individually or with a group. These forms of interpretation (audio, video & interactive) are even more impactful than printed words on signs or brochures. It is important to note that these other interpretive forms are important for individuals who have physical limitations. Consideration for these other forms of interpretation will make the DCSB more accessible to all individuals.

**Existing Conditions:** No other interpretive products were found to exist along the DCSB or within its corridor.





Delaware County Historical Museum Lenox College

13.4 Existing Interpretation

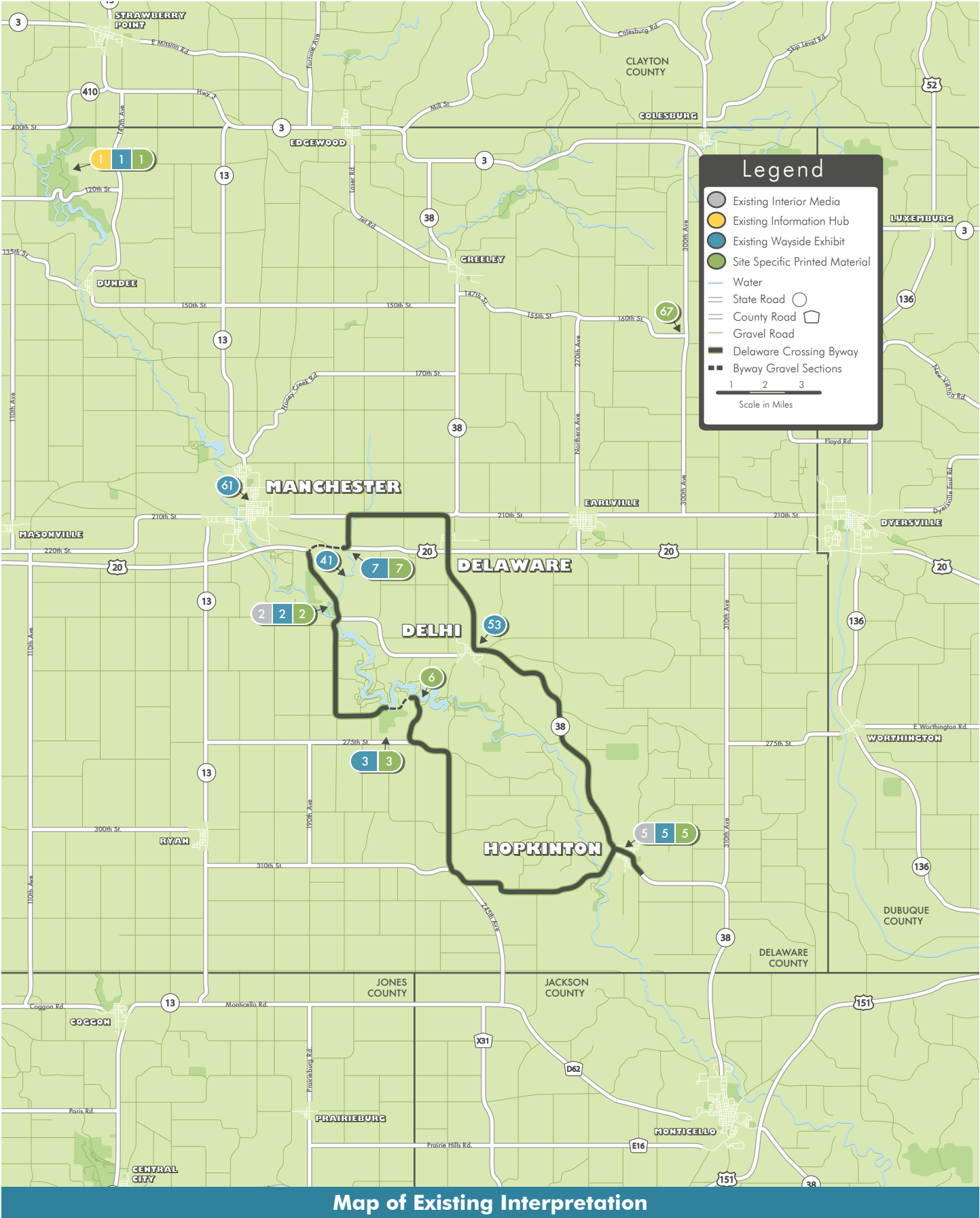
Although a wide variety of interpretive needs may exist within the DCSB corridor, the DCSB Advisory Board chose to focus their attention on the 52 byway sites they consider to be their most prominent anchor attractions. A complete listing of all interpretive media that has been inventoried and exists along the DCSB is as follows:

Map #	Point of Interest	Method 1	Method 2	Method 3	Method 4	Method 5
		Interpretive Planning	Interior Media (Display/Exhibit)	Exterior Media (IH, TOP, WE)	Printed Material	Other (Audio/Video)
	Marquee Site-Specific Attractions					
1	Backbone State Park			IH WE	X	
2	Bailey’s Ford Nature Center and Wildlife Center		X	WE	X	
3	Bay Settlement Church and Cemetery			WE	X	
4	Bixby State Preserve					
5	Delaware County Museum/Lenox College *NR		X	WE	X	
6	Lake Delhi Recreation Area				X	
7	Manchester Fish Hatchery			WE	X	
	Delaware County Conservation Parks				X	
9	Twin Bridges Park					
10	Silver Lake Park					
11	Turtle Creek Recreation Park					
12	Fountain Springs Park					
13	Plum Creek Park					
14	Coffin’s Grove Park					
	Maquoketa River Water Trail				X	
16	Backbone State Park Access					
17	Dundee Access					
18	Lindsey Bridge Access					
19	Tirrill Park Access					
20	Whitewater Park					
21	Schram Park Access					
22	Pin Oak Park Access					
23	Bailey’s Ford Park Access					
24	Turtle Creek Park Access					
25	Shearer Wildlife Area Access					
26	Pioneer Road River Access					
27	Dunlap Park Access					
	Trout Streams of Delaware County					
29	Bailey’s Ford Stream Access					
30	Bear Creek Stream Access					
31	Fountain Springs Stream Access					
32	Grimes Hollow Stream Access					
33	Little Turkey River Stream Access					

IH - Information Hub WE - Wayside Exhibit TOP - Territory Orientation Panel



Map #	Point of Interest	Method 1	Method 2	Method 3	Method 4	Method 5
		Interpretive Planning	Interior Media (Display/Exhibit)	Exterior Media (IH, TOP, WE)	Printed Material	Other (Audio/Video)
34	Maquoketa River Stream Access					
35	Ram Hollow Stream Access					
36	Richmond Springs Stream Access					
N/A	Spring Falls Stream Access					
39	Twin Bridges Creek Stream Access					
40	White Pine Hollow Creek Stream Access					
41	Spring Branch Creek Stream Access			WE		
	Military & Civil War Sites & Monuments					
43	Earlville Veterans Memorial					
44	Veterans Living Memorial					
45	Evergreen Cemetery Civil War Monument					
46	Pineview Cemetery Civil War Monument					
47	Freedom is Not Free Veterans Memorial					
48	Oakland Cemetery Civil War Monument					
49	Freedom Rock Site					
50	Edgewood Cemetery Civil War Monument					
51	Platt Cemetery Andrew J. Sloan Gravesite					
	Delaware County Historic Sites					
53	Hobb's Chimney			WE		
54	McCreery Monument					
55	Woman's Christian Temperance Union Fountain					
56	Delaware County Courthouse *NR					
57	Eiverson/Love Log Cabin					
58	Hughes House					
59	Travers Toys & Farm Machinery Museum					
60	Manchester Public Library *NR					
61	Spring Branch Butter Factory Site *NR			WE		
62	Delaware County Genealogy Society					
63	Little Red School House					
64	McGee School *NR					
65	Lincoln Elementary School *NR					
	Churches & Cemeteries					
67	Saints Peter and Paul Church *NR				X	
N/A	Select Pioneer Cemeteries					
	Byway Communities					
69	Downtown Delaware					
70	Downtown Delhi					
71	Downtown Hopkinton					
72	Downtown Manchester					





13.5 Goals, Actions, and Strategies

Strategies to increase the interpretive opportunities for byway travelers, while at the same time protecting the intrinsic resources located within the byway corridor include the following:

- Develop effective interpretive media that guides visitors in their search for meaningful experiences.
- Prioritize interpretive projects, strategies, actions, planning efforts, and initiatives.
- Secure grants and other sources of funding to implement the IMP and Interpretive CMP project.
- Establish partnerships with a variety of stakeholders, groups and organizations to develop interpretive media.
- Gather support by educating others about the benefits of developing and installing interpretation at sites and major byway attractions.
- Build on the DCSB Corridor’s sense of place.
- Develop formal primary and secondary interpretive themes to be carried throughout all byway-related interpretation.
- Design and install DCSB-related interpretation, such as information hubs, territory orientation panels, wayside exhibits, and welcome/visitor center exhibits.
- Partner with like-minded organizations, groups, societies and associations to develop and install wayfinding and interpretive signage.
- Work with the Iowa DOT to improve wayfinding signage to byway entrances and other directional byway signage to ensure proper navigation along the byway route and to its resources and attractions.
- Partner with the Iowa DOT to analyze and add wayfinding signage directing byway travelers to byway related sites and attractions such as overlooks, interpretive sites, displays and attractions.
- Create and/or follow the distinctive visual identity for the Iowa Byways program and DCSB brand.
- Use unified design standards such as color palettes, typography, and graphic elements in DCSB interpretation.
- Provide technical and financial support for high-quality branding, marketing and promotional material that refers to interpretation within the DCSB Corridor at the local, state, national, and international level.
- Work with traveliowa.com to ensure that DCSB travelers have access to high-quality planning tools on their websites and that their tools identify which DCSB sites, attractions, and resources have on-site interpretation.
- Make better use of social media by utilizing is as a platform for sharing interpretive information about sites along the DCSB and within its corridor.

13.6 Proposed Interpretive Projects

After completion of the DCSB Interpretive Master Plan developed by the consulting team based out of the University of Wisconsin Stevens Point, Schmeckle Reserve Interpreters, members of the Delaware Crossing Scenic Byway Advisory Board reviewed recommendations from the plan and developed their own prioritized list of interpretive recommendations and strategies they wish to implement along the byway.



Trout Hatchery Entrance Sign

Method One: Site-Specific Interpretive Plans  
1) Manchester Fish Hatchery

The Manchester Fish Hatchery spawns, incubates, hatches, and rears native and introduced species of trout. They supply fingerling trout for other Iowa DNR hatcheries and stock catchable size trout directly into DCSB Corridor streams and rivers. Established in the 1890s, the hatchery was originally owned and operated by the U.S. Fish and Wildlife Service before they traded it in a land swap to the Iowa DNR in 1976. Today it houses the regional fisheries office for the Iowa DNR as well as site specific hatchery employees.

The hatchery is fed by a natural spring and there are two cold water streams on the property that are open to public fishing. The stream nearest and most visible to the public is a very popular fishing destination, especially for limited mobility anglers and families who find that the wooded path along the stream and a hanging walking bridge provide beautiful, fun, safe, and easy, access to fishing and to the stream. The spring-fed stream water is usually clear, making it easy for visitors to see, enjoy, and photograph trout of all sizes.

Visitors also tour the hatchery facility itself to observe and feed fish being reared in the raceways and ponds. The staff



Kiosk at Manchester Hatchery

gives tours of the facility, hatchery rules are posted, and there are some simple wayfinding and information signs to direct visitors. There is a good confirmation/entrance sign at the site, a gazebo with seating near the parking lot, and a kiosk with a trout stream map and stocking schedule. There are bathrooms at the site and the office has tourism publications for the public.

This site is very a popular with tourists throughout the day and into the evening as it is open from sunrise to sunset. Iowa’s trout hatcheries are increasing becoming a family destination and more pressure than ever to provide visitor services and engage with the public. There is interest in and support for development of a trail from the DCSB community of Manchester to the hatchery. Development of the trail is expected to further increase public use and demand for services at the site. The Iowa DNR hatchery near Decorah, Iowa recently experienced a similar scenario when a trail was constructed from Decorah to that hatchery. Tens of thousands of visitors annually now visit the Decorah hatchery.

In the spring of 2018, the Friends of the Decorah Hatchery and Northeast Iowa RC&D, in coordination with the Iowa DNR Outreach and Education staff and Iowa DNR Fisheries staff, began development of an Interpretive Plan for twenty



Signage at Manchester Hatchery

to thirty education kiosks to be installed at the Decorah hatchery. The Interpretive Plan is intended to inform the design and style of new interpretation at each of the trout hatcheries in Northeast Iowa, Decorah, Manchester and Elkader starting with Decorah. As the plan is finished and implemented in Decorah, the tourism pressure on Iowa DNR hatchery is expected to increase.

Through this project the DCSB Advisory Board and DCSB Coordinator will work with Iowa DNR Fisheries staff to develop a site-wide plan for interpretive media and materials at the Iowa DNR Manchester Fish Hatchery property. The plan will align with the style and design decisions made by the Iowa DNR for the Decorah hatchery but be site specific to the Manchester hatchery in terms of content, site layout and topical focus. The plan will consider the needs of and input from the Iowa DNR Fisheries and Iowa DNR Outreach and Education staff, the natural setting of the site, the historic and cultural significance of the site, the intrinsic qualities of the site, the recreational value of the property, and the probable location of the trail proposed to and through the property. If approved by the Iowa DNR, it will include interactive interpretive components as well as educational and directive components that help move visitors through learning in an engaging manner. Estimated Cost: \$8,000 – \$12,000





Lenox College in the Fall

## 2) Lenox College

Lenox College has local, state and national cultural, historical and architectural significance. The site has a rich history and a plethora of stories to tell. In addition to its history as one of Iowa’s first educational institutions, the stories and cultural aspects of student life, including the dedication to service of community and country, are rich and poignant. Today, this important site is also the Delaware County Historical Museum Complex. It has nine buildings on the National Register of Historic Places, hosts a Civil War Monument and has thousands of artifacts and collections. Visitors can call ahead and arrange for a tour of the buildings and collections or stop in during operating hours Tuesday through Sunday, June through September from 1:00 to 4:00 p.m. The tour guides are informed, fun and engaging.

The rich depth and breath of information at the site takes hours to days to fully appreciate and many visitors don’t have the time or the forethou23ght for the tour. Unfortunately, the site has minimal interpretive materials, including a dated brochure. Even though there are many stories to tell, there is only one interpretive sign outside the buildings, which talks about the civil war monument and the efforts of the school’s student in the Civil War. Visitors who drive by or stop at the site during off-hours have no idea of the rich collections and stories hiding in

the buildings, the historic significance of the buildings, or the depth, breath and significance of the site. As a result, many potential visitors pass by this site never knowing the treasures it holds. Through this project, the DCSB Advisory Board and DCSB Coordinator will work closely with the Delaware County Historical Society to develop a plan for interpretation of and at the site. The plan will include the design, layout, placement and scale of interpretive kiosks, an interpretive hub, and other outdoor interpretive displays. It will include and correspond with recommendations for interior interpretation, as well as, interpretive print and social media. Because the collections and messages at the site are just as diverse as they are significant, the plan will include individual and group themes for the interpretation. The plan will support the personal interpretation that is provided by the tour guides but also provide education and interpretation for audiences that don’t have time for, or did not plan ahead for, a tour, or who visit the site during off hours. Although Lenox College and the DCHS each already have their own brand, those brands are currently inherent rather than tangible. Therefore, given that the Interpretive Plan for this site will propose tangible, visual components of interpretation, it will help the DCHS solidify its interpretive style and create a professional “look” that the DCSB’s market can identify immediately and that can be used at other physical and Internet DCHS sites. Estimated Cost: \$25,000 – \$50,000



Bay Settlement Interpretation

## 3) Bay Settlement Church and Cemetery

The Bay Settlement Church and Cemetery is small but powerful cultural/historic site within the DCSB Corridor. In addition to the historic church and pioneer cemetery at the site, it features a historic monument honoring Civil War soldiers and it was one of the first places in Iowa to honor veterans with a Memorial Day service. This site features a large, two-sided, glass enclosure/outdoor kiosk/interpretive hub structure that was recently developed with historical accounts, news clippings, information and photographs. Some of the stories are poignant; many are heartbreaking; all are important reminders of the social, economic, cultural and personal cost of war and the dedication that the citizens of Delaware County had/have for community and country. Unfortunately, the collection of information presented in the kiosk is extensive and difficult for the average visitor to absorb. Photographs and news clippings are fading quickly, and the stories compete with each other for attention. Through this project, the DCSB Board and DCSB Coordinator will work under the direction of the Bay Settlement Church and Cemetery Board to develop an Interpretive Plan that maximizes the presentation of the plethora of information in a style and manner that makes it easy for the average traveler to view, read, and understand, and keeps the stories and accounts personal, engaging and moving. Estimated Cost: \$3,500 – \$6,000



Delhi Spillway

## 4) Lake Delhi Recreation Area & Spillway

Lake Delhi is a 9-mile recreational treasure within the center of the DCSB route. It was recently restored after the dam suffered a breach during a devastating flood in 2010. The new dam and award-winning spillway, constructed from 2014 to 2016, are beautiful and impressive architectural structures in their own right but they are also part of a larger story about damning of the Maquoketa River at the site and in the DCSB Corridor. The dam is also a physical focal point of a lake that has a rich culture/history of recreation, rural life, and community. In addition to the public property at the dam, there are other public properties adjacent to the lake, including East Area and West Area Turtle Creek County Parks. There is a wooden kiosk with some limited park information and rules and regulations are posted in West Area Turtle Creek Park. Unfortunately, is no interpretive material regarding the dam, spillway, lake, Maquoketa River, or the associated natural and recreational resources available at the public properties associated with the Lake. Through this project, the DCSB Advisory Board and Coordinator will work closely with the Lake Delhi Trustees and area residents to develop an Interpretive Plan that engage the visitors and provide interesting interpretation of historic, natural, and recreational features of the Lake, the Maquoketa River and adjacent natural areas as determined important by the Trustees. Estimated Cost \$5,000 – \$7,500





Water Trail Access Sign



Informational Kiosk Turtle Creek



Trout Stream Instructions



Veterans Memorial Ryan

5) Maquoketa River Water Trail

The Maquoketa River originates in Fayette County and travels 140 miles to its confluence with the Mississippi River. It is a popular recreational attraction and one of the most dominant natural resources in the DCSB Corridor. The designated State of Iowa Water Trail portion of the river begins below the dam in Backbone State Park and continues past Lake Delhi, through the DCSB Corridor. The official state designation, as well as wayfinding and signage for the river, was developed and placed with the help of local conservation and community partners. Twelve convenient access points were also developed throughout the DCSB Corridor. Although this is a popular recreational water trail that is used by thousands of visitors annually and is promoted by local and state partners, there is currently no interpretive signage along the river or at any of the public access points associated with the water trail. This project will develop an Interpretive Plan for the water trail in its entirety, including city and county access points, and parks and recreational areas that are adjacent to the river. Planning will bring together the local, county and state partners and property managers/owners. The plan will account for and consider flood risk, site ownership and local partner input, create a unified look that supports the Iowa Water Trail and Maquoketa Water Trail brands, coordinate themes, and identify content topics. Estimated Cost: \$10,000 – \$20,00

6) Delaware County Conservation Parks

Six Delaware County Conservation Board parks, Bailey’s Ford, Coffins Grove, Fountain Springs, Silver Lake, Turtle Creek (East Area and West Area), and Twin Bridges, are located within the DCSB Corridor. Each of these parks has excellence recreational amenities and natural treasures. They are popular and visitor friendly. They have good wayfinding signage, excellent safety and flood warning signage and good program information that is posted in many but not all parks. Unfortunately, although these parks are filled with natural amenities, diverse ecosystems, and unique features, including trout streams, rivers, forests, wetlands and abundant aquatic and terrestrial wildlife, there is limited interpretive media. Interpretive media in these very popular parks currently consists primarily of print material and some inconsistent signage. There is ample opportunity for interpretation at individual parks and county-wide. Through this project, the DCSB Board and Coordinator would work under the direction and in partnership with the DCCB Director, and/or Interpretive personnel at his direction, to develop an Interpretive Plan that would include interpretive hubs and kiosks for each park as well as a social media, and audio and video media components. The plan will include a county-wide look and content perspective that maintains a cohesive brand for the DCCB parks and natural areas. Estimated Cost: \$10,000 – \$25,000

7) DCSB Trout Streams

There are 14 miles of cold water trout streams in the DCSB Corridor. They are part of a larger system of cold water trout streams in Northeast Iowa and the four-state Driftless Area. A recent study conducted by Trout Unlimited documented the economic impact of cold water streams in the Driftless Area. It found that they draw visitors from around the globe and generate billions of dollars in economic impact annually. Private and public partners are working to develop a plan for interpretation, education and information on each of Iowa’s coldwater streams in byway counties to the north, including the Driftless Area and River Bluffs Scenic Byways. Northeast Iowa RC&D is working with private and public partners to develop an interpretive template and kiosk design that can be used at each Iowa cold water stream, in an associated parking area or community park. The interpretive design is expected to include a map and description of the stream with amenities and other useful information such as the location of parking, styles, public access, birding opportunities, etc. This project will facilitate collaboration between the DCSB Advisory Board and Coordinator, the other byways, the Iowa DNR Fisheries, Iowa DNR Outreach and Education departments, and the DCCB, to develop a plan for implementation of the project in the DCSB Corridor, including sign locations, responsible entities, partners and other items as necessary. \$3,000 – \$5,000

8) Veteran Engagement: Military & Civil War Sites & Monuments

There is a strong spirit of service to community and country in the DCSB Corridor, which has a significant concentration of military history and memorials. Eleven memorials and monuments have been identified in the DCSB CMP Corridor dedicated to the remembrance of military veterans, six of which are specifically dedicated to Civil War veterans. Some sites have extensive historic stories, accounts and photographs; others have new stories to tell. Through this project, the owners and caretakers of these important structures will meet and worked together to collaborate, interpret, promote and cross promote these resources. Their work will inform an Interpretive Plan. Through this project, the DCSB Board and DCSB Coordinator will also form a committee of veterans who will be asked to identify DCSB Corridor veteran’s goals, objectives and methods. The DCSB Board and Coordinator will work with them to identify and prioritize the projects they feel are most important. This project will strive to maximize the military monuments and memorials without forgetting the personal cost of and needs of all veterans. Therefore, a funding plan and schedule for implementation of the projects that the DCSB veterans prioritize will be developed and the DCSB Coordinator will assist the committee with grant writing to implement whatever priority projects the veterans identify. Estimated Cost: \$5,000 – \$50,000





Monument at McCreery Gardens Delhi



Reformed Presbyterian Church



Red School Historic Site



Interior Collection Lenox College

### 9) Delaware County Historic Sites

The DCSB Corridor contains a large number of historic sites that are regionally, state and nationally significant. Many of these sites are public and incredibly unique to the DCSB Corridor. Two priority historic sites in the DCSB community of Delhi were identified specifically by the DCSB Advisory Board as unique and in need of restoration, interpretive media and wayfinding signage, Hobb's Chimney and the McCreery Gardens and Monument. Both sites are opportune locations to interpretive their unique stories and histories. Unfortunately, both have been neglected and impacted by various decisions that have detracted from their true significance. The McCreery 'Garden' has few flowers and no information about McCreery. His most famous poem is mentioned on a monument plaque but is not included in an interpretive material. The Hobb's Chimney site is largely covered by a new billboard that blocks the public's view of the chimney. It has a wooden interpretive sign with limited information about the significance of the site or Hobbs. Both sites are difficult to find as there is no on-site wayfinding. Through this project the DCSB Advisory Board and DCSB Coordinator will work with the City of Delhi and other partners to develop and implement Site Restoration, Wayfinding and Interpretive Plans for each site. The project will also identify other unique historic sites within the DCSB Corridor in need of restoration and interpretive material. Estimated Cost: \$5,000 – \$10,000

### 10) Churches & Cemeteries

Throughout the DCSB Corridor there are significant churches and pioneer cemeteries. The denominations of these sites reflect the settlement patterns, culture and heritage of the region's first settlers. Their architectural, cultural and historic significance is documented in books that are difficult to obtain and generally not available to the public. Some of the sites or buildings are on the National Register of Historic Places and others are not, but all have a rich history to share. Aside from a historic marker sign, only one of these sites has outdoor interpretation physically at the site. The stories about the cultural issues that inspired their creation, the details about the historic architectural and unique architectural components, like their stain glass windows, the reasons for the number of spires and the methods used to construct the tall spires, and any other information that would engage and delight the visitor is absent. Through this project, the DCSB Board and Coordinator will bring together church and other private and partners to inform an Interpretive Plan, which will be developed using existing and new dialog, an inventory of resources, photographs, and input from church leaders. The Interpretive Plan will feature ways to respect and present their history, culture, and architecture features while maintaining and respecting their religious diversity and significance. Estimated Cost: \$5,000 – \$15,000

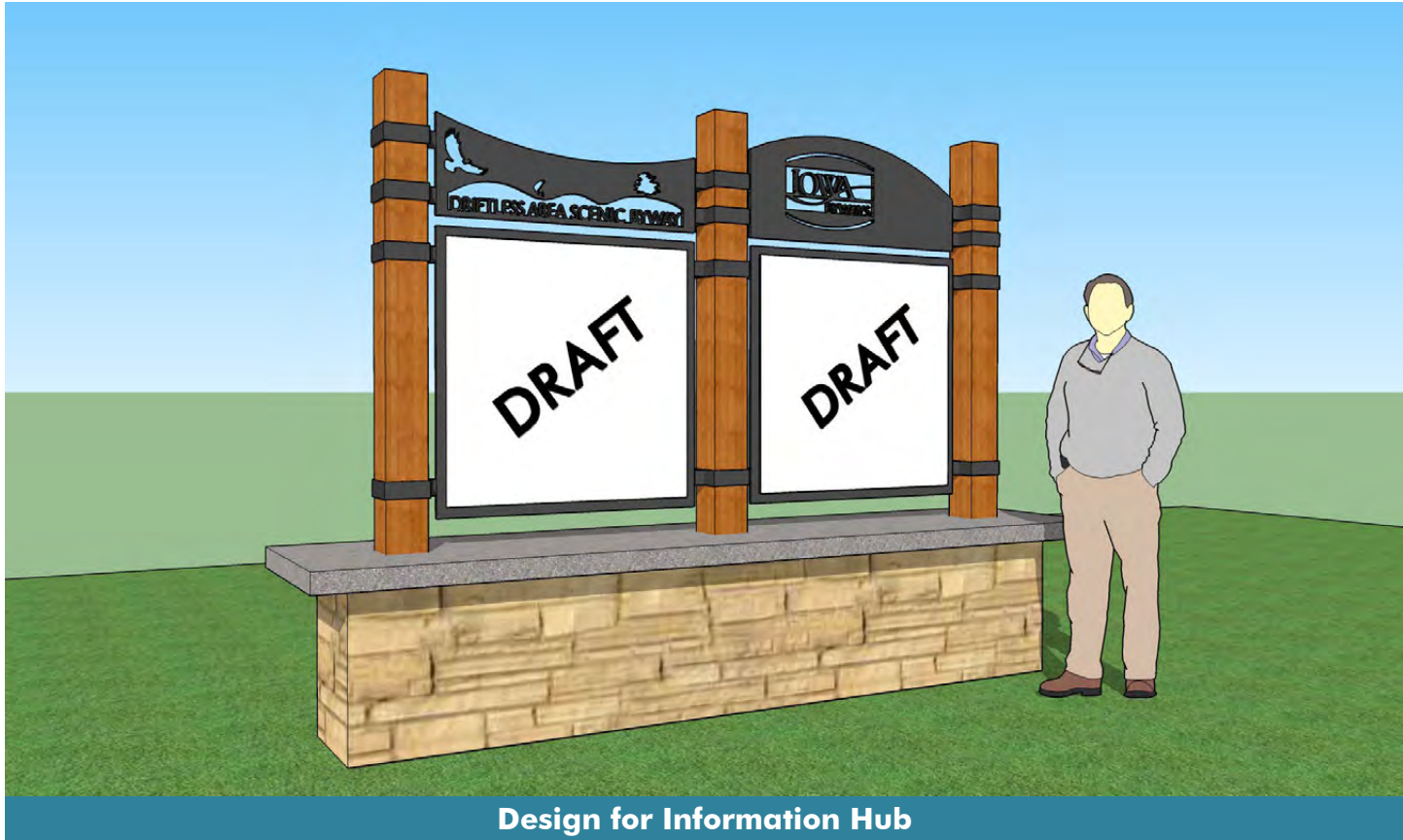
### 11) Historic Schools

Schools have always played an integral role in rural Iowa life and byway and other visitors are interested in exploring historic schools and their stories, especially multi-generational byway travelers, who are a target market for the DCSB Board. Unfortunately, existing wayfinding and interpretation for and at historic school houses is limited in the DCSB Corridor. Some have interior collections that tell the stories of the school and the culture that supported rural learning, but other schools in the DCSB Corridor are vacant shells that have no wayfinding, no interpretation and are deteriorating. The DCSB Corridor schools are owned by different entities, including the DCHS, the County Conservation Board, and DCSB communities. Through this project, the DCSB Board and DCSB Coordinator will bring together the owners of historic schools. They will facilitate and participate in discussion about how the owners and caretakers can work independently and together to maximize the resources and to accomplish similar goals of site preservation, restoration, interpretation, promotion, and cross-promotion. The project will result in development of an Action Plan, Wayfinding plan and an Interpretive Plan for the DCSB Corridor historic schools that fosters collaboration, makes the sites easy to find, prioritizes infrastructure improvement, and ensures historic educational resources are accurately interpreted in an engaging way that is cohesive between sites. \$5,000 – \$15,000

### Method Two: Install Interior Interpretive Media 12) Delaware County Historical Museum Complex/ Lenox College

Lenox College is the site of the Delaware County Historical Museum Complex and hosts nine buildings on the National Register of Historic Places and a Civil War Monument at the center of the campus that is the centerpiece of the DCSB logo. Less well-know are the tens of thousands of artifacts that are cared for and displayed in the Complex. Special interest collections, artifacts and interior architectural details combine to create a unique sense of place and an overall collection that is astounding in its depth and breadth. The DCHS has made every effort to develop interpretive materials for their collections but they have not had the services of a professional interpreter to help them maximize their interpretation in the limited space and diverse and extensive collections. Existing interpretation is typically typed or photocopied 8.5 by 11 sheets of paper. Through this project the DCSB Advisory Board and Coordinator will work closely with the DCHS to develop an Interpretive Plan for development of indoor interpretive media and materials at the site. The plan will include themes, sizes, design specifications, and types of interpretive media and installation options that respect the historic buildings and artifacts. It will be consistent with and coordinate with the Interpretive Plan created for exterior resources. \$10,000 – \$25,000





Design for Information Hub

### Method Three: Install Exterior Interpretive Media

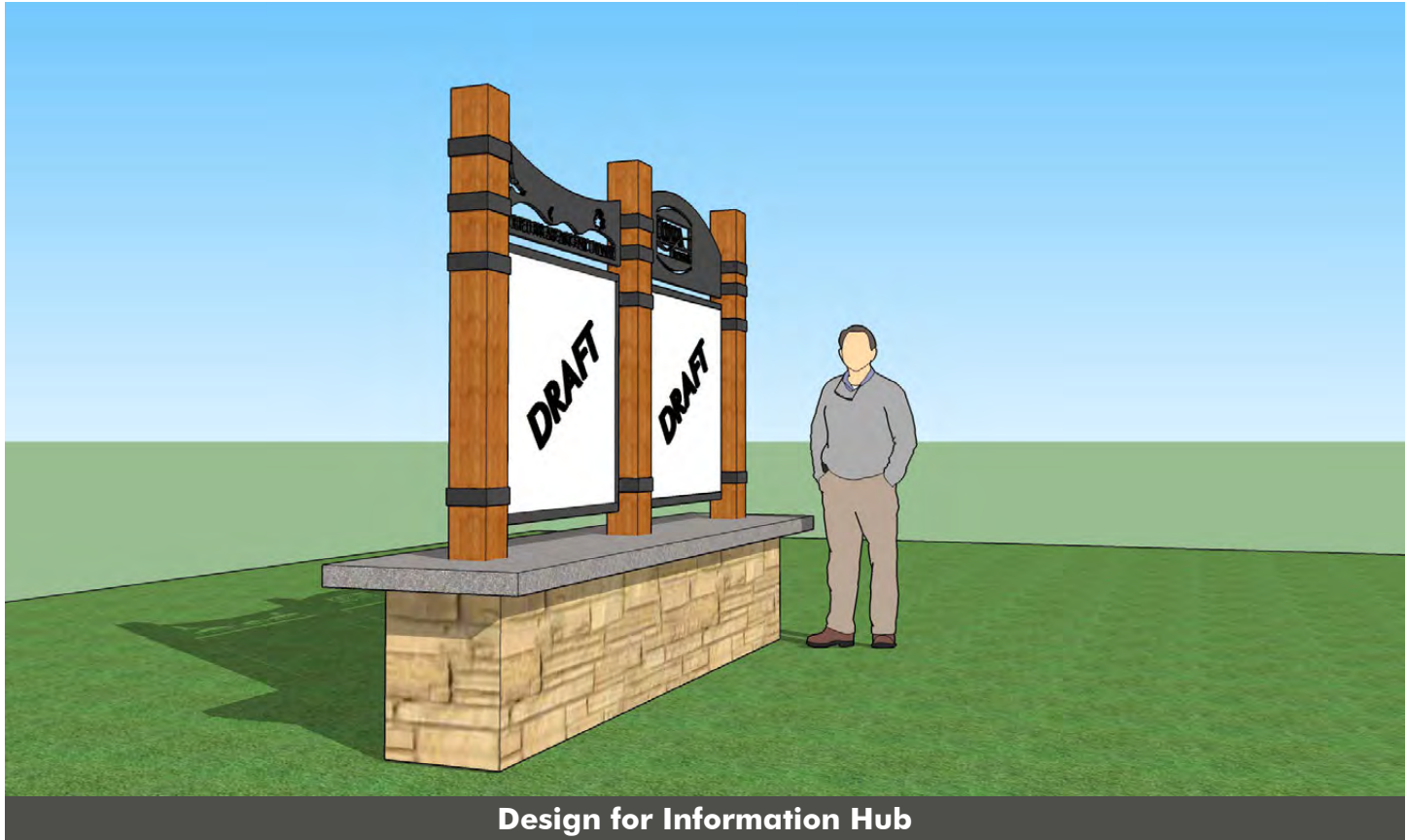
#### 13) Install DCSB Information Hubs

The DCSB Advisory Board recommends that at least one information hub be installed within each of the byway's four anchor communities. They also advocate that hubs be installed at select sites, attractions, resources and/or businesses that highlight the "best of" the byway. DCSB Advisory Board members recommend all hubs should be thematically unified to one another regardless of location and/or subject matter. They also recommend that the concepts developed by Schmeeckle Reserve Interpreters be further developed. This includes recommendations for structure components, panel fabrication material, panel content, potential vendors and development of a unified set of design standards. The DCSB Advisory Board's preferences as they relate to design and interpretive panels displayed on each information hub is as follows:

#### Information Hub Design:

- Display a unified and cohesive design consistent with all other interpretive media along the DCSB.
- Use construction elements that are complementary to Northeast Iowa and the byway corridor.
- Locate hubs in high-traffic areas that are easily visible and accessible to the traveler.
- Use hubs to inform and orient travelers to DCSB attractions, places of interest, resources, stories, and communities.

- Use vandal-resistant, durable, non-corrosive materials.
- Use local limestone bedrock for each information hub's base.
- Place a limestone slab on the top of each information hub's base large enough for travelers to sit on the structure.
- Use wooden timbers from native or "local" trees for each information hub's support beams (Ex: ash, aspen, basswood, black cherry, black walnut, elm, hard maple, hickory, pine, red oak, white pine, etc.).
- Incorporate thematic cut-out graphics into each information hub's weathering steel mount plate.
- Explore adding colored stained glass within each thematic cut-out graphic to enhance the information hub's aesthetic properties. The "thematic art" selected should be a representation of the entire byway and its corridor.
- Use weathering steel for each information hub's arched mount plate, brackets and panel frames.
- Powder coat all weathering steel black to prevent weathering & decoloration, increase appeal, and prolong the life of the steel.
- Use graphic elements that are complementary and cohesive with all other wayshowing media. This includes the use of unified color palettes, fonts, logos, maps, illustrations, and other graphic elements. All graphic elements should be complementary to the Iowa DOT's branding guidelines for the Iowa Scenic Byway Program.
- Incorporate additional byway welcome signs into the overall hub design, or construct them next to specific hubs at select sites located at or near a main byway portal entrance.



Design for Information Hub

#### Information Hub Interpretive Panels:

DCSB Advisory Board recommends that interpretive panels displayed on each information hub be designed to provide the traveler with basic information about the byway and information about the community or significant anchor attraction/business for where the information hub is located. Each information hub will contain four interpretive panels, two panels on each side, and will be separated by a wooden support beam running down the center of the hub. DCSB Advisory Board members advocate that the initial information hub concept that was developed within Schmeeckle Reserve Interpreter's Interpretive Master Plan be modified to reflect their brand and their priority attractions. Their recommendations, as they relate to content development for each of the four 36"x36" sized panels that will be fabricated on 3/4"-thick exterior CHPL material are listed below:

#### • Panel (A)

This interpretive panel will be located on the front of the information hub. It will display basic information about the DCSB, its intrinsic resources and a map identifying the locations for each point of interest. The panel will also feature an arrow with the phrase "you are here" to assist with travelers spatial awareness and ability to identify their current location to the other entities within the byway corridor and environment.

#### • Panel (B)

This interpretive panel will be located on the front of the information hub as well next to the first panel (A). It will display a segment of the byway that is within close proximity to the information hub's community, attraction or business. It will provide themes, messages and/or stories related to the identified geographical segment of the byway and its corridor.

#### • Panel (C)

The third interpretive panel will be located on the back of the information hub. It will display basic site-specific information about the community, attraction or business where the information hub is located. Information featured on this panel may include a map with points of interest, photos, diagrams, illustrations, fun and unique facts, and/or charts.

#### • Panel (D)

The fourth interpretive panel will be located on the back of the information hub next to the third panel (C). It will provide themes, messages, narrative and stories related to the community, attraction or business where the information hub is located.

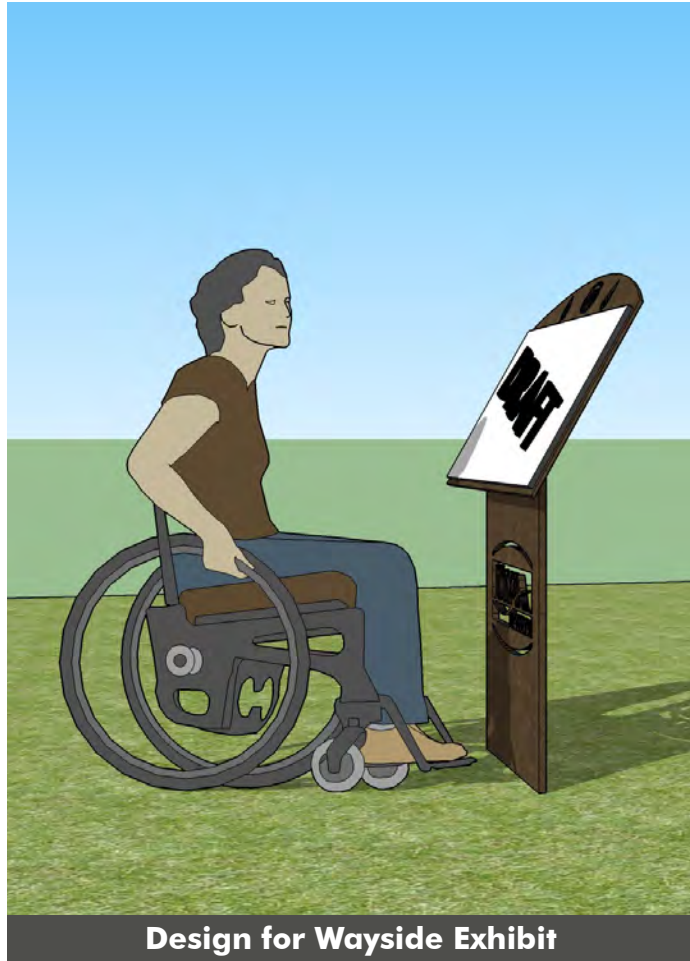
**Quantity:** 4

**Estimated Cost:** \$40,000 (\$10,000 per Hub)





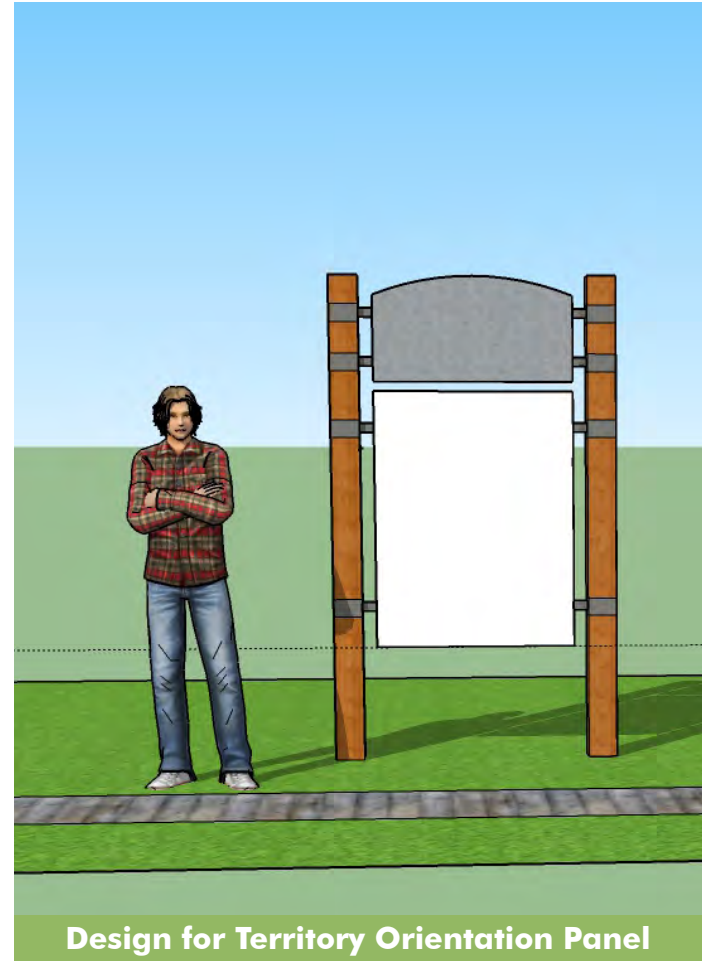
Design for Wayside Exhibit



Design for Wayside Exhibit



Design for Territory Orientation Panel



Design for Territory Orientation Panel

#### 14) Install DCSB Wayside Exhibits

The DCSB Advisory Board recommends wayside exhibits be installed at select sites. To thematically unify all wayside exhibits, the DCSB Advisory Board recommends that all new wayside exhibits follow the design concepts that were created and used for the 2015 Conservation Innovation Grant Interpretive Panels Project, as well as concepts that are included within the DCSB Interpretive Master Plan developed by Schmeckle Reserve Interpreters. The DCSB Advisory Board also recommends that implementation includes additional information about wayside exhibit 1) design and 2) panel description. Detailed recommendations for each are as follows:

##### Wayside Exhibit Design:

- Display a unified and cohesive design that is consistent with all other interpretive media along the DCSB.
- Use construction elements that are complementary to northeast Iowa and the Driftless Area region of Iowa.
- Help visitors understand messages, stories and meanings behind a resource, site or attraction.
- Be vandal-resistant, durable and non-corrosive.
- Use weathering steel for each wayside exhibits support base and arched mount plate.

- Use powder coat all weathering steel with the color black.
- Use of complementary and consistent DCSB interpretive media graphic elements should be used. This includes the use of unified color palettes, fonts, logos, maps, and other graphic elements.
- Thematic cut-out graphics should be incorporated into each wayside exhibits weathering steel arched mount plate and support base. The “themed art” should be related to the content represented on wayside exhibits.
- Allow featured cut-out artwork on the arched mount plate to vary from one wayside exhibit to another but keep the number of illustrated graphics consistent at three on each weathering steel arched mount plate.
- Feature the Iowa Byway’s logo on the support base.

##### Wayside Exhibit Panel Description:

- Provide site-specific information related to the location for each on-site interpretive panel.
- One 24"x36" panel fabricated on ½"-thick exterior CHPL.
- Vary subject matter on each panel depending on the site being interpreted.

**Quantity:** 24

**Estimated Cost:** \$48,000 (\$2,000 per Wayside Exhibit)

#### 15) Install DCSB Territory Orientation Panels

Public land within the DCSB corridor is managed and maintained by varying local, regional, state and national entities. The DCSB Advisory Board understands that each of these public entities has developed independent interpretive media for their properties. However, the DCSB Advisory Board also understands that the byway’s presence may provide an opportunity for select clusters of resources to be grouped together and interpreted in a unified manner, or at least universally provide information about the DCSB. Therefore, the DCSB Advisory Board recommends working with other organizations to install territory orientation panels (TOPs) at select locations where there is a collection of similar resources along the byway. Examples for where to install this type of interpretation includes wildlife management areas, public fishing access points, trailheads and/or a collection of comparable attractions (one-room school houses, pioneer cemeteries, county parks, trout streams, etc.).

##### Territory Orientation Design:

- Display a unified design that is consistent with all other interpretive media related to the cluster of resources to help foster thematic experiences available to visitors.
- Use complementary construction elements.

- Help visitors understand messages, stories and meanings.
- Use consistent and similar design guidelines and standards. This includes the use of unified color palettes, fonts, logos, maps, and other graphic elements.

##### Territory Orientation Interpretive Panels:

- Use DCSB design guidelines to develop new TOPs.
- Utilize the guidelines and design standards that exist for each collection of resources.
- Allow panel design for each cluster of territory orientation panels (TOPs) to differ from each other.
- Use a coordinated approach to content layout. For example, the subject matter on the front panel of the Spring Branch Creek trout stream access TOP could feature a map of the creek along with detailed information about the stream’s amenities and natural resources. Subject matter displayed on the back could include a map with all of the publicly accessible trout streams located in Delaware County. Though this is only one example, it demonstrates how the DCSB Advisory Board would like to utilize TOPs along the byway.

**Quantity:** 24

**Estimated Cost:** \$78,000 (\$3,000/sign & \$500 per DCSB sign)





Historic Collection at Lenox College

Method Four: Printed Interpretive Materials

16) Resource Focused Printed Material

The DCSB Corridor hosts a plethora of resource-focused opportunities. Although the DCSB Advisory Board would like to develop marketing materials to promote these resources, this project will develop interpretive-focused printed materials that will interpret and feature these resources as a whole, rather than as individual sites. Materials to be developed will include the following resources:

- Delaware County Conservation Parks
- Maquoketa River Water Trail
- Trout Streams of Delaware County
- Military & Civil War Sites & Monuments
- Delaware County Historic Sites
- Churches & Cemeteries
- Art Along the Byway
- Parks and Playground in the DCSB Corridor

Method Five: Other Interpretive Products

17) Collect Stories for DCSB Implementation

To maximize interpretive projects along the byway, this project will collect and compile stories through Q&A sessions, public input meetings, and oral history interviews. The collection of stories will be incorporated into

interpretative primary themes, sub-themes and messages and be used as content for all types of interpretive media.

18) Inventory Photos for DCSB Interpretation

This project will develop an inventory of old and new photographs for use in all types of DCSB interpretive media. Examples of photographs to be collected include old pictures related to historical commercial industries such as the Lake Delhi Dam, family photos of local historical figures, and new photos related to present-day anchor attractions, intrinsic resources, and activities.

19) Interpretation of Historic Collections

The DCSB corridor is home to many small museums that do not have dedicated curators. Instead, these museum’s collections, exhibits, and interpretation is decided upon by their staff or volunteers. Often, proper storage, maintenance, and display of these collections are not maintained in the safest and best way. The cohesiveness of displays and their interpretation varies depending on the staff or volunteer who set them up. This project will identify needs for organization of existing collections and will provide trainings and resources for small museum staff and volunteers that teaches best practices for storing, maintaining, curating, displaying, and interpreting collections.

13.7 Proposed Interpretive Media

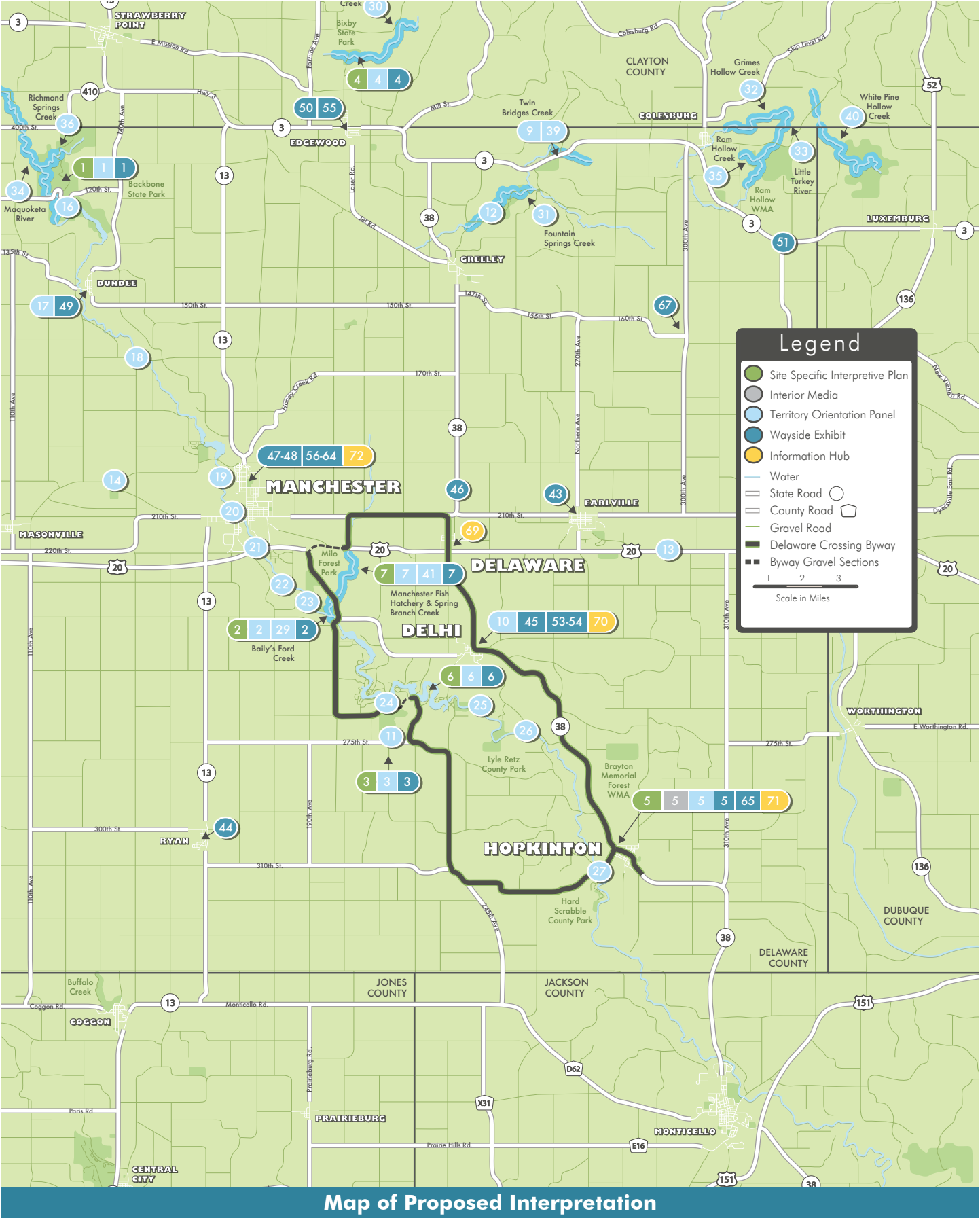
Although a wide variety of interpretive needs were identified, the DCSB Advisory Board chose to focus their attention on the byway sites they considered to be their most prominent anchor sites, attractions and resources. They understand that each project listed below is subject to change based on the proposed site-specific interpretive panels (SSIP) and resource focused interpretive plans (RFIP). Board members also recognize that some collections of resources overlap one another. Examples include Delaware County Parks that also serve as river access points, canoe landing areas and/or public access to trout streams. For these locations, the Board recommends that all the resources be interpreted on-site. The Board suggests that efforts between municipal, county and state partners be coordinated in a way so that each entity is encouraged to work together to ensure that installation, design standards, maintenance and repair contracts are completed in a manner that is both visually appealing, organized and cohesive. A complete listing of all existing and proposed interpretive media follows:

Map #	Point of Interest	Method 1	Method 2	Method 3	Method 4	Method 5
		Interpretive Planning	Interior Media (Display/Exhibit)	Exterior Media (IH, TOP, WE)	Printed Material	Other (Audio/Video)
	Marquee Site-Specific Attractions					
1	Backbone State Park	SSIP		TBD*		
2	Bailey’s Ford Nature Center and Wildlife Center	SSIP		TBD*		
3	Bay Settlement Church and Cemetery	SSIP		TBD*		
4	Bixby State Preserve	SSIP		TBD*		
5	Delaware County Museum/Lenox College *NR	SSIP	X (both)	TBD*		
6	Lake Delhi Recreation Area	SSIP		TBD*		
7	Manchester Fish Hatchery	SSIP		TBD*		
	Delaware County Conservation Parks	RFIP			X	
9	Twin Bridges Park			TOP		
10	Silver Lake Park			TOP		
11	Turtle Creek Recreation Park			TOP		
12	Fountain Springs Park			TOP		
13	Plum Creek Park			TOP		
14	Coffin’s Grove Park			TOP		
	Maquoketa River Water Trail	RFIP			X	
16	Backbone State Park Access			TOP		
17	Dundee Access			TOP		
18	Lindsey Bridge Access			TOP		
19	Tirrill Park Access			TOP		
20	Whitewater Park			TOP		
21	Schram Park Access			TOP		
22	Pin Oak Park Access			TOP		
23	Bailey’s Ford Park Access			TOP		
24	Turtle Creek Park Access			TOP		
25	Shearer Wildlife Area Access			TOP		
26	Pioneer Road River Access			TOP		
27	Dunlap Park Access			TOP		
	Trout Streams of Delaware County	RFIP			X	
29	Bailey’s Ford Stream Access			TOP		
30	Bear Creek Stream Access			TOP		
31	Fountain Springs			TOP		

RFIP - Resource Focused Interpretive Plan   SSIP - Site Specific Interpretive Plan   \*TBD - Quantity & Type of Interpretation “To Be Determined”  
IH - Information Hub   WE - Wayside Exhibit   TOP - Territory Orientation Panel



Map #	Point of Interest	Method 1	Method 2	Method 3	Method 4	Method 5
		Interpretive Planning	Interior Media (Display/Exhibit)	Exterior Media (IH, TOP, WE)	Printed Material	Other (Audio/Video)
32	Grimes Hollow			TOP		
33	Little Turkey River			TOP		
34	Maquoketa River Stream Access			TOP		
35	Ram Hollow Stream Access			TOP		
36	Richmond Springs Stream Access			TOP		
N/A	Spring Falls Stream Access			TOP		
39	Twin Bridges Creek Stream Access			TOP		
40	White Pine Hollow Creek Stream Access			TOP		
41	Spring Branch Creek Stream Access			TOP		
	Military & Civil War Sites & Monuments	RFIP			X	
43	Earlville Veterans Memorial			WE		
44	Veterans Living Memorial			WE		
45	Evergreen Cemetery Civil War Monument			WE		
46	Pineview Cemetery Civil War Monument			WE		
47	Freedom is Not Free Veterans Memorial			WE		
48	Oakland Cemetery Civil War Monument			WE		
49	Freedom Rock Site			WE		
50	Edgewood Cemetery Civil War Monument			WE		
51	Platt Cemetery Andrew J. Sloan Gravesite			WE		
	Delaware County Historic Sites	RFIP			X	
53	Hobb's Chimney			WE		
54	McCreery Monument			WE		
55	Woman's Christian Temperance Union Fountain			WE		
56	Delaware County Courthouse *NR			WE		
57	Eiverson/Love Log Cabin			WE		
58	Hughes House			WE		
59	Travers Toys & Farm Machinery Museum			WE		
60	Manchester Public Library *NR			WE		
61	Spring Branch Butter Factory Site *NR			WE		
62	Delaware County Genealogy Society			WE		
63	Little Red School House			WE		
64	McGee School *NR			WE		
65	Lincoln Elementary School *NR			WE		
	Churches & Cemeteries	RFIP			X	
67	Saints Peter and Paul Church *NR			WE		
N/A	Select Pioneer Cemeteries			TBD		
	Byway Communities				X	
69	Downtown Delaware			IH		
70	Downtown Delhi			IH		
71	Downtown Hopkinton			IH		
72	Downtown Manchester			IH		



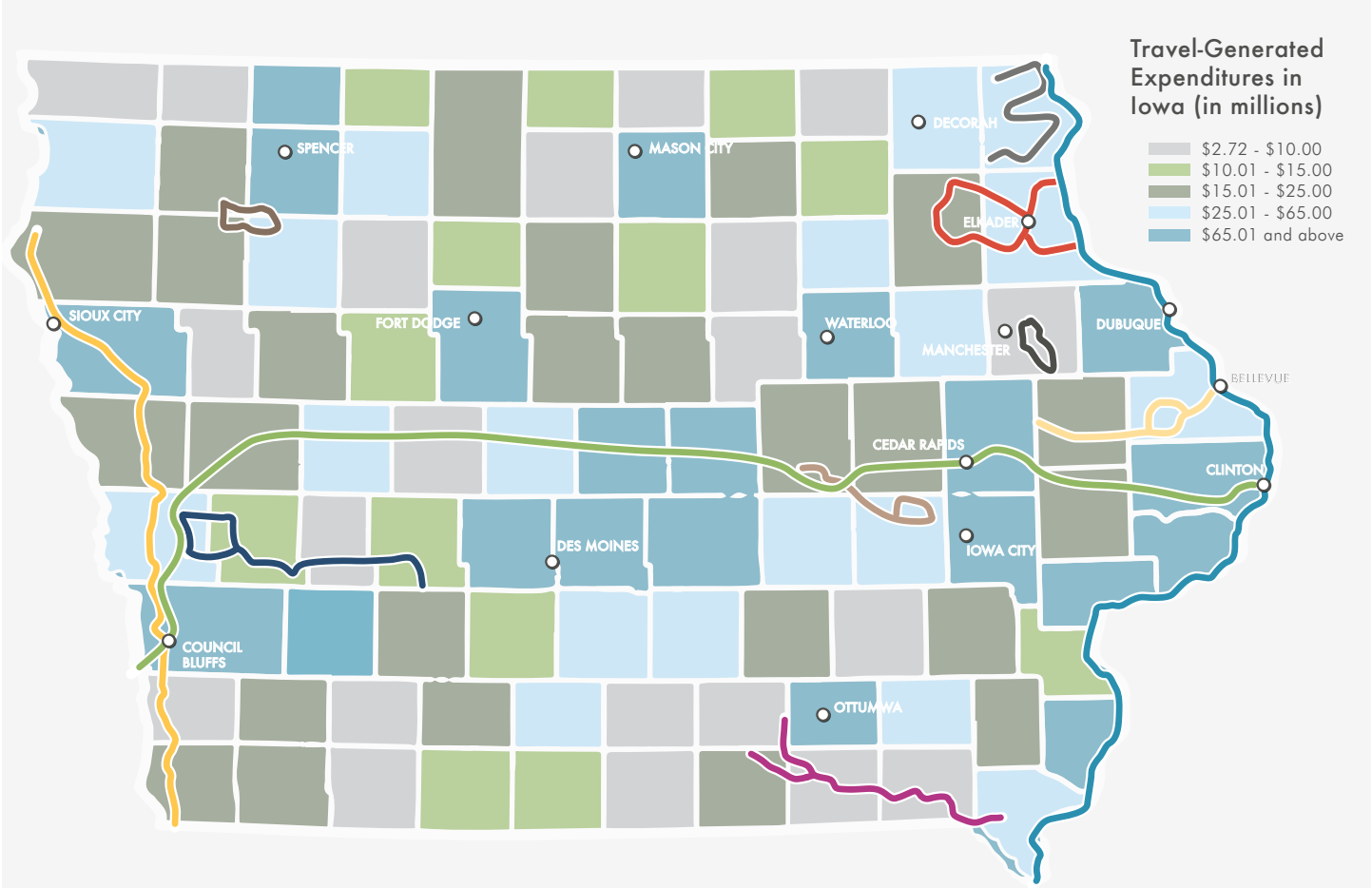




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# SECTION FOURTEEN

## Strategic Marketing Plan



Scenic Byways Are Having a Positive Impact on Iowa’s Tourism Economy

### 14.1 Introduction

A strategic marketing plan, as the name suggests, discourages organizations from making ad hoc and impulsive marketing decisions. The strategic process involves collecting marketing information in a systematic manner and then integrating that data into a detailed analysis that helps project long-term marketing goals.

Marketing of the DCSB is an important responsibility that the DCSB Advisory Board shares with other local, regional, and state partners. This marketing plan recognizes that marketing is the process of anticipating future events and conditions and determining the best course of action necessary to achieve marketing objectives. The marketing objectives include uncovering the byway’s unique and distinctive features, benefits, and the values that a visitor can expect to experience along the DCSB. This includes both the natural and man-made features, benefits, and values that can be shaped into a distinctive identity or brand. Through branded marketing material and promotions, the DCSB Advisory Board can then develop and distribute material that accurately portrays the byway experience in addition to highlighting its unique and special properties effectively.

Marketing objectives can have an enormous impact on influencing the byway visitation patterns of tourists and residents alike, especially when all are combined to satisfy the needs of a target market. If marketing of the byway is done properly, it will yield new and repeat byway visitors. An increase of byway visitors will translate to more overnight stays, growth of local jobs, and additional revenue produced by lodging and sales tax. Therefore, successful marketing can have a vast impact on tourism, which, in return, can result in direct economic benefits to byway communities and businesses.

The DCSB Advisory Board has made it their goal to identify and implement marketing strategies that affect the greatest number of byway travelers in the most cost-effective way. Included in this marketing plan is a comprehensive collection of the research, assessments, strategies, and proposed actions. It is the intention that all recommendations related to year-round tourism and byway-use be balanced with the protection and preservation of byway resources. Information collected for this plan is the result of extensive public information gathering, market research, and surveys. It is a representation of the “locals” support for the byway and their commitment to the protection, enhancement, and marketing of the resources and values that make up the DCSB.



14.2 Situational Analysis

According to the World Travel & Tourism Council, tourism generated \$2.57 trillion (3.2% of total GDP) and 313,221,000 jobs (9.9% of total employment) worldwide in 2017. In the United States, the travel and tourism industry is one of the largest industries making a total contribution of \$509 billion (2.6% of global GDP) and 5,285,500 jobs. (3.9% of total employment) in 2018. The tourism industry is significant in Iowa and employs 69,500 Iowans. This represents 4.3% of the state’s total non-agricultural employment. On average, every dollar spent by domestic travelers produced 15.2 cents in payroll income for Iowa residents. In 2016, domestic travel expenditures in Iowa totaled \$8.23 billion, which if broken up by tourism sectors includes public transportation (3.4%), lodging (4.5%), food service (4.3%), retail trade (4.6%), and entertainment and recreation (4.5%).

Comparing Iowa’s scenic byways to the state’s tourism industry provides support for the premise that there has been a positive correlation between the overall health of Iowa’s tourism economy and the development of the Iowa Scenic Byways Program. Although quantitative research about the economic impacts of scenic byway tourism is limited, the Iowa Economic Development Authority and Travel Iowa found that 74.8% of travelers utilizing traveliowa.com are looking for information about Scenic Byways. This was the most sought-after information about any one category of attraction in 2015 and has grown steadily in recent years. Additionally, other indicators from 2015, such as the \$150 million generated from state gas tax and an increase in revenues brought in by tourists in the auto transportation sector (privately-owned vehicles that are used for trips); indicate that Iowa’s scenic byways are having a positive impact on the state’s economy. Iowa’s two national scenic byways and twelve state-designated scenic byways comprise at least 1,668 of DOT’s 9,043 maintained miles of roadway (18%), are present in at least 40 of Iowa’s 99 counties (40.4%), and traverse through at least 158 of the 947 incorporated communities in the state (17%). At least 14 of the 26 Iowa welcome centers (54%) also happen to be located along Iowa’s byways. When the total sum of local attractions, intrinsic resources, and tourism sectors that are found along each byway is included, their presence becomes even more impactful to the state and the potential for tourism-related economic growth.

14.3 SWOT Analysis

Scenic byways have emerged in Iowa as a potential growth strategy for the state’s tourism market, yet the DCSB Advisory Board understands that the strengths (S) of Iowa’s byways, and more specifically the DCSB, are offset by weaknesses (W). In addition, opportunities (O) that can be utilized to accelerate this process are matched with a number of threats (T). A summary of the DCSB Advisory Board’s SWOT analysis is as follows:

STRENGTHS: Successful Outcomes for the DCSB

- Included in the DCSB corridor is the Lake Delhi: 9 miles of lake twisting and turning its way through beautifully wooded bluffs and wildlife sanctuaries.
- The DCSB corridor also includes the beautiful Maquoketa River. Its unique name of Native American origin suggest the wild and beautiful areas that it flows by, many of which are accessible to the public. This river has extensive public areas situated along the riparian corridor, creating a remote and natural feel for tourists that are trying to escape from civilization.
- The DCSB is comprised of winding and undulating road segments that feature low traffic volume and maintain a feeling of spacious solitude, perfect for American adults who enjoy driving or riding for pleasure.
- All of the DCSB’s communities feature historic buildings. Specifically, the community of Hopkinton boasts the historic Lenox College complex featuring 9 buildings as part of its National Register of Historic Places designation.
- DCSB communities have an excellent collection of city parks and playgrounds. Every single community has a recently improved playground facility and excellent opportunities for family travel.
- The DCSB is located in the Driftless Area, a nationally recognized and unique landform region of Northeast Iowa, Northwest Illinois, Southeast Minnesota and Southwest Wisconsin.
- Natural areas provide corridors for wildlife including many threatened and endangered species.
- The DCSB is located along two major roadways, Iowa Hwy 13 and US Route 20, positioning it to attract tourists.
- The DCSB Corridor includes two state parks, Backbone State Park and Bixby State Park, and many other public lands, which draw hundreds of thousands of visitors annually. Bixby State Park is one of the few places in the world to contain aligific talus slopes. Backbone State Park is Iowa’s oldest state park.

WEAKNESSES: Aspects that Detract Value from the DCSB

- Rural business hours of operation vary, are limited, or are inconsistent with one another. Additionally, many restaurants and businesses do not accept credit or debit cards, and only accept local checks, which is inconvenient for out-of-area travelers.
- Many byway community downtowns have empty storefronts.
- Iowa is a seasonal state and 60% of tourists visit during 3 months of the year, from June through August.
- Rural sections of the byway often have poor mobile network coverage.
- The closest airport to the byway is about 45–65 miles away in Dubuque, Iowa City, or Cedar Rapids, IA. The closest international airport is 110 miles away in Moline, IL.
- The region’s property tax values and declining rural populations make it challenging to fund community infrastructure improvements and projects located along the byway.

OPPORTUNITIES: Reasons the DCSB is Likely to Prosper

- DCSB communities care about their natural resources and are open to developing and sharing them with visitors.
- Because of the terrain, topography and natural areas in its corridor, the DCSB has the potential to overcome misconceptions and perceived ideas about what Iowa is like.
- Locals, many of which are the descendants and relatives of the earliest settlers along the byway, are willing & eager to share their recollections, stories, traditions & values with the visitor.
- Recreational resources comprise the largest segment of tourism activities and are consistent along the entire byway. Recreational resources along the DCSB are unique in Iowa, the Midwest, and the world, and they are becoming more and more well known.
- Historical resources comprise the second largest segment of tourism interest and activities in Iowa and they are consistent along the entire DCSB.
- Art and Culture resources are another large Iowa tourism segment. Local art ties are strong in Delaware County with multiple artist studios.
- Delaware Crossing branding is eye-catching, immediately recognizable
- Art along the byway is being developed in several two communities.
- The DCSB corridor is a mix of natural beauty and diverse agricultural landscapes, which is very different and intriguing to visitors from larger metropolitan areas.
- The volunteers involved with DCSB-related projects are passionate, dedicated, and engaged.

THREATS: External Factors Beyond the DCSB’s Control

- The DCSB must compete to attract byway travelers with 77 other byways in the Midwest: Iowa (13–14) and the bordering states of Illinois (7), Kansas (8), Minnesota (21), Missouri (10), Nebraska (8), South Dakota (6) and Wisconsin (4).
- Nearby cities like Dubuque and Iowa City, Iowa and Galena, Illinois draw visitors away from rural areas.
- A lack of completed economic impact studies and surveys regarding the DCSB’s return on investment (ROI) data may hinder potential supporters, volunteers, allies, investors, and funding sources.
- There are many local, regional, and state entities and organizations competing for the same limited grant funding foundations/sources used to fund byway projects.
- Reductions in state funding, changes in leadership, and/or volunteer burnout can impact the byway’s sustainability and longevity.
- Outside economic factors such as the general state of the economy, high taxes, and/or rising gas prices may cause travel along the byway to fluctuate or be inconsistent.
- Incompatible infrastructure development, mining interests, natural disturbances, and/or industrial expansion may have an impact on the byway’s intrinsic resources and scenic viewshed.

IOWA'S

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DELAWARE CROSSING

SCENIC BYWAY

THE DELAWARE CROSSING SCENIC BYWAY

NE Iowa RC&D: 563.864.7112

LOOPS THROUGH DELAWARE COUNTY IN NE IOWA

www.iowabyways.org



### 14.4 Market Analysis

Identifying the assets and liabilities of the DCSB is an important exercise when attempting to gauge the potential byway visitor’s perception. A marketing analysis can be completed to help identify the dynamism of a market, or the collection of information regarding the market in which one is operating in. When this concept is applied to the DCSB, it helps address the following questions: 1) who are the potential byway visitors, 2) where are the potential byway visitors coming from, 3) when are the potential byway visitors planning to come, and 4) what do the potential byway visitors like to do once they arrive to the byway corridor and travel along the route?

In an effort to understand the current tourism trends as they relate to Iowa, it is beneficial to first analyze information pertaining to Iowa tourists and tourists/visitors from surrounding states as collected from Travel Iowa’s Trip Planning Surveys and Welcome Center Survey Reports for the State of Iowa. Findings, as they relate to travel in Iowa, are as follows:

#### Who are the Demographics of Families Touring Iowa?

- Market Share: Families make up 48% of all individuals traveling to Iowa.
- Age of Trip Planner: 43.
- Gender: 75% of family trip planners are female.
- Travel Party Size: 4.2 people.
- Average Number of Nights: 1.9 nights spent traveling in Iowa.
- Purpose of Trip: The primary purpose of the trip included (87%) leisure, (9%) family & friends, and (4%) other.
- Lodging: Lodging preferences included (78%) hotel/motel, (35%) campgrounds, (21%) day trip/no overnight, (21%) resort, (16%) friends & family, and (15%) bed & breakfast.

#### Who are the Demographics of Adults Touring Iowa?

- Market Share: Adults make up 52% of all traveling to Iowa.
- Age of Trip Planner: 56.
- Gender: 60% of family trip planners are female.
- Travel Party Size: 2.4
- Average Number of Nights: 1.9 nights spent traveling in Iowa.
- Purpose of Trip: The primary purpose included (82%) leisure, (14%) family & friends, and (4%) other.
- Lodging: Lodging preferences included (76%) hotel/motel, (23%) campgrounds, (22%) bed & breakfast, (22%) day trip/no overnight, (17%) friends & family, and (13%) resort.

#### When are Tourists to Iowa Planning their Trip?

- Due to the inclement weather and changing seasons experienced throughout the Midwest, most tourists plan their trip to Iowa during the summer months. In fact, more than (91%) of tourists visit Iowa between May and October and nearly (60%) of all visits occur during June, July, and August. A breakdown of when trips were planned in Iowa in 2015 is as follows: (0.3%) January, (0.4%) February, (1.5%) March, (3.7%) April, (9.3%) May, (21.3%) June, (22.6%) July, (15.5%) August, (12.3%) September, (10.1%) October, (2.3%) November, and (0.8%) December.

#### What are Tourists in Iowa Most Interested in Doing?

- An Iowa Tourism survey conducted in 2015 revealed that tourists who planned their trip to Iowa using the Travel Iowa website were most interested in (74.8%) scenic byways, (73.9%) festivals and events, (69.9%) history, (68.7%) outdoors, (57.3%) food & drink, (36.1%) shopping, (24%) agriculture, and (16.5%) sports.

#### Where are Tourists to Iowa Coming from?

- During the latest series of surveys and studies, Iowans accounted for (24%) of the people planning a trip in Iowa. Travel planners from the bordering states of Illinois, Kansas, Minnesota, Missouri, Nebraska, South Dakota and Wisconsin were (33%) of the planners. Tourists from other states were (43%) of the planners. Focusing on Iowa and the surrounding states, the travelers’ places of residence were as follows: (39.3%) Iowa, (16.3%) Illinois, (13.5%) Wisconsin, (11.4%) Minnesota, (9.3) Missouri, (5.3%) Nebraska, (3.5) Kansas, and (1.5%) South Dakota.

#### Where are Tourists Receiving Info about Iowa’s Byways?

- A survey conducted by Iowa Welcome Centers found that 1 in 4 tourists who stopped in at an Iowa Welcome Center in 2009 requested information about Iowa’s scenic byways.
- Surveys and studies show that 94% of scenic byway tourists use the Internet to decide on a destination. According to a survey conducted in 2015 by Travel Iowa, 3 out of 4 tourists who plan a trip to Iowa using the [www.traveliowa.com](http://www.traveliowa.com) website request information about Iowa’s Byways.
- Many scenic byway tourists are introduced to the byway at their travel destination. In fact, this represents the largest group of byway users who claim a willingness to sample the byway experience if it is at or near their travel destination.

Although no studies have been completed that provide specific information about the DCSB traveler, extensive market analysis studies have been done for the state of Iowa. Valuable insight was gained from compiling and analyzing tourism trends as they relate to the average trip planner and traveler visiting Iowa. This Information reveals that Travel Iowa’s primary target audience is women with children in their homes. Since other market studies show that over 70% of tourists who plan a trip to Iowa using Travel Iowa’s website are interested in Iowa’s scenic byways, the DCSB Advisory Board believes that this is a strong target audience for the byway to allocate resources toward, or capture through marketing. However, there has been a limited amount of information gathering, market research, and surveys completed specifically about Iowa’s Scenic Byways and even less for the DCSB. Because of this, there are untapped target markets and marketing strategies that need to be further explored.



Climbing at Tirrill Park



Sliding at Tirrill Park



Fun with Family and Friends



14.5 Target Markets and Audiences

Identifying target markets is the process of selecting a group of people who the DCSB Advisory Board decides to direct its marketing efforts toward. When this concept is applied to the DCSB, it helps address the following questions: 1) what types of tourists should the DCSB Advisory Board and their partners target? 2) what are the characteristics of these tourists? 3) and how do we target them? In an effort to answer these questions, the DCSB Advisory Board has worked with a variety of partners, organizations, stakeholders, and allies to conduct a considerable amount of information gathering to identify, analyze, and prioritize the target markets for whom the marketing strategies should be directed towards. Following this research, the DCSB Advisory Board identified their primary target market to be Scenic Byway Tourists. The secondary target audiences for Scenic Byway Tourists, prioritized in order, includes those who are seeking 1) Scenic Byway Tourism 2) Adventure Tourism, 3) Cultural & Heritage Tourism, 4) Hobby Tourism, and 5) Family Tourism. Information about each target market is as follows:

ONE: The Scenic Byway Tourist

**Overview:** Scenic Byway Tourists can be defined as an individual who enjoys traveling along a designated scenic byway route to experience one or more of the six intrinsic resources: archaeological, cultural, historic, natural, recreational, and scenic. The Scenic Byway Tourist represents over 74% of the visitors who are planning a trip to Iowa. They are comprised of individuals with a variety of interests and values. However, one characteristic that Scenic Byway Tourists seem to all have in common is that they enjoy driving for pleasure.

A survey conducted by the State Comprehensive Outdoor Recreation Plan found that the three highest rates of how Iowans participate in outdoor recreation were walking (89%), picnicking, barbecuing or cooking out (83%), and driving for pleasure (53%). This is a huge segment of the American population and probably the most obvious market likely to be interested in Iowa’s scenic byways. According to the National Scenic Byway Foundation, (40%) of American adults drive for pleasure, which makes driving the second favorite recreational activity of American adults, second only to walking. These drivers are very likely to pursue roadways that will satisfy their desires for spending time with family and friends while enjoying entertainment, adventure, cultural heritage, history, and aesthetics.

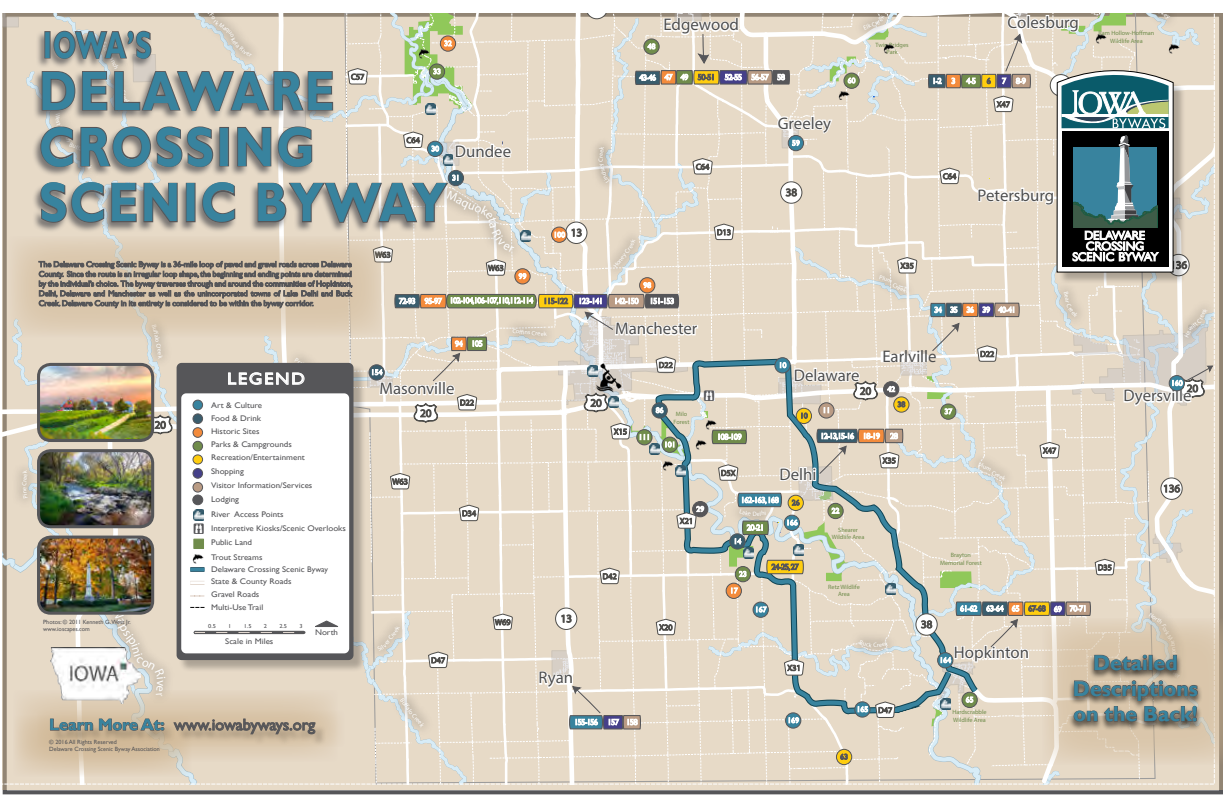
**Demographics:** Information compiled and collected from an Iowa Welcome Center Survey in 2015 show that 94% of Scenic Byway Tourists use the Internet to plan for and decide on a travel destination. An average of 56% of Scenic Byway Tourists who make their travel arrangements online end up staying in a hotel or motel. Over 50% of Scenic Byway Tourists are families with children, with 26% of Scenic



Byway Tourists being retired. If there is a scenic byway in the area, the Scenic Byway Tourist will often extend their initial stay from one to three days. While traveling along a designated scenic byway route, the Scenic Byway Tourist is most interested in historical sites (41%), general sightseeing (41%), outdoor recreation (29%), visiting friends and/or family (20%), and touring museums (12%). Scenic Byway Tourists are also interested in shopping, attending festivals and/or events as well as trying locally recommended, must-try dishes from around the region. According to the National Scenic Byway Organization, the most important features for a Scenic Byway Tourist are relaxation, scenic beauty, and a wide variety of things to see, do and experience.

**Psychographics:** The definition of a Byway Tourist is an environmentally conscious individual who enjoys outdoor recreation and cultural exploration within an aesthetically appealing setting.

**Target Audience:** The primary target audience should be educated women, with household incomes of over \$100,000 who are Gen-Xers (born 1965–1980) and have children in their homes. For adults touring the byway without children, the DCSB Advisory Board recommends the primary target be educated women, with household incomes of over \$100,000 who are Baby Boomers (born 1946–1964) and have no children in their homes.



DCSB Tear-Sheet Map

TWO: The Adventure Tourist

**Overview:** Adventure tourism can be defined as a domestic or international trip that includes at least two of the following three aspects: physical activity, interaction with nature, and cultural learning or exchange. The Adventure Tourist represents over 68% of the visitors who are planning a trip to the state of Iowa. This includes tourists who seek outdoor activities and challenges such as boating, angling, fly fishing, hunting, birdwatching, horseback riding, and pushing their limits with physically exerting activities such as biking, trail running, canoeing, backpacking, caving, and hiking. Globally, adventure tourism remains a relatively small player in the tourism industry. However, according to UNWTOs Global Report on Adventure Tourism, between 2010 and 2014, the adventure tourism industry grew by 195% with over 69% of all Adventure Tourists coming from Europe, North America, and South America. Nearly 42% of travelers from these three regions reported an adventure activity as the main activity of their last trip, which would project to an adventure travel market worth \$263 billion. In 2014, 24% of all travelers in and out of the United States identified themselves as adventure travelers. The report went on to find that unlike mass tourism, where approximately 80% of trip revenue goes towards airlines, hotels, and other international companies, 70–80% of revenue generated from adventure tourism stayed in local communities, making this a profitable demographic.

**Demographics:** According to an Adventure Tourism Market Study conducted by The George Washington University on 2013, the majority of Adventure Tourists are male (57%) and single/never been married (48%). The higher percentage of single Adventure Tourists may be due to the fact that they skew younger with an average age of 26, compared to Non-Adventure Tourists who have an average age of 41. (37%) of Adventure Tourists have at least a four-year degree, including 11% with a professional degree. Their average income level is \$46,800. Adventure Tourists continue to value international travel, with 71% owning a valid passport. Their preferred travel party size includes travel with friends (21%), spouse (37%), and families with children (30%).

**Psychographics:** The Adventure Tourist places a high importance on exploring/discovering new places. They enjoy submersing themselves in nature, meeting and engaging with local cultures, and pushing their physical limits. The coldwater streams, rivers, forests, bluffs, and other natural public areas in the DCSB Corridor meet these specifications.

**Target Audience:** To attract the Adventure Tourist to the byway, the DCSB Advisory Board recommends the primary target be males, with household incomes of over \$46,000 who are Gen-Yers (born 1981–2000) and single.





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Lenox College in the Fall

### THREE: The Cultural Heritage Tourist

**Overview:** The National Trust for Historic Preservation defines cultural heritage tourism as “travel to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present, including cultural, historic and natural resources.” The MSU Museum at Michigan State University notes, “Heritage Tourism encompasses elements of living culture, history, and natural history of place that communities value and steward for the future. These elements are very specific to a community or region and can contribute to pride, stability, growth, and economic development” and that “Heritage and culture are especially critical in rural settings.” The heritage and historic aspects of this target market are particularly important to the DCSB Advisory Board, who feel the historical resources in the DCSB Corridor are important, nationally significant, and captivating. The Cultural Heritage Tourist represents over 68% of the visitors who are planning a trip to Iowa. This type of tourism provides an opportunity for visitors to experience someone else’s culture in depth, whether by visiting an attraction, historically significant place or by taking part in cultural activities. Research: *Using Historical Heritage as a Factor in Tourism Development*, published by Procedia - Social and Behavioral Sciences by Elsevier in May of 2015, notes that historical and cultural heritage of cities has and can be used to influence economic development and to revitalize regions. According to the Cultural and Heritage Travel Study, conducted in 2009 among U.S. domestic travelers, “78% of

all U.S. leisure tourists participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults per year. With cultural and heritage travelers spending an average of \$994 per trip, they contribute more than \$192 billion annually to the U.S. economy.”

**Demographics:** Findings from the Cultural and Heritage Travel Study, conducted in 2009, found that the majority of passionate or active Cultural Heritage Tourists are likely to be retired males, who hold a graduate degree and have a household income of \$100K+. Cultural Heritage Tourists have a tendency to travel more often (5 trips per year) and are more likely to take weekend trips (3–4 days) over longer excursions. They are also more likely to spend more than other tourists and prefer relaxing and educational activities best.

**Psychographics:** The Cultural Heritage Tourist pursues authentic destinations and experiences that are rich with historic character. They enjoy learning about the stories of the past while exploring destinations and social gatherings that reflect the locals’ values. The rich history of the DCSB fits this demographic very well.

**Target Audience:** To attract the Cultural Heritage Tourist to the DCSB, the Board recommends the primary target be well educated males, with household incomes of over \$100,000 who are Baby Boomers (born 1946–1964) and retired.



Art at Chicken Creek Studio

### FOUR: The Creative and Hobby Tourist

**Overview:** The Travel Industry defines Hobby Tourism as, “Travel undertaken, often in groups, to visit with people of similar interests or to engage in a specific avocation.” Exploring Tourism adds that they may be “Alone or with groups to participate in hobby interests, to meet with others with similar interests, or to experience something pertinent to the hobby”. Many hobbyists want to acquire a broad, profound, nontechnical knowledge and understanding of art, history, culture, geography, architecture, birding, astronomy, cuisine, antiques, language, transportation, or other specialized subject and will spend years actively pursuing their goal. Studies show they participate in various activities during their free time, including creative options. Hobby tourists may attend themed sporting/competitive events, participate in conferences or events that are focused on their hobby. They may learn to garden or tend for specific plants, attend dances or take dance classes, taking art classes including drawing, weaving, jewelry making, photography, painting, craft making, and other classes, watch or engage in singing, cooking classes, workshops and other events that allow participation. Having sought and found leisure experiences that foster creative learning and growth or allowed them to socialize with, and be reaffirmed by, other people that have similar interests, they leave with a significant feeling of satisfaction and related purchased items. Engaging in a hobby can result the acquisition of a substantial skill, knowledge, or experience, but personal fulfillment is the ultimate aim.



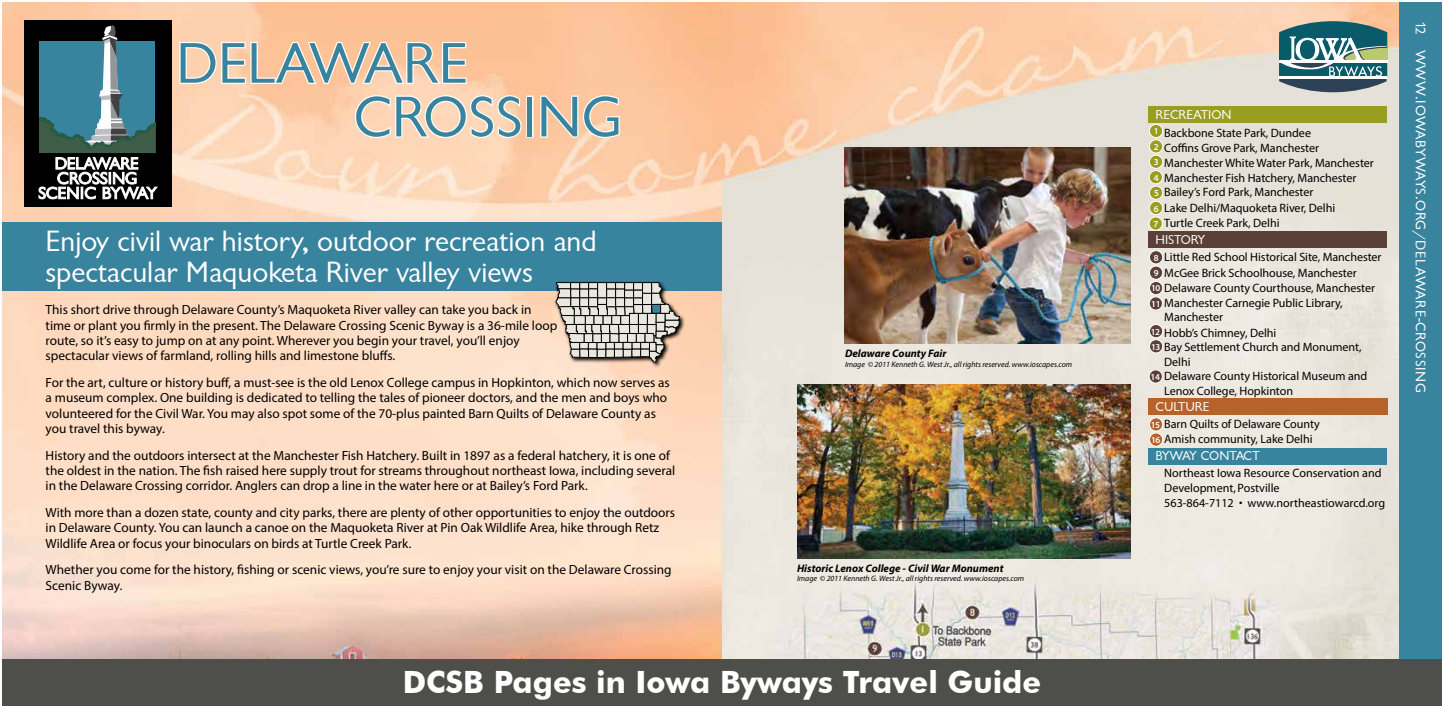
Painting at Chicken Creek Studio

**Demographics:** It is challenging to determine a defined demographic of the Hobby Tourist, as these traveler’s age, sex, religious affiliations, job category, and family status are very much dependent on the hobby they are pursuing. For example, a traveler visiting the byway to take part in a tractor ride or car and motorcycle event is likely an adult of retirement age. A group of people interested in horses attending Edgewood Rodeo days is likely of the “Baby Boomer” age demographic. It can be noted that hobby tourists are most likely to be adults age 18 and above, however, that does not mean they are not traveler with children or grandchildren when they take part in these activities.

**Psychographics:** Hobby tourists read magazines that are targeted to their specific hobby. A Pew Research Center study conducted in 2007 found that 83% of on-line Americans have used the Internet to pursue their hobbies and that hobbyists as a percentage of the U.S. population had grown and use of the internet for hobbies had grown significantly over the three year study period.

**Target Audience:** To market to the hobby tourists, the DCSB Advisory Board recommends utilizing targeted marketing methods using specialized strategies such as hobby publications and social media websites. These targets, as mentioned about in demographics, will be dependent upon the nature of the hobby and/or activity.





FIVE: The Family or Multi-generational Tourist

**Overview:** Family and multi-generational tourists are made up of a group of travelers looking for kid-friendly experiences and adventures that can be enjoyed by the entire family from toddlers to grandparents. Opportunities for experiential learning are a plus. These travelers often seek out resources that include itineraries with a wide variety of activities such as river or lake cruises, canoeing and kayaking, ballooning, fishing, educational exhibits, and wildlife watching. Trip planners often look for different lodging options such as resorts and AirBnB facilities. The family and multi-generational tourist is most likely to upload photos and videos and share their positive experiences via social media.

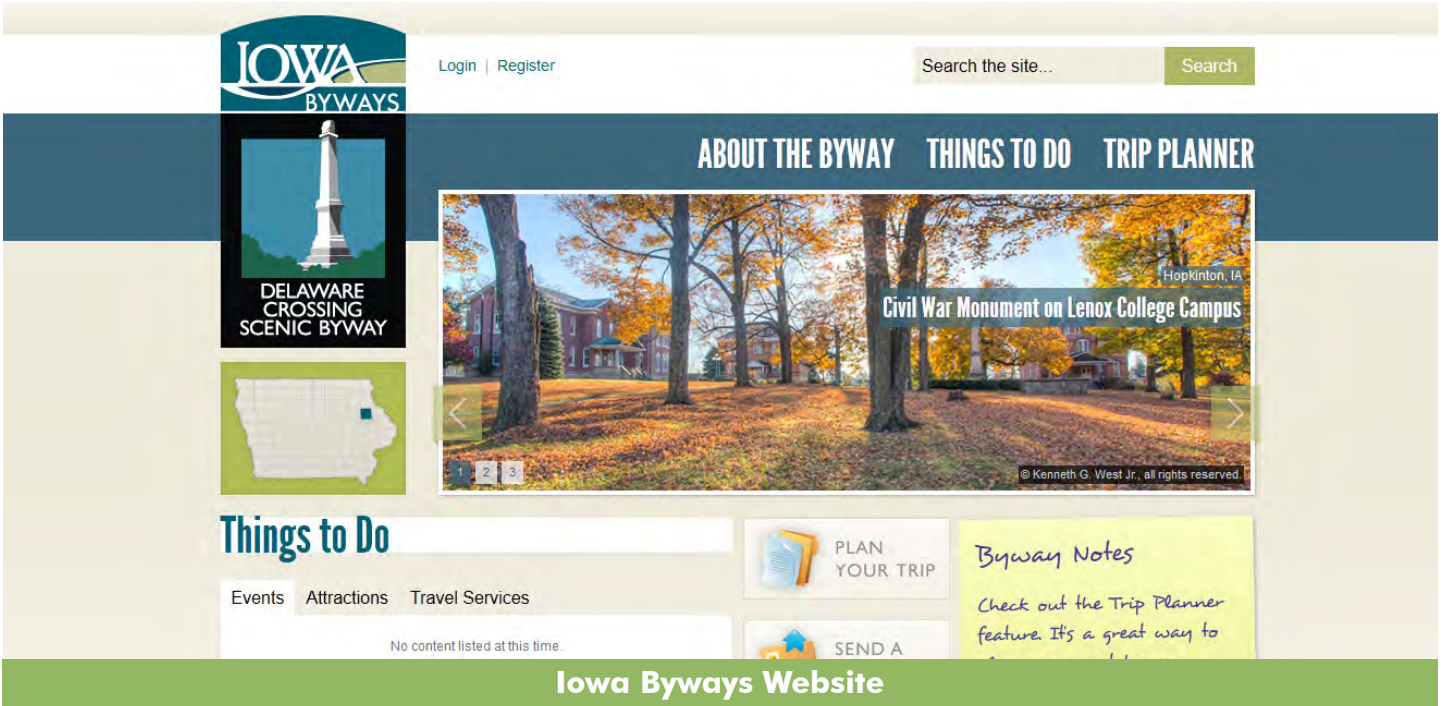
**Demographics:** Family and multi-generational tourists are made up of families (of all age ranges) of households whose primary planners are educated women with household incomes of over \$100k.

**Psychographics:** According to TripBarometer, 2015, 69% of global travelers of all ages are planning to try something new. They also found that one in three travelers planned to spend more money on travel in 2016 than they did in 2015 and that 49% of those travelers that planned to increase their travel budget in 2016 said they would do so because they or their family deserved it.

**Target Audience:** The target audience for family or multi-generational travelers is educated women, with household incomes of over \$100k who are Gen-Xers (born 1965–1980) and have children in their homes. The secondary audience is grandparents who are Baby Boomers (born 1946–1964).

14.6 Market Research

When Northeast Iowa RC&D received a contract from the Iowa DOT to begin coordinating efforts for the DCSB, very little marketing research strategies or material had been tested, analyzed or developed. An Iowa Scenic Byway’s Statewide Travel Guide existed, but other DCSB promotional material was limited. Content within the Statewide Travel Guide included a map and route description for each byway. Knowing this, the DCSB Advisory Board recognized that additional marketing and promotional strategies had to be developed, tested and analyzed to properly gauge what strategies were most beneficial to the byway visitor. The DCSB Advisory Board decided to implement an approach of applied planning by testing promotional strategies they believed would be most effective, while simultaneously developing this CMP. DCSB Advisory Board members would like to emphasize the fact that no marketing materials created during the development of the byway’s strategic marketing plan were paid for using CMP dollars. All funds used to design, print, distribute and test each promotional strategy were made possible by working with DCSB Advisory Board members to secure alternate funding sources, partnering with Byway Coordinators on a statewide level or by working directly with the Iowa DOT. Promotional strategies tested include the following: Digital Marketing, DCSB Printed Material, Outreach & Events, Advertising and Media Relations. Through a partnership with Northeast Iowa RC&D, the DCSB Advisory Board was able to design, develop and fund each DCSB Standard Collateral project with the exception of the Iowa Byways Travel Guide. An overview describing all of the tested promotional strategies are as follows:



1) Iowa Byways Travel Guide

The DCSB Advisory Board worked with state Byway Coordinators and the Iowa DOT to develop a new Iowa Byways Travel Guide in the spring of 2013. The purpose of the project was to develop a publication that would provide visitors with unique and carefully branded information about each designated route in the state and be used as a resource to help Byway Tourists plan their vacation in Iowa. The completed guide included byway logos, descriptions about and maps of each Iowa byway, in addition to a listing of unique recreational, historic, cultural, and scenic attractions along all of the routes. Visitors were/are able to order a free Iowa Byways Travel Guide, or view an online version of the guide by visiting the Travel Iowa DCSB webpage at [www.iowabyways.org](http://www.iowabyways.org) or by visiting the Iowa DOT webpage at <http://www.iowadot.gov/iowasbyways/index.aspx>. A total of 5,000 travel guides were distributed to Iowa Byway Project Coordinators and Iowa Welcome Centers in 2013 and additional guides have been printed annually as demand increases.. The Iowa DOT funded design and printing for the travel guide and have expressed an intent to continue reprint of this publication annually.

**What we Learned:** This printed publication has been well received along the DCSB. We learned that the guide was most beneficial when given to people who know little about Iowa’s Byways and were requesting general information about the program. Recipients of the guide commented on how beautiful the photos, design, and layout was.

**Partners:** Iowa DOT, NE Iowa RC&D, Iowa Byway Coordinators

**Funding Sources:** Iowa DOT

**Quantity:** 20,000

**Cost:** \$14,000

2) Iowa Byways Website

The DCSB Advisory Board worked with state Byway Coordinators, Iowa Interactive, and the Iowa DOT to launch the Iowa Byways website on October 1, 2012. The launch came as a result of Iowa Department of Transportation’s (DOT) desire to have an online presence capable of marketing the appealing and collective touring experiences found along each byway. Visitors to the Iowa DOT’s [www.iowabyways.org](http://www.iowabyways.org) website were able to learn about Iowa’s 11 byways, be informed about things to do, and create custom travel agendas by utilizing the site’s trip planner. Visitors were also able to use the website to research information about art & culture, dining, events & festivals, historic sites, natural areas, recreation, shopping, and lodging experiences that were found along each designated route. However, this site was being underutilized and byway coordinators did not have adequate access to edit the site. It was decided to redirect the Iowa byways website [www.iowabyways.org](http://www.iowabyways.org) to Travel Iowa’s website, which is the website for visitor information about Iowa. Travel Iowa created a special byways page to feature each byway. Information from the original website was copied into the new site. Now, the [www.iowabyways.org](http://www.iowabyways.org) website has been phased out and redirects to the Travel Iowa webpage.

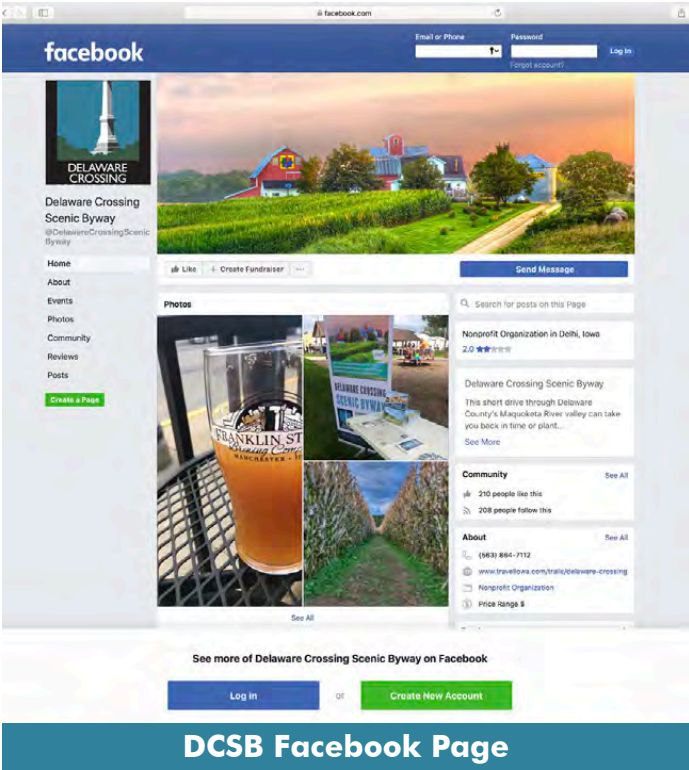
**What we Learned:** Not having access to properly manage [www.iowabyways.org](http://www.iowabyways.org) was a great challenge for all of Iowa’s byways. Transitioning the Iowa byway’s online presence and main hub for digital information to the Iowa Tourism website in 2016 was a success.

**Partners:** Iowa DOT, Iowa Interactive, Iowa Byway Scenic Byway Coordinators, Travel Iowa

**Funding Sources:** Iowa DOT

**Cost:** N/A





### 3) DCSB Social Media

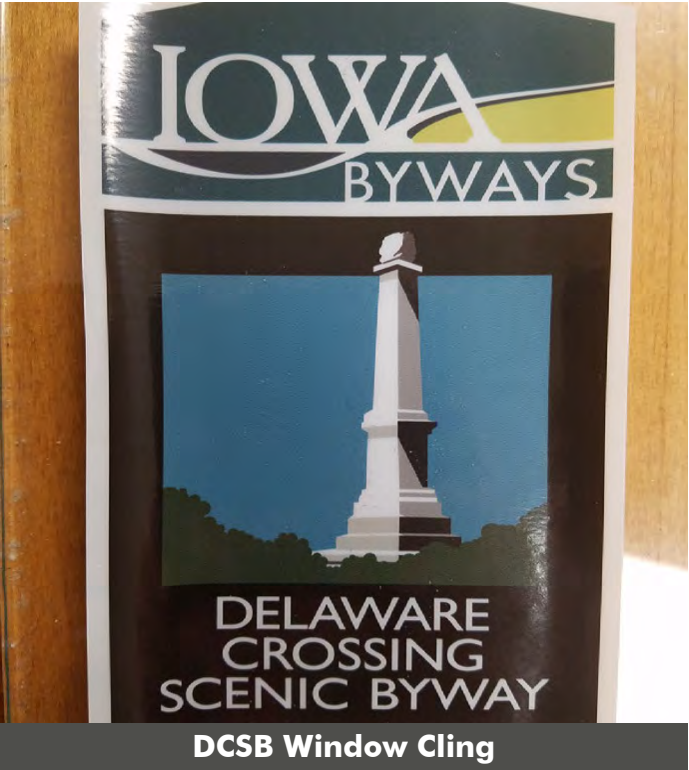
The DCSB Advisory Board partnered with Northeast Iowa RC&D to develop, manage, promote, and maintain a variety of social media networking sites for the DCSB. Social media networking sites utilized to provide DCSB related news and activities on a regular basis included Facebook, Twitter, Google+, and Pinterest accounts. Social Media trends continue to evolve and there are a handful of social media platforms that the DCSB does not have a profile on. These include Instagram, which was the perfect platform to share beautiful images and inspire visitors; Snapchat, which would be a unique way to share videos from around the byway; and Facebook Live, which could be utilized to share short video updates or scenes about the DCSB.

**What we Learned:** 93% of people trust peer review and this is a powerful tool if it is updated and managed on a frequent basis. Lessons learned regarding social media include posting diverse information such as photography, videography, news about DCSB businesses/attractions, featured businesses, DCSB project updates, DCSB community festivals & events, as well as visitor recommendations such as “must-do-activities” or “best of the DCSB.” Staff at Northeast Iowa RC&D learned that providing information frequently was crucial to maintaining and increasing the number of DCSB Facebook page followers. Topics that were posted weekly included information about 1) upcoming community events, 2) featured DCSB businesses, 3) DCSB project updates, 4) DCSB related articles and news releases, and 5) grants secured for DCSB related projects.

**Partners:** Northeast Iowa RC&D

**Funding Sources:** N/A

**Cost:** Personnel Time



### 4) DCSB Window Clings

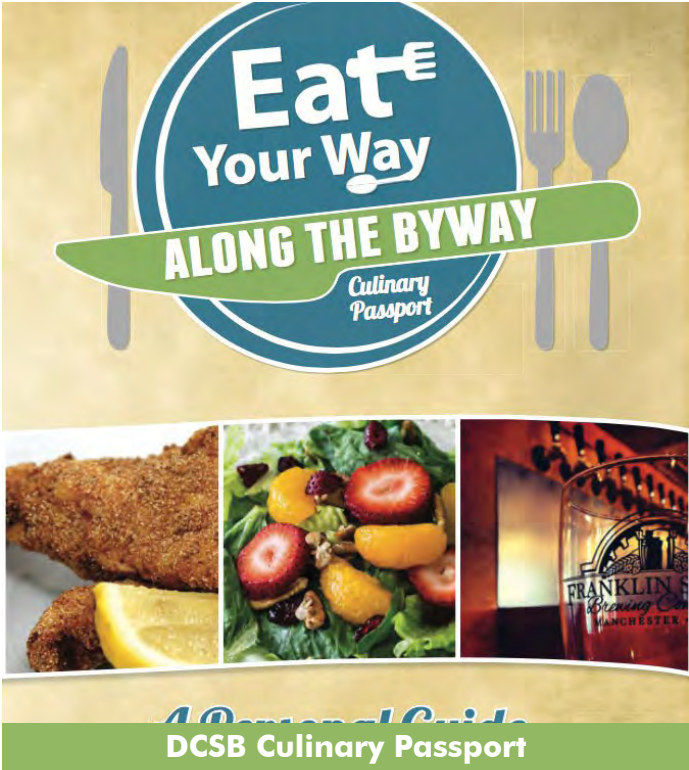
The DCSB Advisory Board fabricated window clings of their DCSB logo with assistance from Northeast Iowa RC&D. The window clings were designed to depict the DCSB logo and were fabricated in the fall of 2013. The 3x5' window clings were developed and distributed to “friends of the byway” businesses, attractions, establishments, and organizations along the byway to reinforce the DCSB brand and to let the Byway Tourist know that the place of interest is associated with and supportive of the DCSB.

**What we Learned:** The window clings were a highly coveted DCSB item when they were first introduced, but the DCSB Advisory Board learned quickly that they failed to deliver from a product quality standpoint. After surveys were distributed to a variety of DCSB businesses and attractions regarding the most coveted and useful DCSB marketing material, the DCSB Advisory Board discovered that many of the custom clear static window clings became faded or their adhesive backing would no longer stick to the glass surface after a short period of time. This was a challenge that ultimately resulted in many of the window clings that were given to DCSB businesses, attractions, and organizations being removed and/or taken down. The DCSB Advisory Board learned that a different material may have to be used if they plan to incorporate small DCSB identification signs at businesses and attractions in the foreseeable future.

**Partners:** NE Iowa RC&D, DCSB Businesses and Attractions

**Funding Sources:** NE Iowa RC&D, Iowa Tourism, Foundation for the Future of Delaware County, Iowa Tourism

**Cost:** \$499.20 for 1,000 clings



### 5) DCSB Culinary Passport

The DCSB Advisory Board developed an “Eat Your Way Along the Byway” Culinary Passport in the summer of 2015. The DCSB Culinary Passport was developed to test the capacity of such a publication to increase byway interest in local culinary options. It provided information about what 16 culinary businesses along the DCSB are “most known for” by including a brief description, contact information, and a short list of favorite food/drink items available at each location. To complement the culinary passport, each participating business received a culinary passport stamp and a DCSB window cling.

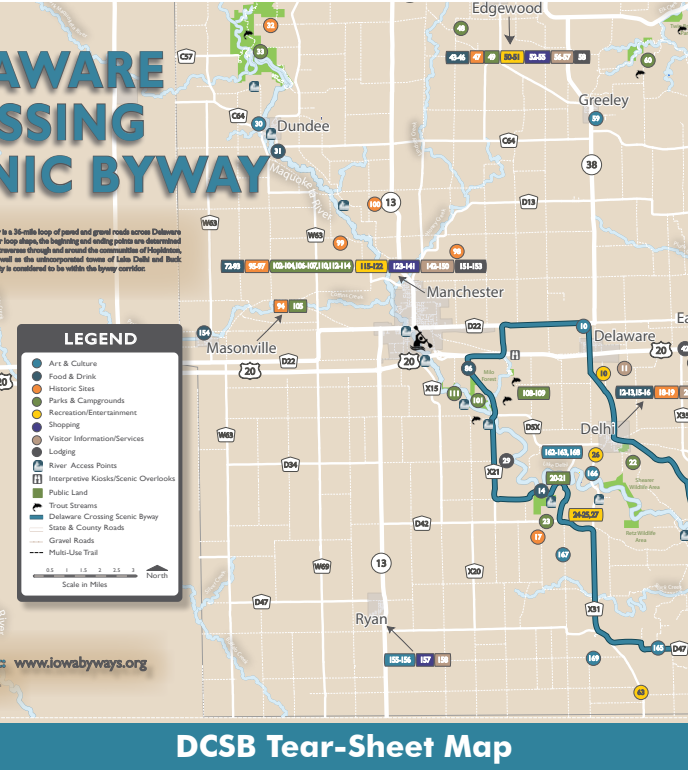
**What we Learned:** The DCSB Advisory Board learned a valuable lesson through the implementation of the Culinary Passport Program. The enthusiasm for this project was incredible. With limited funding, certain food and drink establishments who wanted to participate in the project had to be turned down due to the limited number of pages within the booklet. Funding was secured from participating businesses and grants for the development of the passports and purchase of the stamps. Unfortunately, funding was only secured to print 725 passports. Not knowing how popular this publication would ultimately be, the DCSB Advisory Board distributed every copy within one month and had no additional funding to reprint once all had been distributed (the program that was supposed to last until the fall of 2016).

**Partners:** Foods & Drink Establishments, Iowa Tourism, Travel Iowa, NE Iowa RC&D

**Funding Sources:** Iowa Tourism, Food & Drink Establishments, Foundation for the Future of Delaware County, Iowa Tourism

**Quantity:** 725

**Cost:** \$579.81 (brochures) and \$436.82 (16 stamps)



### 6) DCSB Tear-Sheet Maps

Recognizing the need to realize economic development benefits from the byway designation, the DCSB Advisory Board decided to develop and test the effectiveness of a byway tear-sheet map that would provide information about the DCSB route in relation to a variety of historical, scenic, natural, and cultural experiences along the DCSB. The idea was formed after a successful implementation of a tear sheet map occurred along the River Bluffs Scenic Byway in Clayton and Fayette Counties. The 11x17 DCSB tear-sheet map was distributed for the first time in the spring of 2013. This publication provided a detailed look at points of interest and services along each route to help orient the traveler. The tear-sheet map also includes narrative about the DCSB and a brief description of each point of interest along with contact information. Information about rivers, trout streams, towns, water trail access points, scenic overlooks, public land, and most byway friendly businesses in the categories of art & culture, food & drink, historic sites, parks and campgrounds, recreation/entertainment, shopping, lodging, and visitor information are included on each tear off map. DCSB tear-sheet maps were reprinted Fall 2016.

**What we Learned:** The quantity and frequency in which the DCSB tear-sheet map was distributed, makes it the most sought-after DCSB publication developed to date.

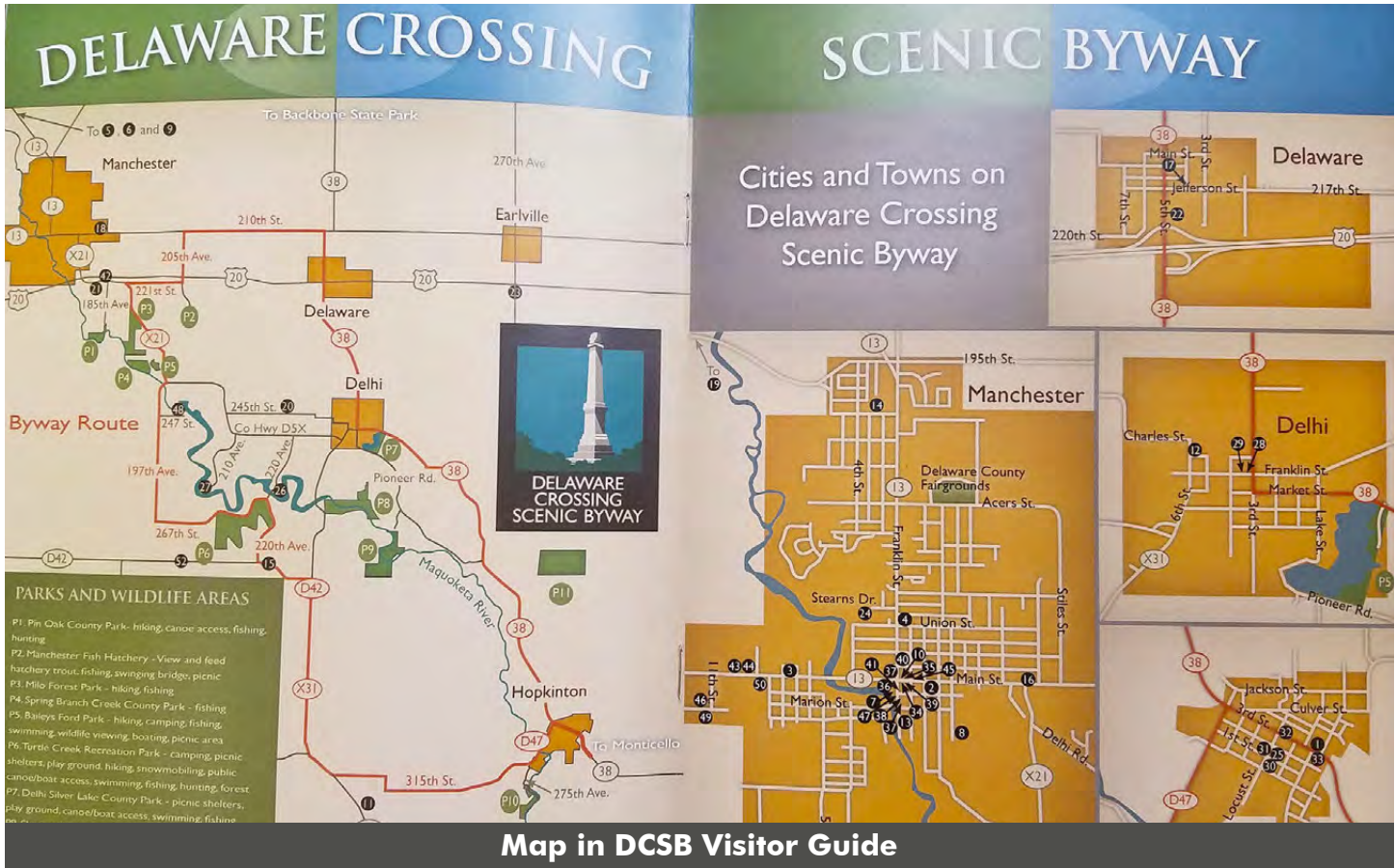
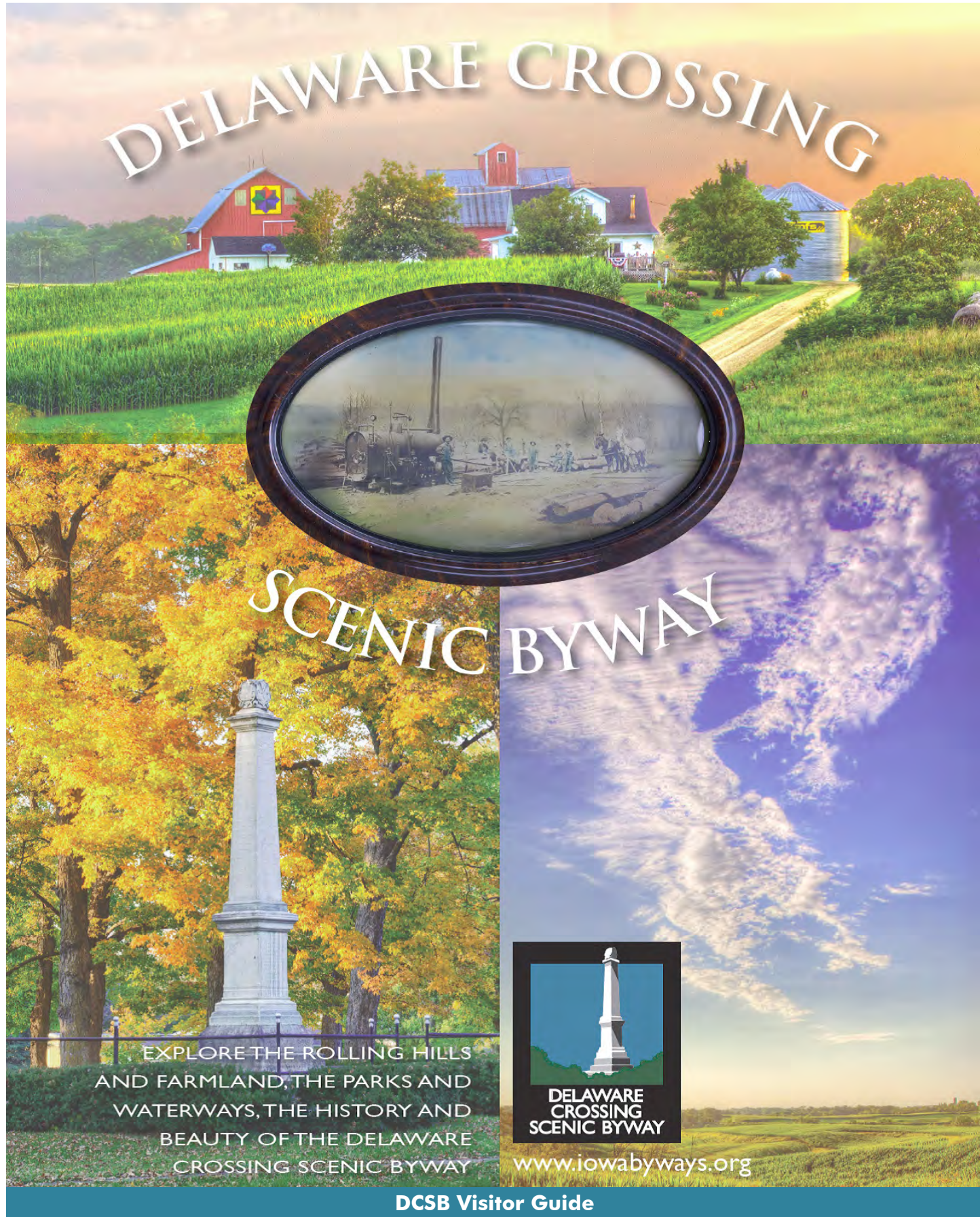
**Partners:** NE Iowa RC&D, Iowa Tourism, Delaware County Tourism

**Funding Sources:** Foundation for the Future of Delaware County, Iowa Tourism

**Quantity:** 8,200

**Cost:** \$1,000





#### 7) DCSB Trade Show Banner

In order to market and promote the DCSB at conferences, welcome centers, events, and other venues, the DCSB Advisory Board secured funding from the Foundation for the Future of Delaware to fabricate a 34"x83" DCSB banner stand. The banner stand features a retractable graphic banner, hardware, aluminum casing & a canvas carrying bag. The banner has been and continues to be used at a variety of events, conferences, trade shows, meetings, and presentations today.

**What we Learned:** The DCSB trade show banner has been a great marketing tool for when there has been a need to promote the DCSB at events. One lesson learned from only having one trade show banner is that when the DCSB Advisory Board is promoting the Iowa Byways Program collectively with all other Iowa Byway's banners, it serves its purpose and complements the other byway banners perfectly. However, for events where the DCSB Advisory Board is looking to promote the DCSB by itself, the one banner does not fill the entire 10'x10' exhibit space that is commonly given to exhibitors at these public gathering spaces. Therefore, more banners depicting various features of the DCSB would be useful.

**Funding Sources:** Foundation for the Future of Delaware County

**Quantity:** 1 banner

**Cost:** \$600

#### 8) DCSB Guide

The DCSB Advisory Board partnered with Charles Morris to develop, design and print a Delaware Crossing Scenic Byway guide in 2011. In 2014, Northeast Iowa RC&D updated the DCSB guide and printed it with funding from Silos and Smokestacks National Heritage Area. This guide was extremely popular and, aside from the tear sheet maps, the only DCSB-specific general guidebook. The guide gave more information about specific attractions, community maps, and itinerary suggestions, so it was a bit different from the tear sheet map. Additionally, it had more space for photos which really drew visitors in through its beautiful design.

**What we Learned:** The guidebooks were a highly sought-after and byway-specific publication. They were a nice complement to the tear sheet maps. While the maps listed all sites and services and showed the overall byway route, the guides broke the byway down into more detailed marquee attractions and sections. The DCSB Advisory Board discovered that the guide is more likely to get someone to visit the DCSB, but the maps are more likely to be used during the visit while navigating.

**Partners:** Northeast Iowa RC&D

**Funding Sources:** Foundation for the Future of Delaware County, Iowa Tourism, NE Iowa RC&D, Silos and Smokestacks

**Quantity:** 4,540

**Cost:** \$3,755.70



DELAWARE CROSSING SCENIC BYWAY

Northeast Iowa RC&D

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Email: [Limestonebluffs@gmail.com](mailto:Limestonebluffs@gmail.com)

Website: [www.iowadot.gov](http://www.iowadot.gov)

SCENIC VIEWS ALONG THE BYWAY



DCSB Rack Card



9) DCSB Rack Cards

The DCSB Advisory Board created a rack card in the fall of 2011. The rack card provides a detailed route description, photos, fun facts on one side and a map of the designated byway route with points of interest on the back. Originally, the rack cards were developed to be used at the 2011 Legislative Showcase. However, many partnering organizations and businesses found them to be extremely useful in promoting the byway to visitors, so the DCSB Advisory Board continued to distribute them at various tourism-friendly locations following the event. Northeast Iowa RC&D printed these rack cards, in color, on an as-needed basis.

**What we Learned:** The rack card size worked well when wanting to include the DCSB flyer in mailings. Though, after creating the DCSB tear-sheet map, this publication was almost duplicating a marketing strategy that was being met with greater success in the form of the tear-sheet map. The DCSB Advisory Board learned that funding used to print the rack card would be more beneficial if it were reallocated to help pay for additional DCSB tear-sheet maps.

**Partners:** Northeast Iowa RC&D, Iowa Tourism, Delaware County Tourism

**Funding Sources:** Foundation for the Future of Delaware County, Iowa Tourism, NE Iowa RC&D

**Quantity:** 1,000

**Cost:** \$50



Culinary Passports Project for 4 Byways

10) DCSB Included in Partnership Publications

DCSB Advisory Board members collaborated with a wide variety of partners and organizations to distribute byway-related photographs as well as develop maps and narratives about the DCSB so that information about the byway can be included in other promotional publications geographically on a local, regional, and statewide level. During the development of this CMP, narrative and/or maps related to the DCSB were included in a large assortment of promotional marketing material included the Iowa Tourism Travel Guide, the Delaware County Tourism Publications, and Edible Iowa Magazine. Joint projects implemented with multiple byways, like the culinary passport, tear-sheet map, and window cling projects were also implemented.

**What we Learned:** The DCSB Advisory Board learned that creating and maintaining partnerships with local, regional, and statewide entities is invaluable and perhaps the most important strategy within this entire marketing plan. Many, if not all, of the marketing strategies mentioned or tested within this CMP were a direct result of collaboration between multiple partnerships. An additional benefit of partnerships was that funding was leveraged, shared and/or entirely covered by a partnering entity, organization and/or attractions.

**Partners:** Iowa DOT, Delaware County Tourism, Edible Iowa

**Funding Sources:** N/A

**Cost:** N/A

Spring/Summer 2012



The Buzz on the Byway

Delaware Crossing Scenic Byway



© 2010 Kenneth G. West Jr.

Byways and Burma Shave Signs!

Our Iowa magazine offers a program to their 75,000 subscribers to post a single set of the humorous Burma Shave signs in each of Iowa's 99 counties. Readers were urged to nominate their town and provide reasons why it would be the best site.

The Delaware Crossing Scenic Byway board along with representatives of Delhi moved quickly to put together an application, recognizing that having the county's only set of the signs could become a tourist attraction and bring more customer traffic for dining and shopping.

After some consideration by the *Our Iowa* staff, Delhi was selected as the winner for Delaware County.

The set of signs has arrived and will soon be erected along the Delaware Crossing Scenic Byway. Local representatives had the opportunity to choose the jingle from a list of original Burma-Shave rhymes that were supplied, and they chose this lighthearted one: *At a quiz...Pa ain't no whiz...but he knows how...to keep Ma his...* The last sign carries the *Our Iowa* logo as the sponsor of the program.

Continued on Page 2...

Website Coming Soon!

You will soon be able to plan your next trip along Iowa's Scenic Byways using the new Iowa Byways website! When complete, the website will identify each byway route and feature abundant information about all of the attractions, events, and services along each byway. A powerful itinerary planner will help you plan your trips and allow you to save all of your favorite information for use anytime and anywhere you access the site! This itinerary will then map your route out for you on Google Maps and you will have the option to print the directions to take with you and keep you on the right path. The Delaware Crossing Scenic Byway has an abundance of activities that are diverse enough for any age and great for the family!

Photo galleries, social networking and many other features will make this one of your favorite Websites!



Website Coming Soon!



Questions or comments? Contact Mallory at [Mallory@northeastiowarcd.org](mailto:Mallory@northeastiowarcd.org) or call 563-864-7112

DCSB Newsletter





11) Iowa Byway’s Promotional Posters

News broke in the spring of 2016 that the Iowa DOT completed the design and printing of a poster for all 11 of Iowa’s Byways. The series of posters feature each Byway’s logo, an illustration of its geographic location in Iowa, and a brief description about the byway’s route and main attractions that visitors can experience along the route. The 11"x17" posters are available free of charge and can be requested through the Iowa DOT’s website and/or contacting any one of the Iowa Byways Coordinators. Prior to the 11"x17" posters, Northeast Iowa RC&D produced large-scale posters that featured businesses who participated in the Scenic Byway Culinary Passport project.

**What we Learned:** Inconclusive.  
**Partners:** Iowa DOT  
**Funding Sources:** Iowa DOT  
**Cost:** N/A

12) Advertising

No paid advertising of the DCSB has taken place. The only paid advertising to date was the DCSB Advisory Board’s partnership with other Iowa Byways in order to place a statewide byways ad on the back cover of the Travel Iowa guide in 2011. This was paid for by the Iowa DOT.  
**What we Learned:** The River Bluffs Scenic Byway Board (RBSB) placed an ad in AAA magazine and found that it generated over 1,800 inquiries, while the ad placed in American Road

magazine generated over 3,200 inquiries. The success of this ad has prompted the Clayton County Development Group to feature the RBSB in a variety of county-specific print, radio and TV ads. Because of the success of this ad, the DCSB Advisory Board is interested in pursuing similar promotional efforts in the future.

**Partners:** Iowa Byways  
**Funding Source:** Iowa DOT  
**Quantity:** N/A  
**Cost:** N/A (Cost covered by Iowa Byways partners)

13) Promoted the DCSB at Events & Meetings

On behalf of the DCSB Advisory Board, NE Iowa RC&D staff presented information about, or attended gatherings pertaining to scenic byway issues at over 50 events, conferences, trade shows, presentations, and outside organizational meetings. Major events where the Iowa Scenic Byway Program was promoted include the Iowa Motorcycle Safety forum, The Iowa State Fair, and the Transportation Federation of Iowa Legislative Showcase.  
**What we Learned:** The DCSB Advisory Board learned that having a 30-second elevator pitch is extremely important and beneficial for when promoting the DCSB at public events. It was also imperative to have a variety of DCSB print publications and promotional material available for distribution. Another lesson learned from working events was that small freebies such as food, candy, and/or drink serves as a great incentive for visitors to stop by and visit.

14.7 Proposed Marketing Projects

The DCSB Advisory Board spent the past 3–5 years developing, testing, and analyzing the effectiveness of various marketing strategies. This experience has led the advisory board to make the following project recommendations. The Estimated Cost for each project is an estimated cost for the initial project start-up. However, the actual cost will vary for each project according to the number of sites or businesses included in the project, the number and hours contributed for participants and whether or not the project requires sustained assistance.

1) Connecting to Tourism via The Internet

Many public and private sites and organizations in the DCSB corridor do not have up-to-date Google listings, modern or mobile-capable websites, or active social media accounts. In today’s digital age, individuals rely on information from the Internet, so it is imperative that history, art, and cultural resources have an accurate and engaging online presence. Marketing experts make useful, researched recommendations regarding site content and management such as using specific rather than generic language, using high quality photographs and short videos, developing supporting links and information and responding to swiftly changing trends. This project will provide informational materials to business owners and community and county leaders about Google, Search Engine Optimization, paid search engine marketing, social media, content language, support and planned management, and other online resources.

**Estimated Cost:** \$30,000

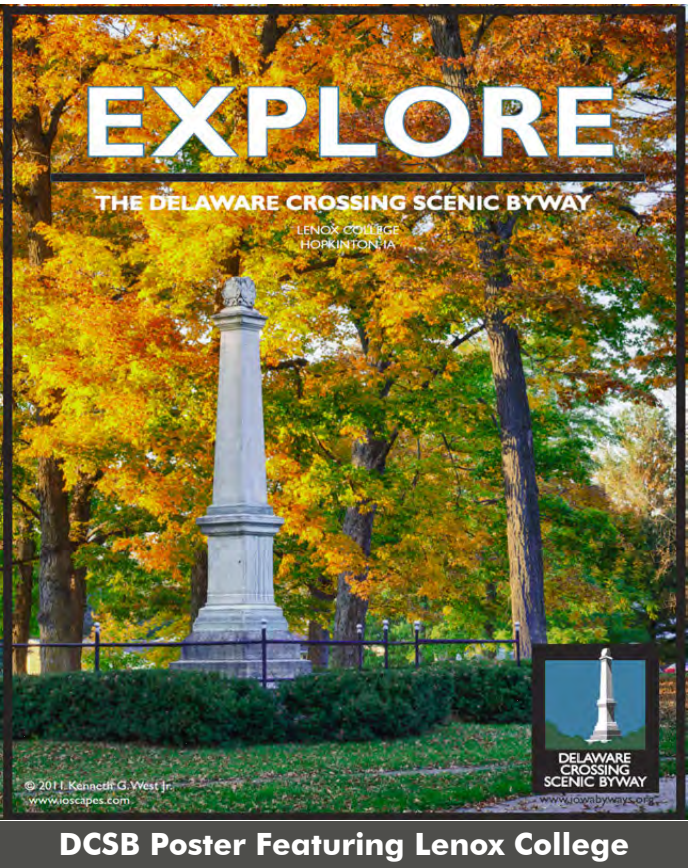
2) Leverage Travel Iowa Resources

The Iowa Economic Development Authority Travel Iowa Office partners with the Iowa Department of Transportation Scenic Byway Program office to support Iowa’s scenic byway program. They provide a multitude of resources that the Delaware Crossing Scenic Byway and DCSB Corridor organizations can take full advantage of to maximize their limited promotional budgets. The following resources will be utilized by the DCSB Advisory Board as promoted and facilitated by the DCSB Corridor: Iowa Tourism Grant Program, online traveliowa.com business, attraction, and event listings, co-op advertising partnership opportunities, economic impact study data and Iowa Tourism Office research, Iowa Tourism Conference networking opportunities, Iowa Welcome Center publication distribution, and Iowa Byway online presence on traveliowa.com. This project will also utilize Travel Iowa’s resources to conduct byway traveler surveys online.

**Estimated Cost:** \$7,500

3) Update Print Partner Marketing Materials

Many of the sites and organizations in the DCSB corridor have dated or inaccurate brochures. Many were originally developed using sub-par materials or on word processors with basic software that limited the design options. Simple typeface, clipart, and stock photos are common and colors



DCSB Poster Featuring Lenox College

are usually black and white or limited. In many cases, the original computer files have been lost. Some of these publications include hand drawn maps that may or may not be accurate or maps that have little wayfinding value. This project will assist organizations with funding and design of updated print materials that are developed using state of the art equipment and software and include place-based information and high quality/high resolution photographs. This project will also include development of improved and updated community maps for Byway Corridor communities, attractions, or groups/categories of attractions.

**Estimated Cost:** \$30,000

4) Implement a Geocaching Program along the DCSB

Geocaching is an emerging recreational activity that takes the fun of a scavenger hunt to the next level by incorporating secret clues, ciphers, and Global Positioning System (GPS) technology on a GPS unit or Smartphone to find a hidden “cache.” Geocaching is popular among all demographics from families to young persons to retired seniors. It is particularly popular in natural areas like those found in the DCSB Corridor. This project will develop and promote the byway as a geocaching destination by creating an official GeoTour using the geocaching website to market the DCSB. Additional regional marketing and multi-state marketing through print, video, and other media will be added as the budget allows.

**Estimated Cost:** \$15,000



5) DCSB Coloring and Activity Books

Some of the most successful projects conducted by the nearest Iowa byway to the north of the DCSB, the River Bluffs Scenic Byway (RBSB), and their partners were those developed to engage children and families including the RBSB Coloring Book and Activity Guide, the Turkey River Safari, and other very place-based publications. Similar publications are utilized by other tourism and conservation partners in Iowa and even the National Park Service. The DCSB Advisory Board would like to expand their marketing materials by adding more creative and interactive ways for children and families to learn about and enjoy the byway. This project will develop two distinct coloring and activity books for the DCSB. For children, the DCSB would like to create an activity book for kids to complete while traveling the byway. It will include things like coloring pages of marquee sites drawn by local artists, connect the dots images, word searches of byway-related words, and similar kid-friendly activities that are related to DCSB natural, cultural, recreational and historical sites. Because adult coloring books are becoming more and more popular, the DCSB Advisory Board would also like to create a DCSB adult coloring book with images that depict marquee attractions in very detailed and complex ways. They would also be developed by local artists. If funding allows, these books may be developed and incorporated into a safari/scavenger hunt programs and distributed to local students.

**Estimated Cost:** \$30,000

6)Implement a Hospitality Training for DCSB Corridor Partners

Quoting an excerpt from renowned tourism expert Roger Brooks, “Brands must be more than skin deep. To really “own” your brand, EVERYONE, from the saloon bartenders to front desk employees at hotels to the retail workers, must be hospitable and friendly. This project will strive to engage and educate those who are employed and working in the tourism sector along the byway and within the DCSB Corridor. It will seek to educate engage private business owners and public customer service providers through outreach and education to economic development, chamber and community groups. It will use existing resources from national experts, like Roger Brooks’ 14-minute video titled “The Guest” with business owners and local organization leaders. This 14-minute video is humorous, easy to watch, and is a great way to “teach” hospitality without it being time consuming and degrading. It will develop new DCSB marketing materials that make it easy for front-line employees and public servants to easily and quickly provide high-quality information to the public. Through secret shopper surveys, it will increase the DCSB Advisory Board’s and partner’s understanding of the existing hospitality and by encouraging business and community hospitality award and recognition programs it will strive to encourage broader adoption of hospitality best practices and recommendations.

**Estimated Cost:** \$8,000

7) Self-Guided Audio/Mobile Tour of the DCSB

Interactive forms of interpretation are positive additions to the byway experience, sites, and communities. One way to engage different learning styles, create interpretive diversity, and share stories is through a self-guided audio/mobile tour of the DCSB. There are different options available for self-guided audio tours with different types of devices reaching and serving different demographics. This project will engage DCSB travelers developing an overall DCSB tour. It will create different types of tour delivery methods. Compact disks (CD) will be available for travelers with older cars who have CD players and want to listen to tours as they drive the byway. However, since newer model cars no longer come standard with a CD player, and this method limits the audio tour to being in one’s car, the tour will be made available for download online and accessible via a smart-phone with a data connection.

**Estimated Cost:** \$8,500

8) Develop Logo Gear, Merchandise, and Collectibles

The DCSB Board has a merchandising agreement with the Iowa DOT and is allowed to use the DCSB logo with approval. The Iowa DOT have had a very positive response to any Iowa byway merchandise they have developed, including posters with byway logos. To increase awareness of the DCSB and promote its brand, this project will develop and fabricate DCSB logo gear, merchandise, and collectibles. Some of the items, especially those using the logo only, will be simple to develop and relatively low cost, other items, such as natural resource and historic site wooden postcards developed by Iowa artists as part of a larger regional or state marketing effort, will be more time consuming and expensive to develop. All of the items will be made available for purchase at partner sites like hotels/motels, visitor information centers, museums and/or local retail outlets. Using the DCSB logo and tagline, recommended swag includes the following: 1) key rings, 2) mugs, 3) bumper stickers, 4) charms, 5) postcards, 6) T-Shirts and 7) wooden postcards.

**Estimated Cost:** \$45,000

9) Implement a Byway Ambassador Program

A Byway Ambassador Program was tested by the DCSB Advisory Board and Coordinator during the CMP planning process. The limited scope of the test program was helpful. When combined with similar research completed by three other Iowa byway organizations, the findings and the response from partners supported the time and effort that would be needed to develop an improved structure for a full-fledged Ambassador Program. Based on previous research, the DCSB Board recommends that a Byway Ambassador Program be initiated to recruit and educate Volunteer Ambassadors from each community. The program will educate Volunteer Ambassadors about the economic and tourism potential of the DCSB, while also providing guidance

for businesses owners about how they can help foster a culture of collaboration within their community and along the DCSB. Each Volunteer Ambassador will serve as the “go-to” person from their community and will be given the task of educating the business owners and community members about the byway and benefits of working with the byway. This project will provide initial support, education, development and outreach materials.

**Estimated Cost:** \$8,500

10) Update Byway Print & Online Marketing Materials

The DCSB Advisory Board has developed the following marketing materials over the past ten years:

- Tear Sheet Maps , Rack Cards & Guide Book
- Web Presence on Travellowa.com
- Social Media Presence
- Information in Iowa Byways Travel Guide
- Pull-Up Banner
- Culinary Passport

The DCSB Board will work to carry out projects to update and expand current materials to be cohesive will all of Iowa’s Byways and the DCSB brand. New materials will also be developed such as “Best of the Byway” guidebook/brochure, a drone video of the DCSB route and development of a mobile application or mobile presence..

**Estimated Cost:** \$30,000

11) DCSB Itinerary & Theme Material Development

According to the Iowa Tourism Office, itineraries are one of the most popular materials for travelers. This project will develop itineraries and themed publications that will direct travelers to attractions and businesses throughout the DCSB Corridor. These materials will be developed and fabricated for print and online. The first materials to be developed include those for which partner groups have already requested assistance including the following:

- Cross-Country Skiing Guide
- Snowmobiling Guide
- Barn Quilts of Delaware County Tour/Guide
- Delaware County Trout Fishing Guide
- Maquoketa River Water Trail Maps
- Art Along the Byway

Additional itineraries and themed materials such as Birding the Byway, Fishing the Byway, a Guide to Amish Culture and Business, and others have also been discussed and will be pursued as partners come forward to assist with development and implementation.

**Estimated Cost:** \$50,000

12) Support & Market Partner Tours and Events

The DCSB Advisory Board has identified events focused on hobby and themed travel as significant for the DCSB Corridor. This project will work to assist with coordination of and provide support for existing events throughout the DCSB Corridor and will help to develop new tours and events. Tours and events will be prioritized based on partner engagement,

Are you interested in Tourism and Economic Development for your area?  
This is the perfect opportunity to get involved!



**What:** Delaware Crossing Scenic Byway Stakeholder Meeting

**When:** Tuesday, December 4th, 2012 - 4:00 p.m.

**Where:** Hopkinton Community Center: Hopkinton, Iowa

**We need your ideas! Come learn about the Delaware Crossing Scenic Byway and give your valuable input!**

**Past Stakeholder Meeting Notice**

contributions, volunteer assistance, and appropriateness to the DCSB Corridor and Advisory Boards mission and values. New (Potential) Tours and Events that have already been discussed by the DCSB Board include stagecoach tours, living history tours, and river clean-ups.

**Estimated Cost:** \$4,500

13) Public Entity Public Relations Plans

Public entities within rural Iowa counties and communities consistently struggle with public misconceptions regarding who can and should be responsible for maintenance and improvement of roadways, historic buildings, parks and other public properties and infrastructure. Misconceptions include preconceived notions and misunderstandings about available funding, what National Register of Historic Places designation means, local jurisdictional budgetary requirements, and project prioritization. This project will develop public relations plans for the following entities to implement that will provide strategic actions to correct public misconception and potentially bring in new volunteers and advocates for each entity:

- Delaware County Historical Society
- Delaware County Board of Supervisors
- Delaware County Departments: including but not limited to Conservation and Secondary Roads

**Estimated Cost:** \$24,000



14.8 5 Year Marketing Action Plan

The DCSB Advisory Board recommends a 5-year action plan to implement their top-priority marketing strategies. It has been suggested that a period of time be taken to properly strategize ways for which projects can be prearranged and potential funding sources can be prioritized and pursued. Although a wide variety of strategies and promotional activities are included within the 5-year plan, all promotional efforts are subject to change based on opportunity, funding sources, availability or the time that is needed for each line item. The budgeted items only refer to direct costs associated with each project and do not take into account staff time and wages. Referring to the DCSB’s plan that begins below, each project is segmented under 1) digital marketing, 2) public relations, 3) advertising, 4) printed material and/or 5) outreach & events. As shown by each year’s proposed budget, DCSB Advisory Board members opted to spend most of their available and propositioned funding on projects focused on digital marketing and printed material. While referencing projects listed under printed material, DCSB Advisory Board members identified byway-related publications that they would like to create, print and distribute, while taking into consideration when they anticipate needing to reprint each item. Recommendations for projects listed under each segment include the DCSB’s suggestions for distribution frequency (weekly, monthly, quarterly, annual, as needed), their target market by geographic segmentation (local, regional, state, national, international) and estimated costs (partner contributions and DCSB Advisory Board contributions) associated with each marketing strategy project.

Year 1 Promotional Strategy		% of Budget Partners DCSB		Recommendations	Distribution Frequency	Geographic Segment					Contribution		Total Cost
						Local	Regional	State	Nat'l	Int'l	Partner	DCSB	
Digital Marketing (45%)	15%	84%	Social Media Marketing	Bi-Monthly	X	X	X						
			Website Content (Travellowa.com)	Monthly	X	X	X	X	X				
			Content Generation - Target Audiences	Quarterly	X	X	X						
			Content Generation - Itineraries (4)	Quarterly	X	X							
			Content Generation - Photography (4 photo shoots)	Quarterly	X	X	X	X	X		\$3,000	\$3,000	
			Content Generation - Video (2 videos)	Annual	X	X	X	X	X		\$4,000	\$4,000	
			Pay-Per-Click or Adwords	Annual	X	X	X	X	X	\$1,000	\$100	\$1,100	
			Search Engine Optimization	Annual	X	X	X			\$1,000	\$100	\$1,100	
			Online Trip Planning websites (Blogs, TripAdvisor, Pinterest, etc.)	Annual	X	X	X	X		\$1,000	\$100	\$1,100	
Public Relations (20%)	0%	0%								\$3,000	\$7,300	\$10,300	
			Articles (4)	Quarterly	X	X	X						
			Radio (Iowa Public Radio)	As Needed	X	X							
			News Releases (Cedar Rapids Gazette, Quad City Times, etc.)	As Needed	X	X	X						
Print Material (10%)	71%	4%								\$0	\$0	\$0	
			Create, Print & Distribute Byway Business Information Sheet	Annual	X						\$335	\$335	
			Create, Print & Distribute an Identity System for the DCSB	Annual	X								
			Distribute Iowa Byways Travel Guide*	Quarterly	X	X	X			\$14,000		\$14,000	
Outreach & Events (5%)	14%	12%								\$14,000	\$335	\$14,335	
			Iowa State Fair	August			X			\$2,750	\$250	\$3,000	
			Iowa Legislative Showcase				X				\$250	\$250	
			Targeted Events & Outreach (Canoecopia)				X				\$500	\$500	
										\$2,750	\$1,000	\$3,750	
* Identified as DCSB GO-TO Printed Material													
Printed Material/Outreach: Create, Print & Distribute													
Year 1 Promotional Strategy Percentages Based on Roger Brooks Recommendations													
Year 1 Total										\$19,750	\$8,635	\$28,385	



Year 3 Promotional Strategy		% of Budget		Recommendations	Distribution Frequency	Geographic Segment					Contribution		Total Cost
Partners	DCSB	Local	Regional			State	Nat'l	Int'l	Partner	DCSB			
Digital Marketing (45%)	15%	42%	Social Media Marketing	Bi-Monthly	X	X	X						
			Website Content (Travellowa.com)	Monthly	X	X	X	X	X				
			Content Generation - Target Audiences	Quarterly	X	X	X						
			Content Generation - Itineraries (4)	Quarterly	X	X							
			Content Generation - Photography (4 photo shoots)	Quarterly	X	X	X	X	X		\$3,000	\$3,000	
			Content Generation - Video (2 videos)	Annual	X	X	X	X	X		\$4,000	\$4,000	
			Pay-Per-Click or Adwords	Annual	X	X	X	X	X	\$1,000	\$100	\$1,100	
			Search Engine Optimization	Annual	X	X	X			\$1,000	\$100	\$1,100	
			Online Trip Planning websites (Blogs, TripAdvisor, Pinterest, etc.)	Annual	X	X	X	X		\$1,000	\$100	\$1,100	
Public Relations (20%)	0%	0%	\$3,000									\$7,300	\$10,300
			Articles (4)	Quarterly	X	X	X						
			Radio (Iowa Public Radio)	As Needed	X	X							
			News Releases (Cedar Rapids Gazette, Quad City Times, etc.)	As Needed	X	X	X						
Print Material (10%)	71%	33%	\$0									\$0	\$0
			Create, Print & Distribute Byway Business Information Sheet	Annual	X						\$335	\$335	
			Create, Print & Distribute an Identity System for the DCSB	Annual	X								
			Create, Print & Distribute Birding along the DCSB (7,500)	Quarterly	X	X					\$5,300	\$5,300	
			Distribute DCSB Tear-Sheet Map (7,500)*	Quarterly	X	X							
			Distribute updated DCSB Culinary Passports (5,000)	Quarterly	X	X							
			Distribute Iowa Byways Travel Guide*	Quarterly	X	X	X			\$14,000		\$14,000	
Ads (20%)	0%	5%	\$14,000									\$5,635	\$19,635
			Midwest Living Magazine - Iowa Tourism Coop Opportunity							\$0	\$950	\$950	
Outreach & Events (5%)	14%	20%	\$0									\$950	\$950
			Create & Fabricate Trade Show Banners (4)	As Needed	X	X	X				\$2,400	\$2,400	
			Iowa State Fair	Annual - August			X			\$2,750	\$250	\$3,000	
			Iowa Legislative Showcase	Annual			X				\$250	\$250	
			Targeted Events & Outreach (Canoecopia)	Annual			X				\$500	\$500	
			\$2,750									\$3,400	\$6,150
			Printed Material/Outreach: Create, Print & Distribute										
Year 3 Total											\$19,750	\$17,285	\$37,035

Year 4 Promotional Strategy		% of Budget		Recommendations	Distribution Frequency	Geographic Segment					Contribution		Total Cost
Partners	DCSB	Local	Regional			State	Nat'l	Int'l	Partner	DCSB			
Digital Marketing (45%)	15%	48%	Social Media Marketing	Bi-Monthly	X	X	X						
			Website Content (Travellowa.com)	Monthly	X	X	X	X	X				
			Content Generation - Target Audiences	Quarterly	X	X	X						
			Content Generation - Itineraries (4)	Quarterly	X	X							
			Content Generation - Photography (4 photo shoots)	Quarterly	X	X	X	X	X		\$3,000	\$3,000	
			Content Generation - Video (2 videos)	Annual	X	X	X	X	X		\$4,000	\$4,000	
			Pay-Per-Click or Adwords	Annual	X	X	X	X	X	\$1,000	\$100	\$1,100	
			Search Engine Optimization	Annual	X	X	X			\$1,000	\$100	\$1,100	
			Online Trip Planning websites (Blogs, TripAdvisor, Pinterest, etc.)	Annual	X	X	X	X		\$1,000	\$100	\$1,100	
Public Relations (20%)	0%	0%	\$3,000									\$7,300	\$10,300
			Articles (4)	Quarterly	X	X	X						
			Radio (Iowa Public Radio)	As Needed	X	X							
			News Releases (Cedar Rapids Gazette, Quad City Times, etc.)	As Needed	X	X	X						
Print Material (10%)	70%	41%	\$0									\$0	\$0
			Create, Print & Distribute Byway Business Information Sheet	Annual	X						\$335	\$335	
			Create, Print & Distribute an Identity System for the DCSB	Annual	X								
			Create, Print & Distribute Jones/Jackson Trout Guides (7,500)	Quarterly	X	X					\$1,700	\$1,700	
			Update, Print & Distribute DCSB Tear-Sheet Map (7,500)*	Quarterly	X	X					\$900	\$900	
			Update, Print & Distribute DCSB Culinary Passports (5,000)	Quarterly	X	X					\$3,350	\$3,350	
			Distribute Birding along the DCSB (7,500)	Quarterly	X	X							
			Distribute Iowa Byways Travel Guide*	Quarterly	X	X	X			\$14,000		\$14,000	
Ads (20%)	2%	5%	\$14,000									\$6,285	\$20,285
			Iowa Outdoors Magazine (1/2 page)							\$350	\$725	\$1,075	
Outreach & Events (5%)	13%	6%	\$350									\$725	\$1,075
			Iowa State Fair	Annual - August			X			\$2,750	\$250	\$3,000	
			Iowa Legislative Showcase				X				\$250	\$250	
			Targeted Events & Outreach (Canoecopia)				X				\$500	\$500	
			\$2,750									\$1,000	\$3,750
			Printed Material/Outreach: Create, Print & Distribute										
					Year 4 Total					\$20,100	\$15,310	\$35,410	



Year 5 Promotional Strategy		% of Budget		Recommendations	Distribution Frequency	Geographic Segment					Contribution		Total Cost	
		Partners	DCSB			Local	Regional	State	Nat'l	Int'l	Partner	DCSB		
Digital Marketing (45%)	13%	64%		Social Media Marketing	Bi-Monthly	X	X	X						
				Website Content (Travellowa.com)	Monthly	X	X	X	X	X				
				Content Generation - Target Audiences	Quarterly	X	X	X						
				Content Generation - Itineraries (4)	Quarterly	X	X							
				Content Generation - Photography (4 photo shoots)	Quarterly	X	X	X	X	X		\$3,000	\$3,000	
				Content Generation - Video (2 videos)	Annual	X	X	X	X	X		\$4,000	\$4,000	
				Pay-Per-Click or Adwords	Annual	X	X	X	X	X	\$1,000	\$100	\$1,100	
				Search Engine Optimization	Annual	X	X	X			\$1,000	\$100	\$1,100	
				Online Trip Planning websites (Blogs, TripAdvisor, Pinterest, etc.)	Annual	X	X	X	X		\$1,000	\$100	\$1,100	
Public Relations (20%)	0%	0%									\$3,000	\$7,300	\$10,300	
				Articles (4)	Quarterly	X	X	X						
				Radio (Iowa Public Radio)	As Needed	X	X							
				News Releases (Cedar Rapids Gazette, Quad City Times, etc.)	As Needed	X	X	X						
Print Material (10%)	62%	19%									\$0	\$0	\$0	
				Create, Print & Distribute Byway Business Information Sheet	Annual	X						\$335	\$335	
				Create, Print & Distribute an Identity System for the DCSB	Annual	X								
				Create, Print & Distribute "Best of" DCSB Brochure (15,000)*	Quarterly	X	X					\$1,800	\$1,800	
				Distribute DCSB Tear-Sheet Map (7,500)*	Quarterly	X	X							
				Distribute updated DCSB Culinary Passports (5,000)	Quarterly	X	X							
				Distribute Birding along the DCSB (7,500)	Quarterly	X	X							
				Distribute Jones & Jackson County Trout Guides (7,500)	Quarterly	X	X							
	Distribute Iowa Byways Travel Guide*	Quarterly	X	X	X			\$14,000		\$14,000				
Ads (20%)	13%	8%									\$14,000	\$2,135	\$16,135	
				AAA Magazine (1/3 page)				X			\$2,976	\$992	\$3,968	
Outreach & Events (5%)	12%	9%									\$2,976	\$992	\$3,968	
				Iowa State Fair	Annual - August			X			\$2,750	\$250	\$3,000	
				Iowa Legislative Showcase			X				\$250	\$250		
				Targeted Events & Outreach (Canoecopia)			X				\$500	\$500		
											\$2,750	\$1,000	\$3,750	
			Printed Material/Outreach: Create, Print & Distribute											
Year 5 Total												\$22,726	\$11,427	\$34,153

# TASTE

## THE DELAWARE CROSSING SCENIC BYWAY

WIDNER DRUG 1950'S ICE CREAM PARLOR  
MANCHESTER, IA



DCSB Business Poster





© 2010 Kenneth G. West Jr.

# SECTION FIFTEEN

## Economic Development Plan

### 15.1 Introduction

The Delaware County Scenic Byway (DCSB) has the potential, with the help of the DCSB Advisory Board and their partners, to drive economic growth in Delaware County and within the DCSB Corridor communities. This will be more likely to occur if the DCSB Advisory Board and their partners work together to provide vision, coordination, technical support and tenacious, consistent, enthusiasm. Together, the DCSB Advisory Board and their partners can increase travel-related expenditures that support jobs, generate local income, and support existing businesses. Their efforts can also diversify the county's tax base, increase sales tax revenues, and create new business opportunities. Through their efforts they can foster economic development, revitalize historic downtowns and foster community pride. This DCSB Economic Development Plan is intended to help the DCSB Advisory Board and their partners and stakeholders maximize their potential. It considers the existing economic conditions, the workforce, the state of the community infrastructure and the business climate. It sets the pace for economic growth and identifies policies, strategies, programs, and projects that will help improve the economy in the DCSB Corridor. The plan will be used by DCSB Advisory Board and their partners to encourage DCSB communities, counties, and stakeholders to work together to use the DCSB as a tourism venue and asset, which helps them develop an economy that creates and supports a high standard of living for individuals and a high level of services for DCSB residents and visitors. It will also help the DCSB Advisory Board maximize the opportunities presented by local, regional, state, and national partnerships. The resulting stronger economy will improve the overall quality of life and create a more vibrant DCSB Corridor.

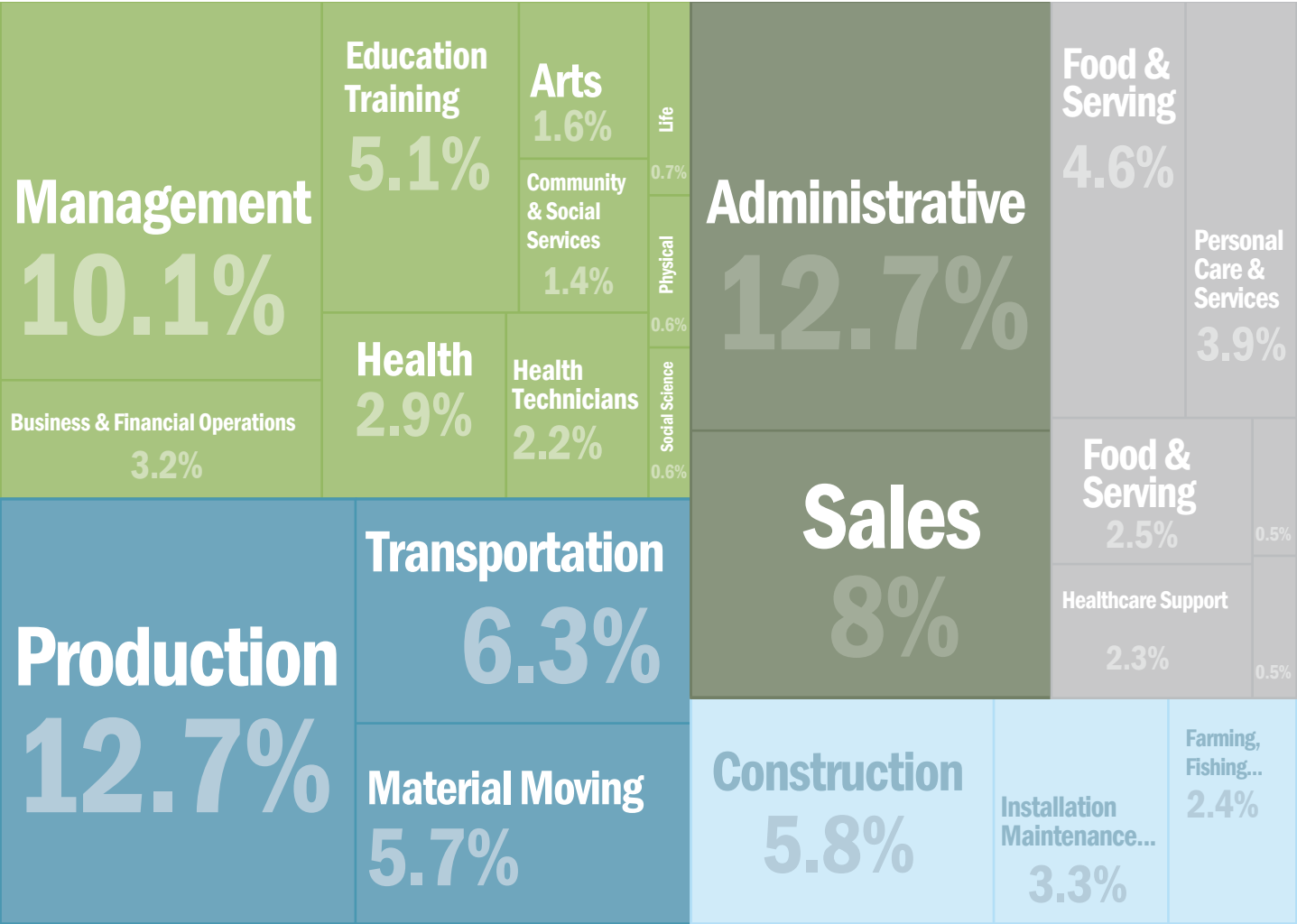
Although the DCSB Corridor has several small rural communities, businesses, and natural areas, in part because of its rural nature, it has limited public and private resources. However, because of the DCSB designation as an Iowa byway, the DCSB Advisory Board can access partnerships and technical and financial opportunities that Delaware County and the DCSB partners would otherwise not have. In addition to the resources associated with byway designation, the DCSB Advisory Board and partner are part of a larger group of state and national byways in Iowa that collectively have thousands of advocates and resources. The DCSB is also one of five Iowa byways located in Northeast Iowa that have similar characteristics and are located in a cluster, or in close proximity to each other. Therefore, this DCSB Economic Development Plan is influenced by the potential and very real benefits associated with Regionalism. The policies and strategies that are recommended support and encourage collaboration among all the local, regional and state DCSB public and private stakeholders so they will collectively be better able to address major economic, social, and environmental challenges in the DCSB Corridor for years to come. The stakeholders in the DCSB Corridor and across the region and the state have met several times in formal and informal groups and sub-groups. They have committed to working with and for the DCSB Advisory Board and their stakeholders and partners to improve the economy in the DCSB Corridor through the implementation of this Economic Development Plan.

### DCSB Partners and Stakeholders

- **DCSB Advisory Board of Directors:** Provide leadership, oversight, planning, coordination and project implementation.
- **Community Representatives** (City council members, mayors, city staff, Chambers of Commerce representatives, and economic development boards and directors): Voluntarily participate on the DCSB Advisory Board and committees, develop and assist with individual and collaborative DCSB projects, events, and initiatives, provide local expertise, and expand community engagement.
- **Iowa DOT & Iowa Byway Sustainability Program:** Provide funding for coordination, branding, and technical assistance to the DCSB Advisory Board as well as financial assistance for statewide initiatives including publications, social media, marketing and outreach, training, cross promotion, facilitation of statewide partnerships and communication and other technical assistance as determined by the Iowa DOT Byways Program Manager.
- **Department of Economic Development and Tourism:** Provide marketing, promotion, and financial assistance through statewide initiatives, project grants, and technical expertise. Serve on the Iowa Byways Advisory Council with the Iowa DOT Byways Program Manager and representatives from Iowa DNR Parks and Department of Cultural Affairs.
- **Northeast Iowa RC&D, Inc.:** Provide coordination, technical and financial assistance to the DCSB Advisory Committee. Lead corridor management, interpretive and other project planning and implementation for the DCSB Advisory Board and private and public partners as needed.
- **Byways of Iowa Coalition (BIC):** Provide a forum for and foster statewide project collaboration and opportunities for Iowa multi-byway initiatives and projects.
- **Delaware County Representatives** (including department heads and employees): Provided leadership, participated on the DCSB Advisory Board, stakeholders, and committees, provided technical assistance with projects and initiatives and professional recommendations related to, but not limited to, conservation, economic development, tourism, policy, transportation, overlook design and engineering, roadside management, and public art.
- **DCSB Public & Private Stakeholders** (including businesses, historical societies, art and cultural organizations, community foundations, and others): Voluntarily participate on the DCSB Advisory Board and committees, provide input, planning, and funding for projects and initiatives, and help implement projects, events, and initiatives.
- **Byways of Iowa Foundation (BIF):** Provided project funding, outreach and education to potential stakeholders and funders, and incentivize statewide collaboration with input from BIC.
- **Iowa state and national byway organizations:** Manage individual byways as high quality venues that are part of a larger state-wide resource. Participate in multi-byway initiatives like coordinated tear-sheets/maps, development of consistent byway standards for interpretation and facilities, and themed events and marketing.



Occupations by Share



15.2 Existing Conditions

The DCSB Corridor is defined by the Delaware County borders. There are only eleven small communities in the Corridor with Manchester being the largest and the overall population in the DCSB Corridor is declining. The US Census reports that the number of residents in Delaware County decreased by 3.4% from 2010 (17,764), to 2017 (17,153). This recorded decline follows a 10-year trend for declining population in the United States and is consistent with reductions in population in similarly-sized counties in Iowa. The percentage of people living in poverty in the DCSB Corridor is lower, at 9.5%, than Iowa, at 11.8%. The Median Household Income (MHI) for the DCSB Corridor is higher than the state, \$59,452 compared to Iowa at \$54,570.

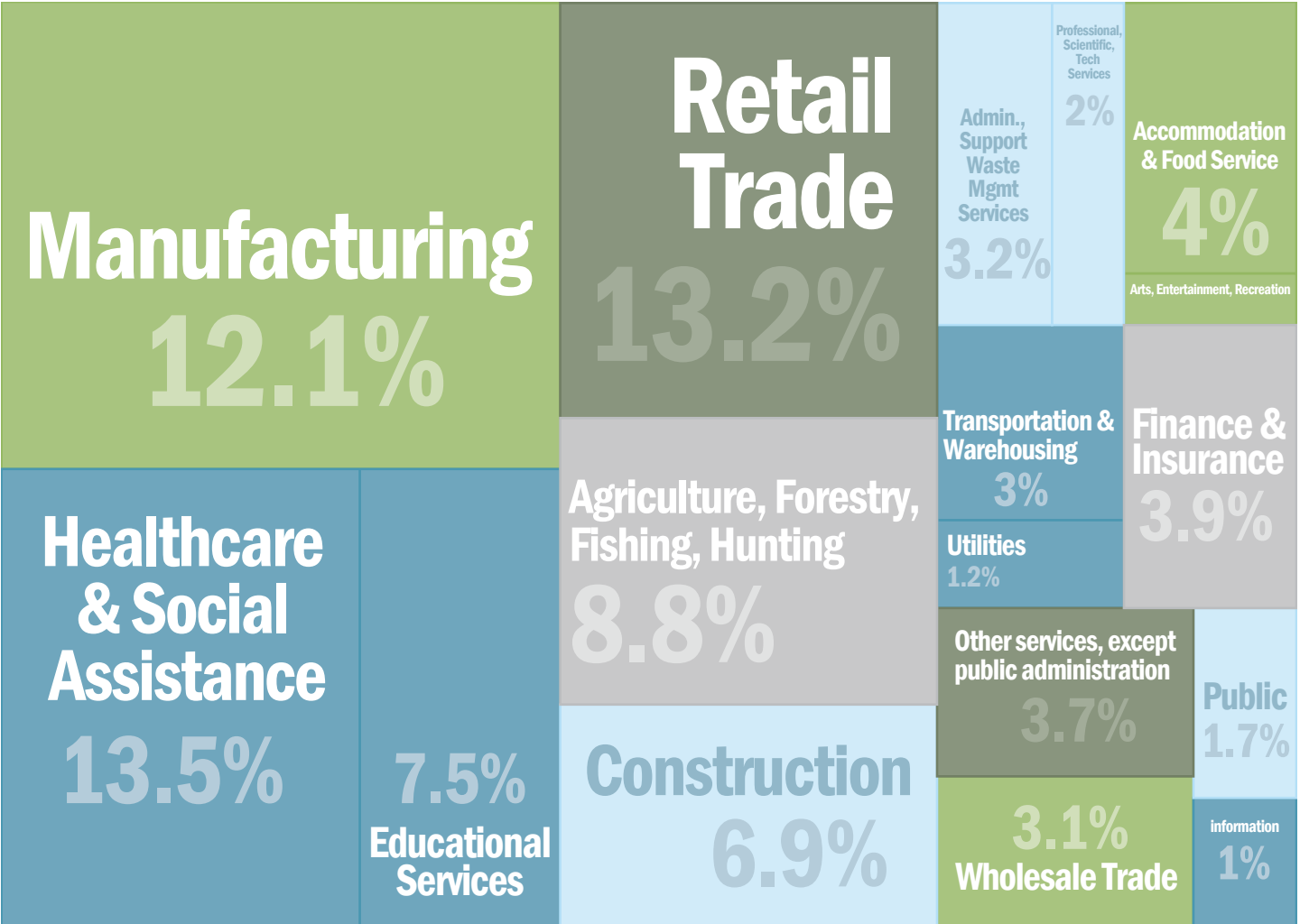
The Economic Impact of Travel on Iowa Counties 2016, prepared by the Research Department of the U.S. Travel Association for the Iowa Economic Development Authority, reported \$8.59 million dollars in travel expenditures in Delaware County in 2016, an increasing trend in expenditures over a several year period. The 2016 figures included \$930,000 in travel-generated payroll. In 2016, travel in Delaware County

also generated \$610,000 in Iowa tax receipts and \$100,000 in local tax receipts. Delaware County ranked 79th in Iowa in expenditure levels for 2016, in part due to the destruction of, and subsequent temporary closure of, its largest recreational attraction, Lake Delhi. Delaware County's ranking is expected to increase in coming years with the Lake's restoration.

According to the United States Department of Labor, Bureau of Labor Statistics, there were 10,414 Delaware County residents in the employed labor force in 2016. This same report also details 381 unemployed residents in the labor force with a 3.5% unemployment rate.

**A) Labor Considerations:** According to the United States Department of Labor, Bureau of Labor Statistics May 2016 Occupational Employment Statistics, 13.6% of workers in the Northeast Iowa region work in Office and Administrative Support Occupations, with Production Occupations (12.7%) and Sales Occupations (9.5%) a close second and third. Workers in the Northeast Iowa region are noted to be earning a median hourly wage of \$15.34 with a \$38,540 annual mean wage.

Industries by Share



There are challenges related to seasonal tourism cycles in the DCSB Corridor. Sixty percent of tourism in Iowa happens during three months of the year. DCSB Corridor communities typically extend their tourism season into the fall months because of the fall leaf watching opportunities, but winter and spring are currently a tourism sink. Although there are exceptional opportunities for winter recreation, see Section 8, which describes the DCSB's Recreational Intrinsic Qualities, heavy snowfall, freezing rain, flooding, and other weather considerations, still impact tourism in the DCSB and across the Midwest. Traditional school and vacation cycles are also a major factor. Although it would be difficult to impossible to change some of these factors, strategies can be developed to have a positive impact on tourism year-round, many of these are discussed in other sections of this CMP, including business training, marketing, strategic event development, promotional strategies, and partnerships.

**B) Community and Corridor Infrastructure:** When considering the DCSB as an attraction, the communities along the route and in the DCSB Corridor are well spaced to intermittently provide services to the traveler. They each

have their own unique character and opportunities. They offer different experiences and activities for the traveler and provide different types of infrastructure and community spaces for the travelers that are willing to take a break from driving. Almost all of the DCSB Corridor communities have aging downtowns with structures in need of restoration or renovation. Some have vacant or abandoned businesses, empty storefronts, or vacant second stories of key downtown properties. Most of the downtown businesses districts in the DCSB Corridor could benefit from organized storefront/facade restoration and a business incubator that would help their community members test and establish small businesses.

Some DCSB communities are in need of funding and technical assistance or are working to raise funding to restore basic community infrastructure. Community tourism infrastructure such as sidewalks, street lighting, parking, trails, and river access is inconsistent, being well developed in some DCSB communities and absent in others. Despite these challenges, the community of Manchester is currently working to carry out their "Good to Great" initiative that includes projects to develop city banners, community beautification, and entrepreneur





Unique, DCSB Local Business

especially given that byway travelers enjoy driving. Interstate 20 runs through Delaware County, passing the communities of Manchester, Delaware, and Earlville. Although the closest international airport, Quad City International Airport in Davenport, Iowa, is approximately 110 miles from the DCSB community of Manchester, DCSB visitors can fly into Cedar Rapids, Iowa, which is only approximately 50 miles to the southwest of the DCSB Corridor or Dubuque, Iowa which is 50 miles to the east. A smaller airport is available in Manchester.

### C) Product and Services:

**1) Product:** The Product associated with the DCSB as a public-private venture is “the unique sense of place and experiences associated with the DCSB and the DCSB Corridor.

**2) Brand:** The DCSB Brand is the set of marketing and communication methods that help convey the “product” and sense of place. The DCSB Brand distinguishes the DCSB from other byways or travel destinations in Iowa and throughout the United States. The DCSB Brand creates a lasting impression in the minds of the customer. The DCSB Advisory Board has selected “cultural and historic treasures” and “recreational qualities” of the DCSB Corridor as their primary brand themes. They have also expressed interest in finding ways to develop the DCSB brand’s association with the rural scenic, agricultural and natural resources as they create common ties throughout the Corridor.

**3) Sense of Place:** In addition to the brand associated with the DCSB and its corridor, each of the communities along the DCSB has its own sense of place that has evolved over time. It has been influenced by the archaeological, historic, cultural, economic, recreational, educational, natural resources, surrounding amenities, and the people that founded and expanded each of the communities. The community character, visual quality, and heritage of the DCSB towns are not found in other towns and the DCSB Advisory Board does not want the DCSB Corridor communities to change or alter their sense of place to try to become more like other towns. The individuality of each DCSB town is a strength, an asset, and an opportunity for the DCSB to strengthen its own brand. The DCSB public-private stakeholders will benefit from each community developing its own sense of place within the DCSB Brand and then working with the DCSB Advisory Board to market their communities as a unique experience along the DCSB and throughout the DCSB Corridor.

Some of DCSB Corridor communities and county departments have already begun to build on their historic, economic, natural, and cultural amenities. Public and private partners are in the process of implementing historic projects, such as restoration, stabilization and/or interpretation of historic structures and venues throughout the county. Place-based, community art projects are scheduled in two DCSB towns. DCSB communities are also working to plan for community infrastructure such as street and sidewalks improvements, new

lighting, and land and water trails. DCSB communities have implemented or proposed projects that take advantage of their proximity to rivers, streams, and lakes, including river and fishing access, stream restoration, and natural resource and wildlife interpretation. These are projects that will strengthen, integrate, and promote the unique characteristics that embody the DCSB sense of place and many of them reinforce the DCSB Brand. In support of these efforts, DCSB Advisory Board has included proposed projects that will help restore and enhance each community’s sense of place at the end of this section.

**4) Services:** The services provided to the consumer by the public-private partners in the DCSB Corridor are multi-faceted. They include everything from a guided tour of the historic Lenox College campus to annual festivals and events. They collectively influence what and how existing and created experiences along the DCSB are perceived, delivered, consumed, and remembered. Therefore, the success of the DCSB as a public-private business venture that positively impacts the economy of DCSB communities and counties depends on the unified development, branding, and marketing of services in the DCSB for, and to, the traveling public. The nature, diversity, standards, and consistent delivery of these services will influence the public access to and enjoyment of the designated route and its amenities and the perceived quality of the byway travelers experience. These factors will drive the nature of the encounters with and between travelers, impact the businesses success, and ultimately drive or influence future decisions made by public-private stakeholders in the DCSB Corridor.

Although the quality of the scenic view is a high priority to the DCSB traveler, several studies document that scenic byway travelers prefer specific types of views, services and experiences, including historic sites, recreational venues, festivals and events, and natural areas. They also enjoy local food and other authentic experiences. While, the DCSB byway traveler can experience all these things in the DCSB Corridor, and the DCSB Advisory Board has worked to provide information that helps the traveler find the related services, they also recognize that there are still gaps and constraints in basic services within specific DCSB communities, or as related to types of service, spacing of specific services along the route, hours of operation, and other factors that can positively or negatively impact the byway travelers experience.

**5) Market:** Although the DCSB is a unique state byway that has its own characteristics and strengths, it is competing with 74 other byways, including twelve from Iowa and over sixty byways from the states that border Iowa. The majority of Iowa’s tourists currently originate in these state, Iowa and the surrounding states. Minnesota has twenty-one scenic byways and Wisconsin has four. Also within fairly close proximity, Illinois has seven byways. Additional relevant byways are located in Kansas (8), Missouri (10), Nebraska (8), and South Dakota (6). The market for the DCSB is the traveling public, some of whom are specifically looking for scenic byways and activities along those byways and more importantly for specific characteristics. Capturing that market provides the basic drive for development of the DCSB brand.

Byway travelers are interested in many of the amenities and characteristics found in the DCSB Corridor, including diverse views; well-maintained winding roads; natural resource based recreational opportunities; historic and cultural sites. Specific segments of the market are covered in more detail in the DCSB Strategic Marketing Plan. The DCSB Strategic Marketing Plan provides details on several segments of the traveling public that the DCSB Advisory Board, partners and stakeholders are more interested in attracting based on their travel and spending habits, appreciation for the services and attractions in the DCSB Corridor, and their interactions with and considerations for private and public stakeholders and other factors.

**6) Operations:** Because the “business” of tourism along the DCSB is dependent on hundreds of diverse public and private partners, coordination of “operations” at several levels would benefit byway stakeholders. However, coordination of operations is complex and must be sensitive to the limitations in human and financial resources associated with small businesses and organizations that provide the services and experiences along, or associated with, the byway and its resources. Part of the coordination of operations is related to access to services and products in terms of location, timing, and diversity. Although the communities are periodically spaced along the DCSB route in a manner that is conducive to strategically providing opportunities for the DCSB visitor, not all of the communities have businesses that can meet the needs and/or wants of the traveler. Neither do all the communities have the public services/facilities and/or infrastructure that byway travelers will be expecting.

The majority of the tourism-related businesses along the DCSB are small private businesses located in the downtowns of the DCSB communities. Hours and methods of operation vary within communities and along the byway and many of the private businesses, historic sites, and public facilities are closed in the evenings and on weekends when the traveling public is seeking products, services and experiences. The DCSB Advisory Board recognizes that coordination of hours of operations will benefit the traveling public, as well as the businesses in the DCSB Corridor.

Coordination and facilitation that fosters great communication and understanding between and for partners, stakeholders and the traveling public is important. It will help byway visitors understand which businesses are open when and will be key element of trip planning. Having this information available for byway travelers during all phases of their trip is paramount, especially during the planning and trip implementation phases (see the Wayfinding Section of this CMP). Unfortunately, the online presence of DCSB businesses is inconsistent and limited. However, opportunities to reach the traveling public during trip planning and implementation are abundant. Tools such as Travel Iowa, Google, YouTube, E-Mail Marketing, Facebook, Twitter, business websites, and other social media as well as cross-marketing to travelers looking for byway destinations are currently underutilized.





Local DCSB Economic Development Partners

### 15.3 Challenges and Opportunities

**1) Organizational Structure:** There are multiple levels of organization related to the DCSB. There are the individual communities who work independently and cooperatively as needed. Each of these communities has their own idea of how to foster economic development and what strategies and methods they should and do use. The ideas and vision in each is predicated on different learning, expert advice, experiences, partnerships, and resources. Some DCSB communities use the teachings of international experts like Roger Brooks or Jim Collins; others are more focused on implementing recommendations made by programs like the Main Street program and Iowa Great Places; other communities are just too small to have any organized economic development in their own right. At the county level, the Delaware County Economic Development and Delaware County Tourism organizations work diligently to serve the county and multiple communities. There are also several county departments that function and act independently and in coordination with each other, the communities, and economic development and tourism. From its inception, the DCSB Advisory Board, as the local organization overseeing a designated State of Iowa Byway, brought new resources, partners, and opportunity to the DCSB Corridor. The DCSB Advisory Board was given the freedom by the Iowa DOT to define their corridor and purposefully selected Delaware County as the DCSB Corridor boundary. Their decision recognized the opportunities associated with expanding the benefits of the byway designation to the entire county and the challenges associated with the territorial boundaries that have traditionally been drawn by county advocates and political and organizational partners. Understanding that complex political and social structure could and would influence their interactions with partners, the DCSB Advisory Board has made a conscientious effort to serve as a structure for those partners who are interested in strengthening their individual byway communities and the county rather than in conflict with them. They try to foster partnership with and between existing entities to strengthen every partner and to develop the DCSB as a regional tourism venue and a destination-based regional economic development engine. The DCSB Advisory Board feels that implementation of this CMP and the opportunities it summarizes will be maximized when the partners are supportive of building the assets of the individual communities and the county economic development and tourism entities, while at the same time, working to maximize and build the potential for the greater DCSB Corridor as a singular byway tourism destination.

**2) Economic Structure:** The economic structure of each DCSB community, Delaware County, and all of the DCSB communities, businesses, organizations and establishments collectively located within the DCSB Corridor is important and should be strengthened through implementation of this CMP. Some of the DCSB Corridor communities have or are using recognized strategies to develop new economic structures for their downtown business districts, but others are unaware or have been unable to develop support for implementation of those strategies. In order to catapult the DCSB and make the

DCSB Corridor a premier tourism destination that has wide-reaching economic benefits, all of the public and private stakeholders will need to implement strategies to maximize the structure of their own economies, while also working together to understand how their structure works in tandem with others as part of the larger, multi-faceted, economic byway system.

**3) Sense of Place/Community Pride:** Each community in the DCSB Corridor, and the DCSB Corridor as a “tourism venue” in and of itself, will benefit from having a strong sense of place and a pride of community that is reflected in the public and private spaces, particularly in the downtown districts and public spaces. This includes developing and restoring the historic and cultural venues and structures, updating community services, and creating downtown spaces, parks, and events that are unique to the community, people, and cultures, found only in the DCSB communities and DCSB Corridor. There is no shortage of community pride in the DCSB communities and in Delaware County. Connecting that pride to the development of a sense of place related to the DCSB through public and private projects will be vital to the success of the branding and marketing associated with the DCSB Corridor. For that pride and sense of place to be embraced, it must be something that permeates all levels of the economy, the community infrastructure, and the social system, including both public and private sectors. Partners must seek and find ways to celebrate and market the DCSB and the DCSB Corridor through unified branding and marketing that recognizes individuality while benefiting everyone and creating opportunity.

**4) Seasonal/Cyclical Tourism:** One of the greatest social and economic challenges DCSB Corridor businesses face is the seasonal/cyclical nature of tourism, which can be particularly challenging in a small town located in a very rural area. Over the years, dozens of small businesses have been established and thrived during the summer months, only to close in the winter due to a dearth of customers. This is particularly hard for communities like Lake Delhi that have summer residents who occupy houses that they leave vacant during winter months.

**5) Work Force Development:** The public-private nature of the DCSB is predicated on, and strengthened by, the successful business acumen of the small, privately owned businesses in the DCSB Corridor. They not only create unique experiences for the byway traveler, they are ultimately one of the main local benefactors of the DCSB’s success. Although many of the challenges related to educating the existing and future workforce in and near the DCSB are beyond the scope of the DCSB Advisory Board, there are strategies to increase the capacity of business owners, workers, and entrepreneurs in the DCSB Corridor. Many of the strategies developed to strengthen or expand businesses will by necessity need to be developed with support from, and delivered to, the business owners, managers, and workers locally in a manner that does not disturb business operation or service.



**6) Private and Public Service:** As the DCSB becomes more and more well-known as a tourism venue in its own right, it will become even more important for private and public entities to recognize the gaps and challenges related to services. For example, lodging opportunities within the DCSB Corridor are extremely limited. Also, 70% of all consumer spending (both locals and visitors) takes place after 6:00 p.m. (Roger Brooks International). Inconsistent, limited and/or interrupted services encountered by the DCSB traveler at any point along the byway can impact the visitor’s perception of the entire byway and their overall satisfaction, including those of business and communities that may not have been at fault. Unfortunately, some business or visitor hours in the DCSB public and private businesses and venues are limited, inconsistent and not tourism oriented. Seasonal weather, including heavy snowfall, flooding, and other considerations can further interrupt travel and business hours by prohibiting or discouraging movement during winter and spring months. As businesses close, the “gaps” in services and products increase (i.e. Although there are excellent trout stream and lake fishing opportunities, there are few options for purchasing fishing equipment. Some communities no longer have a coffee shop, diner, bakery or ice cream shop. Although there are opportunities to engage in winter sports, there are few places on the DCSB to purchase or rent winter sports gear). Other challenges related to private and public service are tied to the workforce. For example, the existing workforce is not as educated as the average Iowa workforce and although some business owners may be willing to sell their business when they retire, other community members may not be willing to work the hours or want to limit their income to the lower wages associated with limited profit margins.

**7) Partnership, Collaboration, & Cross Marketing:** Partnership between entities, like those in the DCSB Corridor with limited funding, can be an effective and affordable means of creating a more appealing tourism venue, as well as a more effective method of reaching the public. Although some communities and counties are competitive with and between each other, over the past few years, Delaware County and the DCSB communities have been partnering on DCSB branding, marketing, projects, and initiatives. DCSB businesses have partnered with the DCSB Advisory Board to develop and test several marketing publications. These and other existing partnerships indicate the climate for partnership, marketing, and promotion is at a high level in the DCSB Corridor. Marketing of the DCSB has been greatly expanded over the past six years, in part through test promotions and marketing that occurred through the development of this CMP.

**8) Financial and Technical Resources:** The private and public technical and financial resources in the DCSB Corridor are extremely limited at every level. Not only do the community members have limited incomes, there are significantly fewer community members to contribute than in large cities. This impacts the availability of funding for new venture start-up capital, decreases the tax base, and therefore, the capacity of

the communities to complete capital infrastructure projects. It also reduces private donations to charitable foundations that could provide technical and financial assistance to individuals or communities. The DCSB Advisory Board can advocate for the strategic use of public and private funding through projects that maximize all the opportunities and leverage outside sources of funding. The number of private and public entities that can provide technical assistance is more limited in the DCSB Corridor than it is in larger communities, creating an even greater need for expanded partnerships and direct communications with local entities and those from outside the DCSB Corridor.

**9) Byway Community Infrastructure:** Public and private community infrastructure located within the DCSB Corridor has been degraded by age and flooding and is inconsistent in quality and content across the DCSB Corridor and across the DCSB Corridor communities. Fortunately, there is strong public support for primary and secondary community infrastructure improvements and upgrades, including community facilitates and recreational, cultural and historic site improvements. Private groups, including historical societies are also actively pursuing technical and financial assistance to preserve, restore, and interpret historic sites and cultural treasures. Some DCSB communities have proposed community downtown improvement projects that would make their cities more appealing to the byway traveler and may qualify for grants and loans for critical infrastructure projects and downtown revitalization projects. Although state and federal grant funding for private and public infrastructure projects is limited, the grants can bring home tax dollars for local infrastructure that would otherwise be spent in other communities and other counties in Iowa or in other states. The DCSB Advisory Board and their partners have access to local, regional and state organizations that excel at securing public and private grants funding and private contributions for infrastructure and other projects.

**15.4 Goals, Strategies, and Actions**

Through implementation of projects and initiatives, the DCSB Advisory Board will maximize economic development in the DCSB Corridor while protecting the DCSB Corridor’s intrinsic qualities. They will accomplish this by implementing five overall economic development strategies and multiple actions. The five economic development strategies are detailed below. They are followed by the strategies and actions, as well as the projects, that have been proposed and approved by the DCSB Advisory Board. It is relevant to note that some of the strategies, actions and projects are closely or directly aligned with goals, strategies and actions detailed in other sections of this CMP.

- **Strategy 1: Maximize DCSB human resources**
- **Strategy 2: Encourage economic restructuring to align with branding and marketing strategies**
- **Strategy 3: Make DCSB an “Outstanding Destination”**
- **Strategy 4: Work with partners to expand &/or improve public & private services in the DCSB Corridor**
- **Strategy 5: Foster entrepreneurship**



City State Infrastructure Partnership



Positive DCSB Downtown Signage



DCSB Community Downtown Business Signage and Beautification





Great Food and Customer Service in the DCSB Corridor

**1) Engage and maximize existing community groups, societies, and organizations:** Interaction with stakeholders at previously scheduled meetings will reduce the number of new meetings that volunteers must attend. The DCSB Advisory Board will use as many opportunities as possible to engage with existing groups in discussion about maximizing the economic opportunities associated with the DCSB. The DCSB Advisory Board will consider capitalizing on “Good to Great” strategies for the social sectors to maximize the success of the DCSB Advisory Board and their partners during this process (“Good to Great and the Social Sectors” by Jim Collins).

**2) Support existing and foster new public-private collaboration and downtown organizations:** Individual DCSB communities are and will be better able to retain and enhance their sense of place if they have a committed downtown organization working in collaboration and/or concert with local government. These organizations help communities effectively manage public and private infrastructure and programs to ensure a unified approach. Existing downtown organizations including Manchester and Edgewood’s Chamber organization but also other groups, such as Manchester’s “Good to Great” Initiative, Hopkinton’s “HAPP-E Project, and Delhi’s new Community Betterment Club are important to recognize and support. These existing, as well as new, private and public efforts to develop organized initiatives will be encouraged throughout the DCSB Corridor.

**3) Maximize opportunities for byway communities and counties to interact with the DCSB Advisory Board:** City Councils and their staff, Chamber of Commerce, tourism boards, and other community organizations and leaders will gain more benefit from the DCSB for their communities if they have good communications with the DCSB Advisory Board and vice-versa. Although each community and each county is encouraged to designate active community leaders to participate on the DCSB Advisory Board and committees and to diligently replace vacancies and encourage attendance at and reporting from DCSB Advisory Board meetings, representatives from community organizations will be considered whether or not a city already has a representative.

**4) Facilitate cross-marketing opportunities:** In the past, DCSB towns have been competitive with one another. The DCSB provides an opportunity for communities to jointly brand, market and cross promote services and amenities. Through the DCSB Advisory Board, small towns and villages have access to public and private partners that can help them develop high quality, professional publications and social media including brochures, advertisements, press releases, web and Facebook pages, and other tools that will help them effectively get the word out to both the traveling public and potential investors and entrepreneurs. Their status as a DCSB community also provides opportunities for cross-marketing and promotion with statewide partners.



Colorful, Inviting Business Entrance in the DCSB Corridor

**5) Encourage development of, and discussion about how, individual community brand and sense of place fits in with the overall DCSB brand and sense of place:** Community pride and pride in being located in the Delaware Crossing Scenic Byway Corridor can grow simultaneously. Stakeholder meetings that discuss and encourage both will help community members better understand and encourage community branding and economic restructuring that complements, strengthens, and fosters their own success and the success of the DCSB Corridor.

**6) Foster collaboration for project development and implementation:** The DCSB Advisory Board and Coordinator can facilitate community and county visioning and planning to assist DCSB partners with multi-jurisdictional project development, financial planning, committee development and organization, and project prioritization to maximize partnerships and leveraged funding. Public project meetings will also generate idea-sharing and multi-jurisdictional project development build project partnerships, create vision, and encourage community leaders. Development of private and public funding strategies for multi-jurisdictional projects will empower partners. These strategies will help DCSB partners and stakeholders realize the full potential for the DCSB Advisory Board to effectively and efficiently help DCSB partners identify collaborative opportunities and overcome obstacles in the short term and the long term.

**7) Maximize social media opportunities & minimize limited Internet and cellular access:** Since the public is looking for trip planning information online, the DCSB Advisory Board will encourage the use of affordable and free methods of using the Internet as a marketing and outreach tool. This includes websites like traveliowa.com and byway Facebook pages. They will also strive to maximize social media marketing efforts by partnering and encouraging others to partner with businesses and downtowns on the DCSB and businesses and communities along other Iowa byways through on-line cross promotion, amenities, merchandise, products and services.

**8) Create Opportunities for public-private interaction, discussion and collaboration:** Economic revitalization must be gradual, well-planned and inclusive of both private and public partners to ensure that it is sustainable within the DCSB Corridor and its communities. Therefore, DCSB revitalization efforts will involve community leaders from each DCSB community as well as private business owners, organizations and community members. Opportunities to facilitate and assist each town with discussions, program development, and implementation of projects, events, and initiatives that include collaboration between private and public entities will be fostered and encouraged. The coordination and facilitation of meetings and distribution of information between all sectors throughout the DCSB Corridor and within each community will be explored and encouraged.



### 9) Create and distribute positive messages about DCSB public and private downtown venues:

The DCSB Advisory Board and Coordinator will support and engage in marketing and help others market DCSB downtowns and downtown businesses to byway travelers/consumers, potential investors, and entrepreneurs. As they work with DCSB business and property owners to improve storefronts, public amenities, maximize operations, and educate their workforce about public image and interactions, the DCSB Advisory Board and Coordinator will take every opportunity to submit positive press releases and stories to news outlets and media. When possible, the DCSB Coordinator will work new partners to secure and use high-quality photographs, video, drone images and other resources that can be used in mass media efforts, such as billboards, electronic billboards, commercials, magazines, special interest publications, advertisements et.

**10) Strengthen the DCSB brand and retail focus:** The Advisory Board will strive to strengthen the DCSB brand and marketing with professional, cohesive and unified strategies and actions as outlined in the Marketing Plan included in this CMP. They will also work to unite and empower private and public partners in efforts to implement the cohesive “branding” and marketing of the DCSB and its corridor. They will seek out opportunities to develop and promote DCSB businesses in their branding and marketing efforts.

**11) Conduct research and surveys that inform and foster economic vitality:** The DCSB Advisory Board and Coordinator will strive to monitor economic performance within DCSB Corridor communities and for the DCSB as a system over time. This includes downtown building and business inventories, compilation of local and downtown retail sales information, consumer and visitor surveys, identification of existing and potential financial incentives and business assistance programs, and identification of business clusters. The DCSB Advisory Board will try to collect some types of data at least every two years so partners can track economic change over time as projects and initiatives are implemented.

**12) Implement business development projects:** The DCSB Advisory Board and Coordinator will encourage stakeholders, business owners, community residents and downtown organizations to develop and/or identify projects that strengthen the existing DCSB businesses and foster new business development within DCSB downtowns. They will encourage partners to emphasize smart business development that recognizes economic opportunities and strategic business placement within the DCSB Corridor and individual communities. They will identify and educate partners and stakeholders about low-interest loans, incentive programs, grants, and technical assistance for building and business owners, encourage investment in small-scale, high-impact improvements and identify opportunities that maximize each community’s interface with lake and river water resources, other natural resources and existing and new public parks.

### 13) Develop, coordinate and implement projects that maximize downtown real estate:

The DCSB Advisory Board will encourage downtown organizations, businesses, city officials and staff to identify new economic uses for DCSB main street buildings, including both main floor and upper floor spaces, including new ways to utilize unoccupied and/or underused space. They will encourage organizations and efforts that spur and manage investment in DCSB main street businesses and buildings, especially historic structures. They will encourage revitalization of vacant second story spaces to include apartments, bed and breakfasts, or short term vacation rentals and lodging opportunities as economic restructuring dictates. In critical areas where vacant buildings and/or Brownfield areas are a detriment, they will encourage partners to provide incentives and seek grants. In some cases they will encourage revitalization in a smaller area so there is a bigger impact and investment in retail beautification and gathering spaces. The DCSB Advisory Board will also work with downtown organizations to identify opportunities to reduce blight and vacancy through new programs, initiatives and grants that overcome economic and social barriers.

### 14) Leverage funding and implement projects while maintaining the cultural & historic integrity of the DCSB communities:

The DCSB Advisory Board and Coordinator will encourage creation and enhancement of open spaces in DCSB communities. They will encourage projects that foster community heritage within communities and throughout the DCSB Corridor. They will encourage implementation of projects that preserve, restore or reuse historic structures rather than detract from, damage or tear down historical structures and sites. They will also educate and work with the partners and stakeholders to help them and others understand the benefits of cultural sites and historic structures to commercial and downtown areas, revitalization initiatives, community pride and sense of place, and the overall brand and consumer draw of the DCSB Corridor. As possible, they will help cultural and historic site owners develop revitalization plans and projects, help them develop funding strategies and help them secure grants and contributions.

### 15) Encourage public and private strategies that increase community tourism appeal:

The DCSB Advisory Board and Coordinator will help DCSB community stakeholders work with property owners, businesses, and organizations to increase tourism appeal following recommendations from international expert Roger Brooks including the following, which were taken from [www.rogerbrooksinternational.com](http://www.rogerbrooksinternational.com).

- *Foster Multi-Generational Travel Strategies:* Offer kid-friendly experiences, provide learning opportunities, create itineraries and “all inclusive” packages for families, offer varied lodging options, provide recreational rental equipment, and develop seasonal destination materials.
- *Develop a “Secret Shopper” Assessment:* Utilize destination assessment tools from Roger Brooks for use by a neutral third

party to evaluate communities and local businesses.

- *Foster Increased Tourism & Downtown Spending:* Provide businesses with strategies to increase spending such as narrowing branding focus, strengthening products, and increasing an online presence.
- *Improve the “Downtown” Experience:* Improve pedestrian safety and increase “third-space” opportunities in downtowns to provide visitors with an “at-home” feeling and relaxing shopping and recreational experience.
- *Implement Community Wayfinding Projects:* Create comprehensive wayfinding systems in DCSB community downtowns, including directional signage, decorative banners, safe crosswalks, community gateways, and marquee signage.
- *Expand Hours of Operation:* Develop lease agreements that include defined operating hours and days to encourage evening and weekend hours.
- *Provide Public Amenities:* Ensure parking is available, affordable and well posted and provide public restrooms in the heart of the downtown districts of DCSB communities.
- *Provide an Excellent Visitor Experience:* Encourage and/or provide customer service and hospitality training for business owners and front-line employees

### 16) Improve the on-line presence of byway amenities:

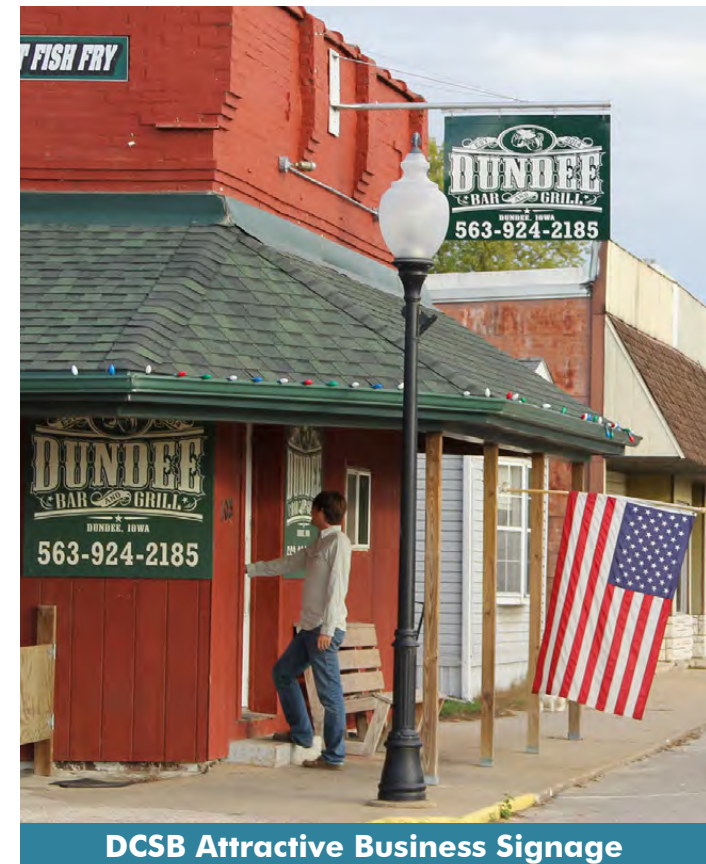
The DCSB Advisory Board and Coordinator will work with DCSB partners, businesses and organizations to improve and encourage improvement of the online presence for DCSB Corridor amenities, including public and private amenities and businesses, through free and fee-for-service methods. They will educate DCSB businesses about the Iowa DOT, Iowa Tourism, DCSB Social Media and other free venues. The Coordinator will coordinate multi-business on-line projects that maximize limited social media funding and create new partnership whenever possible.

### 17) Encourage & educate communities to implement downtown business programs & initiatives:

The DCSB Advisory Board and Coordinator will educate community leaders about different types of downtown business programs and initiatives that have been successfully implemented in other communities and could be demonstrated/utilized in DCSB downtowns to maximize the tourism market for DCSB businesses. The Coordinator will provide information regarding visitor consumer spending habits and other trends that influence business decision making and help with associated grant identification, administration and writing when possible.

### 18) Encourage community leaders and business owners to increase evening and weekend hours:

The DCSB Advisory Board and Coordinator will educate downtown organizations and businesses about how and why to increase evening and weekend hours and strategies that will help them make the transition economically feasible, such as starting with one extended day for two additional hours one evening, and adding more hours and days each year with long-term goals.



DCSB Attractive Business Signage



DCSB Perpendicular Signage



**19) Work with communities and local businesses to implement strategies that support private business efforts to increase services:** The DCSB Advisory Board, Coordinator will encourage partners to work with communities located along the byway to support nighttime events that include music, entertainment and festivals to the downtown corresponding with extended businesses hours. They will educate partners about how to organize cash mobs that help the public realize the businesses are open and help the local businesses recoup staff costs and teach partners how to develop partnerships between DCSB lodging, restaurant, and specialty shops to cross-market each other.

**20) Encourage community leaders, organizations, and businesses to work together to implement initiatives and campaigns that benefit multiple entities:** The DCSB Advisory Board will encourage DCSB businesses and communities to work together to develop, implement, and promote/market winter events and traveler incentives that will draw travelers to the by during the offseason. They will facilitate good communication with stakeholders and the traveling public about businesses hours, attractions, and amenities in the DCSB Corridor.

**21) Develop business apprentice opportunities:** The DCSB Advisory Board and DCSB Coordinator will work with partners to develop programs that encourage dialog with and between community leaders and retiring business owners to foster apprenticeships, incentives, business transfer and other strategies that help with the transfer of knowledge and commerce from one generation to the next.

**22) Foster byway business leadership and employee excellence:** The DCSB Advisory Board and DCSB Coordinator will encourage development, implementation, and participation of formal and informal classes, workshops, field days and other interactions associated with and focused on business leadership training and customer service training. They will also encourage employee recognition and award programs as well as business recognition and award programs that reward those employees and businesses that are already making an effort. The efforts will increase the capacity of existing and potential business owners and the capacity of front-line and other employees that serve byway travelers as well as motivate both parties.

**23) Implement projects, review accomplishments and update the CMP regularly:** The DCSB Advisory Board intends that this Economic Development Plan and the CMP in its entirety be implemented for the benefit of partners throughout the corridor over several years. However, they also intend that they are working documents that continue to be relevant and reflective of the DCSB Advisory Board's continued dedication to excellence. Therefore, they will continue to meet and work with stakeholders and partners to refer to, implement goals, actions, strategies and projects, evaluate their effectiveness, and update and modify these plans regularly or as needed.

### 15.5 Economic Development Projects

This section provides information about infrastructure and non-infrastructure projects that are supported by the DCSB Advisory Board and are related to economic development and tourism. The projects were selected during the CMP planning process because of their benefit to the byway traveler or the byway experience and their importance to the DCSB Advisory Board, DCSB Corridor private and public partners, including communities, the county and/or the DCSB Corridor citizens. They are priority projects for the DCSB Advisory Board to implement and/or support and were influenced by state and national byway traveler trends, existing community infrastructure, byway capacity, and stakeholder input. Throughout the planning process, in the interest of time and momentum, the DCSB Advisory Board worked, and continue to work, closely with community leaders to develop, plan, fund, and implement projects. Many of those influenced the projects included in this CMP. The DCSB Advisory Board will continue to revise this project list as projects are completed, funded or proposed.

#### Communication and Cross-Promotional Projects

##### 1) Public Relations Restoration Project:

Private and public entities in the DCSB Corridor, like many other in Iowa, struggle with public misconceptions regarding who can and should be responsible for maintenance and improvement of public infrastructure such as roadways, historic buildings, and parks. These misconceptions include misunderstandings of available funding, what National Register of Historic Places designation means, and project prioritization and implementation. This project will develop public relations plans for partner entities like the DCHS and the Delaware County Secondary Roads Department. The plans will recommend strategic actions to improve their brand/image, recommendations for overcoming public misconception, and foster volunteerism and public support.

##### 2) Group Engagement Maximization Project:

Through this project the DCSB Advisory Board and Coordinator will develop and implement engagement activities with existing partners, facilitate discussions that maximize the economic opportunities associated with the DCSB and capitalize on "Good to Great" strategies. ("Good to Great and the Social Sectors" by Jim Collins).

##### 3) Cross-Promotion Project:

Cross promotion is a powerful tool that can help tourism-based businesses thrive, especially when it is coupled with a personal recommendation. This project will foster cross-promotional interaction through education and by providing existing tools to the businesses and public partners who agreed to participate in the cross-promotion. It will also develop new tools such as multi-generational marketing materials featuring all of the city parks in the DCSB Corridor or a publication featuring dining and interactive art opportunities along the DCSB route.



Place Based Business in the DCSB Corridor

#### Community Beautification and Betterment

##### 4) Downtown Development/Revitalization Project:

The four communities on the DCSB route, Manchester, Delaware, Delhi, and Hopkinton, have small downtown business districts and streets that need development, repair, and revitalization. Multiple major and supporting projects related to downtown beautification and revitalization have been proposed by these communities. They include but are not limited to, infrastructure use and beautification, such as historic building repair, and repair and reuse of vacant/dilapidated buildings; streetscape improvements and trail development that connect downtowns to natural amenities and improve pedestrian movement and appeal; innovative stormwater runoff projects such as green roof development, installation of permeable pavers, vegetative plantings and projects that foster reconnection of community downtowns to natural areas including rivers and lakes; greenspace and vacant lot development; community wayfinding systems planning and implementation including directional signage, decorative crosswalks, community gateways, etc; community and business customer appeal projects such as façade improvement, business signage, outdoor seating areas and other initiatives. To help implement some of these efforts, Manchester, Delhi, and Hopkinton have created community betterment initiatives that foster public and private support. They include the following:

- Manchester's "Good to Great" Initiative: Includes projects to develop city banners, community beautification, entrepreneur support programs, the Central Park Skate Park and other projects.
- "Delhi Community Betterment Club" is newly formed to help lead local projects that will benefit the community, including downtown development and beautification.
- Hopkinton's "HAPP-E Project" stands for "Hopkinton Area Parks, Playgrounds, & Environments" and includes projects to update park and playground equipment and facilities. The community would also like to develop entrance and waypoint signs, implement downtown beautification efforts, and improve downtown sidewalks and streets.

This project will provide support for these motivated and active groups as well as support for related associated on-going and future projects, initiatives, and goals. The intent of this project is to empower these groups and partners to accomplish projects that benefit the DCSB Corridor by building the standard of excellence and by motivating private and public partners to work in and invest in projects in the DCSB Corridor and its community's downtowns. The DCSB Advisory Board and Coordinator will strive, through this project, to help identify and access funding opportunities and technical assistance resources for these partners and projects, will help implement projects that align with this CMP and help revitalize DCSB downtowns.



### 5) Business Development and Expansion Project:

This project will include development of informational materials and projects to educate business owners and economic development professionals about business and visitor consumer spending habits and trends, benefits of hours of operation expansion, cross-marketing opportunities, business apprentice value, and hospitality and customer service. Through this project, the DCSB Advisory Board and partners will also work with stakeholders, business owners, community residents and downtown organizations to develop and/or identify initiatives that strengthen the existing DCSB businesses and foster new business development within DCSB downtowns, with an emphasis on smart business development that recognizes economic opportunities and strategic business placement within the DCSB Corridor and individual communities.

### 6) Corridor Community Revitalization and Business Sustainability:

Just as the DCSB route communities are in need of development and revitalization, the additional small communities and towns throughout the DCSB Corridor are in need of assistance. The communities of Colesburg, Dundee, Earlville, Edgewood, Greeley, Masonville, Ryan, and Petersburg are all within the DCSB Corridor and as all rural communities in Iowa, struggle to remain viable. This project will help these communities with projects that expand and sustain their ability to serve the byway visitors, attract and maintain businesses and create a thriving downtown atmosphere. This project will also help community leaders and partners identify the specific needs of, and opportunities for, the businesses within these small communities and implement related strategies and projects.

### 7) Park Development, Improvement, Accessibility:

The DCSB Corridor has an abundance of excellent parks and family friendly facilities. Parks and playgrounds were identified through this CMP process as one of the greatest strengths of the recreation in the DCSB Corridor and as an opportunity for economic development. Through this project, the DCSB Advisory Board and Coordinator will work with volunteers to conduct a detailed inventory of all of the parks and family friendly resources in the DCSB Corridor. The inventory, along with partner input from cities, counties, state and other park managers and facilitated public input, will be used to develop plans and strategies to maintain and improve infrastructure, equipment, wayfinding, interpretation and other amenities, while building the DCSB brand and overall collection of parks and public recreational resources in the DCSB Corridor. This project will take steps to improve and create handicap accessibility at these sites, creating a more welcoming environment for visitors and residents. The project will also develop marketing materials to cross-promote parks and playgrounds as tourism destinations in the DCSB Corridor.

### 8) Investing in Vacant Buildings and Brownfields:

There are vacant and/or dilapidated buildings throughout the DCSB Corridor. This project will help the people and organizations who own them with planning, assessment, restoration and/or re-purposing. Some of the buildings have hazardous materials or are located on properties that are potential Brownfield sites. Through this project, the DCSB Advisory Board and Coordinator will provide information to communities about EPA's Brownfield Planning and other programs. A toolkit will be developed for communities and owners to help all the stakeholders understand the issues, including the value of historic buildings, how to access historic tax credits, the benefits and pitfalls of NRHP designation, how to work on with local contractor and grant funds, and how to identify and work with local partners. The project will also give the DCSB Advisory Board opportunities to work with partners to develop and implement strategies for utilization of these building's interior spaces. This project will support Brownfield efforts that are ongoing in Dundee, Earlville, and Ryan and new efforts.

### 9) Public Art Along the DCSB:

Recognizing the ability of art to build community and bring economic benefits to the DCSB Corridor, the DCSB Advisory Board and Coordinator will work with partners to strengthen the corridor's art resources by placing public art in byway communities and throughout the DCSB Corridor. This project was identified through and started during development of this CMP. It will continue to use art as a place-based economic catalyst that improves the quality of life for locals and draws visitors to each community to view the place-based and other public art pieces. The Public Art Project is currently being coordinated with other Iowa Byways. This project will finalize the on-going public art projects in Manchester and Delhi and begin working with the new communities, including the community of Hopkinton, which is eager to develop multiple art projects within their downtown district. This project will coordinate all the individual efforts and identify funding sources for individual and coordinated projects. It will provide support for public art projects of varying types such as murals, sculptures, and performing art. It will also continue to maximize the state-wide partnership by working with partners to develop statewide art branding and marketing that targets byway and other travelers, including, but not limited to, development and distribution of a statewide tour/map in partnership with the Byways of Iowa Foundation (BIF)

### 10) Implement a "Secret Shopper" Assessment:

This project will utilize destination assessment tools from tourism expert Roger Brooks to evaluate communities and local businesses. It will provide a safe space for constructive criticism, create opportunities for more cross-promotion and collaboration, and foster new ideas and partnerships for local businesses and DCSB stakeholders.

### Natural Resource Recreation & Protection Projects

#### 11) Using Native Habitat Restoration in Natural Areas as a Tourism Draw:

As noted in the Natural Resource Section of this CMP, there are beautiful private and public remnants of native ecosystems and plants scattered throughout in the DCSB Corridor. There are also restored prairies, forests and wetlands. The hundreds of different forbs and grasses that comprise native tallgrass prairie ecosystems and wetlands have deep, dense root systems that extend six to sixteen feet into the ground. Native flowers provide diverse habitat for pollinators. Native plants help reduce the amount of water run-off during rain or snow melt. Their roots also serve as filters to decrease the amount of pollution that can find its way into streams. The prairie and wetland plants and hardwood forests in the DCSB Corridor make the landscape more resilient and help reduce flooding and drought. Both native and restored ecosystems add beauty and diversity to the DCSB Corridor, provide habitat for wildlife, and help protect the landscape. Studies of byways show that byway travelers enjoy traveling through, exploring, and viewing native ecosystems. Therefore, this project will bring together public entities, conservation organizations and volunteers in the DCSB Corridor to increase native plantings in city, county and state parks and wildlife areas throughout the DCSB Corridor. This project will help partners recognize the hydrologic, ecosystem and tourism benefits of native ecosystems and native plantings. It will coordinate public and private partnerships and initiatives that restore native ecosystem and/or utilize native plants in beautification, restoration and watershed projects that are implemented in DCSB natural areas. It will also help partners interpret and promote those plantings to the DCSB visitor.

#### 12) Capturing the Byway Traveler's Interest – DCSB Native Vegetation Roadside Beautification:

Although there are many parks and natural areas in the DCSB Corridor with native plants and ecosystems for byway visitors to enjoy, the greatest percentage of public land and therefore the greatest opportunity for native habitat and plant restoration and beautification is that associated with the roadsides. The State of Iowa Living Roadway Trust Fund and Integrated Vegetation Management Program were established to help counties realize the full potential for the strips of land adjacent to the roadsides. The Iowa DOT Byway Program is supportive of native plantings along Iowa's byways. The road right-of-ways (ROW) are not just a place to plow snow and help keep the roads dry, although they address those functions. With proper planning and project implementation, the public ROW can be turned into beautiful prairies that capture the byway traveler's interest and increase their trip satisfaction. Through this project, the DCSB Advisory Board and Coordinator will work with the Delaware County Roadside Manager (DCRM), DCSB communities, the Delaware County Conservation Board and other local, regional and state partners to plant native

prairie in highly visible locations along the DCSB and in the DCSB Corridor. The project will start by bringing the partners together. It will proceed by conducting a digitized inventory of the roadsides in the DCSB Corridor, which will include identifying existing prairie, safety concerns, invasive species and other components of the system as directed by the DCRM. The digitized analysis of existing conditions will be compared it to the Delaware County five-year and long-term road and bridge improvement plans to help the partners better understand where DCSB ROW will be disturbed in the near term. The roadside inventory and analysis will help the partners, including the county roadside managers, city partners, partner nonprofits and private volunteers develop priority locations for native plantings, better understand where to address invasive species and also to address safety issues. When possible, plantings that result from the project will have a high percentage of colorful pollinator plants and flowers that draw the visitors eye and increase their appreciation for the DCSB Corridor. Through this project the DCSB Coordinator will also work with political entities and landowners who have land adjacent to the ROW to help them secure native seed and/or project funding to plant native vegetation along the DCSB and in the DCSB Corridor. Some DCSB partners have already expressed support for roadside plantings along the entirety of the DCSB route, along major highways and county roads in Delaware County, at all DCSB community entrance signs, and at major highways and county roads entering and leaving each byway community.

#### 13) Maximizing Economic Benefits of Land and Water Tourist Trails:

Recreational trails are a priority for the DCSB Advisory Board and their partners. They feel that thoughtful development of universally accessible land and water tourist trails can draw visitors to, and keep visitors recreating in, the DCSB Corridor. They recognize that tourist trails are different than community trails and that the DCSB Corridor has the natural land and water resources to successfully extend and transform the exiting community trails into tourist trails. Although several DCSB communities have developed short walking/biking trails, larger tourist trails for bikers and other land recreationists are supported by no comprehensive plan has been developed. The Maquoketa River Water Trail has been designated as a State of Iowa water trail and sections of it have been developed with access, signage, parking and wayfinding. However there are still components of the water trail system that have yet to be developed, especially those associated with the lakes along the river. This project will facilitate discussion and planning between partners from throughout the DCSB Corridor together to develop a trail system plan for the entire DCSB Corridor. The planning will take into consideration the location and preferred use of existing public land and water resources, be based in research results regarding successful tourist trails, create new connections between byway communities



and resources and maximize land and water trail cross promotion. This project will provide assistance with priority trail development as partners reach a state of readiness. The DCSB Coordinator will help partners understand potential funding sources, how to conduct private fundraising and leverage local dollars, and how to maximize trail placement and development for community economic development. At the time of this CMP development, the trails that have the most support, are currently prioritized by the partners and nearing a state of readiness include the walking trail around Silver Lake in Delhi, the trail connection from Manchester to the Manchester Trout Hatchery and through the DNR hatchery property, and the river crossing at the Maquoketa River in Manchester. Additional projects are expected to develop through the planning process.

14) **Extending the Tourist Season to Maximize Business Viability:**

There are exiting opportunities for natural resource based recreation and other types of recreation in the DCSB Corridor throughout the year. However, as noted in this CMP, there are declines in tourism and tourism spending after August that continue through the winter months. These declines impact business viability and community sustainability. They are particularly important to DCSB tourism businesses, downtown districts and other partners. This project will bring partners together to develop and promote activities that encourage visitors to enjoy the DCSB Corridor during the fall, winter and spring months. Through this project the DCSB Advisory Board and Coordinator will facilitate partner discussion about off-season challenges and opportunities, develop a private-public plan for off-season tourism, foster development of new events and tourism venues that occur during the off-season, and promote and market existing and new off-season DCSB activities.

**Economic Research Projects**

15) **Measuring, Understanding and Increasing the Economic Benefit of the DCSB:**

Through this project, the DCSB Advisory Board and the DCSB Coordinator will work with partners to measure the exiting and future economic impact that the designation, improvement, and promotion of the DCSB and its corridor have on DCSB Corridor businesses and communities. The partners will start by collecting and analyzing existing data sets and information. Some analytical measures will be quantitative and others will be qualitative. The partners will work together to develop and implement new strategies and actions and conduct research in each of the DCSB communities and throughout the entire DCSB Corridor. This project will include facilitated discussion and collaboration with and between community and county economic development and tourism leaders and organizations, businesses, and the Iowa Economic Development Office of Tourism. This is a long-term

project that will start with collection of data that defines existing conditions and provides a baseline for pre Iowa Byway Sustainability Project engagement and post Iowa Byway Sustainability Project engagement. Data analysis will also recognize other major milestones such as CMP development and implementation, IMP development and implementation, and major infrastructure and other major project milestones.

16) **Understanding and Maximizing Tourism and Economic Development Trends in the DCSB Corridor:**

This project will help the DCSB Advisory Board, Coordinator, and partners understand and stay current with tourism and economic development trends and then maximize the opportunities that those trends present. It will include annual review of tourism trends as summarized and reported by public and private tourism experts, including but not limited to the National Travel Industry, the Iowa Tourism Association, Roger Brooks, and other experts and special interest groups. The results of the research will be presented by the DCSB Coordinator to the Advisory Board and partners annually at a public meeting and will be used to help update and modify the CMP and to help the Advisory Board and partners realign and modify their priority projects when needed.

17) **Understanding and Articulating the Economic Impact of Tourism Events in the DCSB Corridor:**

This project will help the DCSB Advisory Board and partners better understand and articulate the economic impact of large tourism events in the DCSB Corridor and the region. It will use economic analysis to quantify the economic impact of the largest existing events in the DCSB Corridor starting with the Delaware County Fair, the Backbone Bluegrass Festival, and the Hot Rods and Harleys Car, Bike, & Rat Rod Show. Through the project, the DCSB Coordinator will facilitate a meeting of event organizers and tourism partners where she will explain how to implement the techniques associated with the analysis, how to maximize volunteer assistance to reduce strain on the event organizers and tourism partners, and how to disseminate the results of the analysis to maximize future donations, volunteerism, and community support for existing and new events. If funding and time allow, the DCSB Coordinator will also assist with data analysis and presentation.

**Maximizing Scenic Opportunities Projects**

18) **Highway 38 Overlook Development:**

As noted in the Scenic Section of this CMP, after completing an analysis of potential overlook sites along the DCSB, the DCSB Advisory Board identified one priority location for scenic pull-off/overlook development along the DCSB route. The priority site is located on Hwy 38 between Delhi and Hopkinton. A full summary of the justification for selection of the site, as well as a description and graphic

of the viewshed from this point, are included in the Scenic Resources section. Through this project, the DCSB Advisory Board and Coordinator will develop and implement a plan for development of either a scenic pull-off or of an overlook at this location. They will facilitate partner engagement and dialog and provide overall project coordination. They will start developing the plan by facilitating discussion between the property owner, public entities, and nonprofits that may involved in various aspects of the project. The plan will consider, but not be limited to, discussion of site engineering, infrastructure development and budget, site safety, ownership, maintenance of the site, and other potential project components. The project will also foster discussion of and facilitate development of supporting site amenities, which may or may not include development of a safe viewing platform, interpretation, wayfinding, and promotion of the site to maximize the visitor’s experience at one of the DCSB’s most scenic locations.

19) **Scenic Engagement:**

Scenic opportunities along the DCSB route and throughout the DCSB Corridor are abundant. This project will identify the “Top Ten Views to Enjoy in the DCSB Corridor” and promote them. The views that are ultimately selected may include views near high priority attractions, in parks, at historic sites, along land and water trails, and in existing parking areas or pull-offs along the DCSB route and in the Corridor. They may also include the view from specific buildings, bluffs, or streams, the view of an Amish farm, a look into a cave, or a view of the night sky from a remote DCSB rural area. Through this project, the DCSB Advisory Board and Coordinator will facilitate discussion with partners to help identify and develop a consensus about which fun places to send byway visitors to see views that they will enjoy and that will require them to travel the DCSB route and/or DCSB Corridor. For example, some of the potential sites include the view from the Backbone Trail in Backbone State Park, the view from the gazebo overlooking the Whitewater Park in Manchester, the view of the Lake Delhi Dam from that dam’s Spillway, the View of Lenox College standing in the middle of the historic buildings at the site, and other dynamic and/or poignant views that capture the essence of the DCSB and its Corridor. Once the “view” sites have been determined, the DCSB Coordinator will develop a fun visitor publication for distribution by the DCSB Advisory Board and partners. The publication will be print and/or web-based depending on funding.

**Historic and Cultural Infrastructure Preservation and Restoration Projects**

20) **Recruiting, Retaining, and Engaging Volunteers and Staff:**

This project will be informed by research previously conducted by Northeast Iowa RC&D regarding Historical Societies and younger community members that want to be involved in historic projects, sites, or efforts. One of the

biggest challenges identified in previous research was that historic property owners and organizations have difficulty finding and training volunteers and paying for site staff. Yet, the only way visitors can experience and/or enjoy many historic and cultural collections to their full potential is if volunteers and/or staff are available to protect the sites, give tours, and engage visitors. It is important that historic site owners have resources that help them recruit and maintain high quality volunteers and staff. Once engaged and/or hired, the volunteers and staff must be informed and trained. They must understand the resources of their site and how to care for them, understand how to engage the visitor while being aware of the visitor’s time limitations and expectations, be adept at cross-promotion of other sites and businesses along the DCSB, etc. This project will develop and provide a Historic and Cultural Resource Volunteer Toolkit that will help organizations and organizational leaders better understand how to engage potential volunteers and recruit new volunteers; how to retain volunteers and staff; and how to develop a training program for new volunteers. The Toolkit will include tips for recruitment through website and social media and site training templates that can be modified to include site specific tools, information, and resources.

21) **Empowering Private Historic Property Owners:**

Many of the properties within the DCSB Corridor that are listed on the National Register of Historic Places (NRHP) are private historic residences or properties. This creates multiple challenges for the property owners that own, buy, and remodel them. They may or may not understand the strict requirements set forth by the NRHP or the financial and technical resources to help them navigate and restore historic structures. Some don’t understand how to apply for a grants, who to involve in projects, what “match” is, or what permits and reports are required. They may or may not have had a Technical Service Provider advise them or prepare a report on their structures or understand the network of professionals that are available to help them successfully navigate the pitfalls, advantages, and significance of NRHP designation. This project will provide education and technical assistance to these property owners through development and implementation of a workshop that is targeted to private historic property owners and through follow-up one-on-one assistance. The workshop will provide topical information, give them a chance to talk with and learn from private and public experts, give them a chance to hear success stories, and give them the opportunity to dialog and interact with other historic property owners. The one-on-one interaction will help them understand exactly which partners, technical, and financial assistance they qualify for based on their property, provide information about relevant qualified contractors, including archaeological, architectural, and construction contractors, and provide more one-on-one assistance/guidance with grant writing.



22) Preservation of DCSB Corridor's Historic Schools:

At one time, dozens of one and two room schoolhouses graced the DCSB Corridor. An inventory of the remaining historic schools in the DCSB Corridor is included in the Historic Resources Inventory in this CMP. Some of the surviving historic schools in the DCSB Corridor are in need of preservation, restoration, and infrastructure improvements; others could use updated or new wayfinding and/or interpretation. This project will develop and implement an educational campaign that helps the public better understand the significance of saving historic school structures and recruit private and public support for their preservation and restoration. It will help the property owners of historic schools, including the Delaware County Historical Society and other nonprofits, understand and maximize opportunities for financial and technical assistance. It will help nonprofits and other partners understand how to raise local capital to leverage state and federal restoration dollars.

Recognizing that some of the schools also have original school supplies, desks, chalkboards, bells, and other supporting items and others do not, it will help the owners of historic school artifacts understand preservation, display, and restoration dos and don'ts. It will also help those owners that have no supporting artifacts either secure historic artifacts or use interpretation to engage the byway travelers and convey information and stories about the sites and absent artifacts. Interpretation planning for the collection of these resources within the DCSB Corridor and wayfinding for historic school is proposed in other sections of this CMP. This project would be implemented in tandem with those efforts, but also ultimately help implement the interpretive plan and wayfinding that is proposed for historic schools throughout the DCSB Corridor.

23) Pioneer Cemetery, Tombstone, and, Military Monument, Restoration:

Although pioneer cemeteries and military monuments and statues were inventoried as part of this CMP process, the condition of these resources was not recorded in any detail individually or collectively. There are 11 military/civil war sites currently identified and 18 pioneer cemeteries, many of which are in deteriorating condition. This project will start by collecting existing and developing new resources as needed to educate partners. It will bring together owner and management partners with the Delaware County Historical Society, community and county partners, and technical experts. It will work to increase the collective understanding of the associated individual and collective resources and facilitate continued and measured group discussion and partnership.

The project will promote and pursue a digital inventory that documents the location and condition of the infrastructure associated with pioneer cemeteries in the DCSB Corridor

and the specific and collective condition of tombstones and military monuments within those cemeteries. Once the condition of these resources is better understood, mapped, and analyzed, the restoration of the resources will be prioritized according to resource condition and partner engagement.

This project will develop and implement an educational campaign that helps the public better understand the significance of saving pioneer cemeteries, tombstones, and military monuments and recruit private and public support for their preservation and restoration. The project will help the partners secure technical and financial resources and better understand conservation and preservation techniques for tombstones and monuments and best management practices for pioneer cemeteries.

Through this project, the DCSB Coordinator will also work to identify and understand unforeseen challenges for these sites and partners and then develop strategies and solutions to address them, while respecting the historic and sensitive nature of each site and resource, as well as the resources of the site managers and owners. The DCSB Coordinator will also work to help partners see the resources as a unified collection that should be protected by all so that those components of the collection that have fewer advocates are protected and restored by the collective.

24) DCSB Historic Resource Analysis and Restoration:

The DCSB Corridor has over 20 historic structures and several collections that have never been evaluated by a Technical Advisory Network, or TAN Advisor. TAN Advisors are experts that have been approved by the State of Iowa Department of Cultural Affairs to conduct evaluation of historic and cultural resources and develop plans for their preservation, restoration, and maintenance. TAN advisors have typically worked on many different historic projects with many different groups over several years or decades. They have the education, training and experience to ensure that historic restoration and preservation is accurate and sensitive to many factors. Developing well-informed technical plans and strategies is imperative to the successful historic restoration, preservation, and proper maintenance of these resources. Without TAN Advisor assistance, some historic resource owners restore and/or manage resources improperly and can inadvertently and with good intention damage or reduce the life of the resource. This project will facilitate discussion and planning with the Delaware County Historical Society, the State of Iowa Department of Cultural Affairs, and private and public partners and owners to develop a plan for TAN Advisor assessment and planning for the DCSB Corridor resources, both individually and collectively. It will also create a plan that uses the TAN Advisor recommendations to prioritize and assist with preservation, protection, and restoration of these resources.

Site-Specific Projects

The DCSB Advisory Board has identified two priority, site-specific, projects that, if implemented, will benefit the entire DCSB Corridor. They were selected because they involve existing, major, anchor DCSB attractions that already do a good job of drawing and engaging visitors but, if they were improved, they could be catapulted into greatness in their own right and draw and provide exemplary experiences for byway travelers. They include 1) Restoration, preservation and improvement of Lenox Collage and 2) Development and improvement of the Manchester Fish Hatchery. These project sites and related projects were discussed further in other sections of this CMP. More specific information about the specific projects follows.

25) Lenox College Infrastructure Restoration and Preservation:

Lenox College Campus currently houses the Delaware County Historical Museum Complex and nine buildings listed on the National Register of Historic Places. These buildings are full of historic collections. This is a unique resource of national significance and extremely important to the designation and quality of the DCSB. Each building and the collection of resources in general has unique infrastructure improvement needs.

Through this project the partners will seek assistance from experts to inspect each building and the collections, develop a plan for restoration and preservation of the resource, prioritize projects based on urgency and other factors, and develop cost estimates and timelines for implementation of restoration and preservation efforts. Based on the assessment, the DCSB Coordinator will help the partners develop an overall budget and a budget for individual buildings and components, and work with partners to develop a funding plan that identifies potential public and private funding, including grants, public contributions, and private donations.

Once the infrastructure funding plan has been developed, the partners understand fundraising strategies, and a fundraising committee has been formed, the DCSB Coordinator will work with partners to develop outreach and specific fundraising strategies, write grants, and provide technical assistance to the partners with private fundraising efforts. Some of the current overall needs that have already been identified and will be included in the assessment include the following items. However, additional, more specific needs will be identified through the inspections.

- Tuckpointing of buildings
- Changeover to LED lighting for environment and economic purposes
- Repair of buildings damaged by weather and time.
- Roof repair and maintenance
- Window repair and replacement
- Landscaping upgrades, including but not limited to tree removal and replacement

- Interior painting and repairs
- Repair of Bavarian Stained-Glass Windows in RP Church
- Climate control (heating and cooling) in all buildings
- Research and Development of educational programs
- Reorganization of records and cataloging
- Interior and exterior educational signage

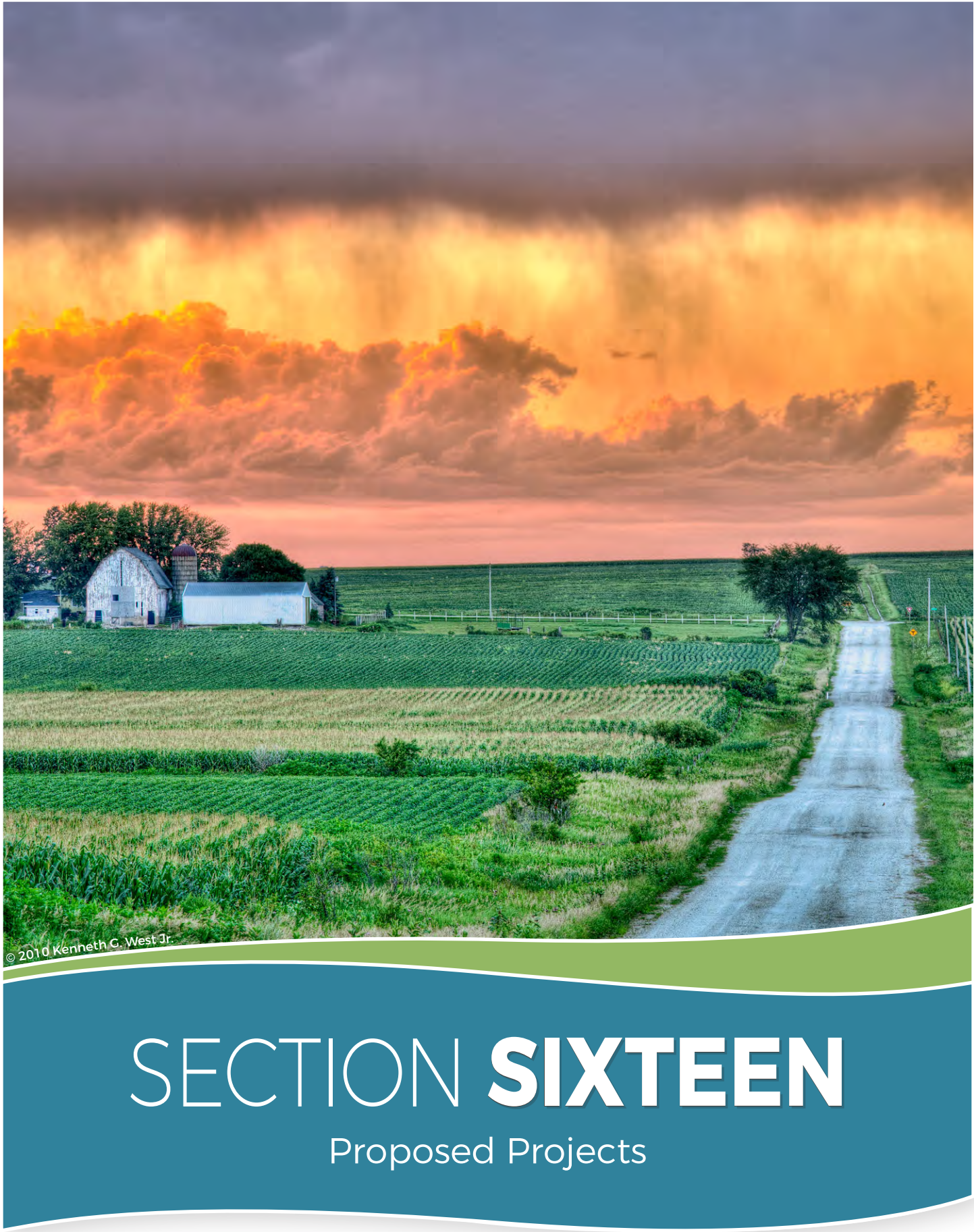
26) Manchester Fish Hatchery Site Improvement:

The Manchester Fish Hatchery is a site of statewide significance that is located in the heart of the DCSB Corridor. Overall, the project will develop this byway as a tourism, educational, and recreational destination. Through this project, the DCSB Advisory Board and DCSB Coordinator will work with partners including the Iowa Department of Natural Resources (DNR).

The project will start by providing assistance to a new friends group, the Friends of the Manchester Fish Hatchery, with formation. It will then provide planning and facilitation resources to the group to help the friends group and the Iowa DNR work together to plan and develop infrastructure projects that make the site more visitor friendly, update visitor resources, improve functionality, and increase the economic impact of the site. The project will also develop informational, interpretive, and wayfinding signage that is consistent with DCSB Corridor branding and interpretive plans. Some of the specific projects at the site that have already been identified are included below. These needs will be incorporated into an implementation plan that will identify partners, funding sources, and resources for projects, but planning may add additional components to the overall effort..

- Bicycle/walking trail from Manchester to the hatchery
- Bicycle/walking trail through and around the DNR property
- Repair, upgrade, and/or replace the existing wooden swing walking bridge across the stream
- Improvement of ADA accessible angling access
- Development and implementation of a wayfinding and informational plans for the site
- Development and implementation of educational and interpretive signage plans throughout the hatcher complex and along the trails and properties leading to and surrounding the complex
- Replacement of existing gazebo with a multi-use, user friendly, ADA accessible shelter
- Improvement of the existing picnic area
- Improved native landscaping
- Development of ADA fish observation platforms overlooking the broodstock ponds
- Development of a visitor-friendly center for interpretation, recreation, law enforcement, and environmental services
- Construction of an exclusive youth only fishing pond
- Interior and exterior educational signage (included in the Interpretive Plan of this CMP)





#	Sub-Category	Page #	Wayshowing Plan Proposed Projects
1	Signage & Wayshowing	214	Develop a DCSB Turn-By-Turn Direction Flyer
2	Signage & Wayshowing	214	Establish & Implement DCSB Cartographic Standards
3	Signage & Wayshowing	214	Provide Downloadable DCSB Maps/Printed Materials
4	Signage & Wayshowing	214	Promote Iowa DOT's 511 Service, Website & App
5	Signage & Wayshowing	215	Integrate DCSB Information into the AAA Mobile App
6	Signage & Wayshowing	215	Increase Education Pertaining to Hospitality
7	Signage & Wayshowing	215	Conduct an Inventory of Byway Guide Signs
8	Signage & Wayshowing	215	Install Byway Welcome Signs at Select Information Hubs
9	Signage & Wayshowing	215	Install Community Welcome Signs
10	Signage & Wayshowing	215	Install Downtown District Loop Signs
11	Signage & Wayshowing	215	Install Destination Approach Signs
12	Signage & Wayshowing	215	Install On-Site Identification Signs
13	Signage & Wayshowing	216	Install Public Land Wayfinding Signs
14	Signage & Wayshowing	216	Install Visitor Information Signs
15	Signage & Wayshowing	216	Develop and Market the Amish Cultural Loop
16	Signage & Wayshowing	216	Prioritize Byway Roadway for DOT Improvements
17	Signage & Wayshowing	216	Designate Historic Route 20
#	Sub-Category	Page #	Interpretive Master Plan Proposed Projects
1	Site Specific Interpretive Plan	230	Manchester Fish Hatchery
2	Site Specific Interpretive Plan	232	Lenox College
3	Site Specific Interpretive Plan	233	Bay Settlement Church and Cemetery
4	Site Specific Interpretive Plan	233	Lake Delhi Recreation Area & Spillway
5	Site Specific Interpretive Plan	234	Maquoketa River Water Trail
6	Site Specific Interpretive Plan	234	Delaware County Conservation Parks
7	Site Specific Interpretive Plan	235	DCSB Trout Streams
8	Site Specific Interpretive Plan	235	Veteran Engagement: Military & Civil War Sites & Monuments
9	Site Specific Interpretive Plan	236	Delaware County Historic Sites
10	Site Specific Interpretive Plan	236	Churches & Cemeteries
11	Site Specific Interpretive Plan	237	Historic Schools
12	Interior Interpretive Media	237	Delaware County Historical Museum Complex/Lenox College
13	Exterior Interpretive Media	238	Install DCSB Information Hubs
14	Exterior Interpretive Media	240	Install DCSB Wayside Exhibits
15	Exterior Interpretive Media	241	Install DCSB Territory Orientation Panels
16	Printed Interpretive Materials	242	Resource Focused Printed Material
17	Other Interpretive Products	242	Collect Stories for DCSB Implementation
18	Other Interpretive Products	242	Inventory Photos for DCSB Interpretation
19	Other Interpretive Products	242	Interpretation of Historic Collections



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2	Marketing Mix: Promotional Strategies	265	Leverage Travel Iowa Resources
3	Marketing Mix: Promotional Strategies	265	Update Print Partner Marketing Materials
4	Marketing Mix: Promotional Strategies	265	Implement a Geocaching Program along the DCSB
5	Marketing Mix: Promotional Strategies	266	DCSB Coloring and Activity Books
6	Marketing Mix: Promotional Strategies	266	Implement a Hospitality Training for DCSB Corridor Partners
7	Marketing Mix: Promotional Strategies	266	Self-Guided Audio/Mobile Tour of the DCSB
8	Marketing Mix: Promotional Strategies	266	Develop Logo Gear, Merchandise, and Collectibles
9	Marketing Mix: Promotional Strategies	266	Implement a Byway Ambassador Program
10	Marketing Mix: Promotional Strategies	267	Update Byway Print & Online Marketing Materials
11	Marketing Mix: Promotional Strategies	267	DCSB Itinerary & Theme Material Development
12	Marketing Mix: Outreach & Events	267	Support & Market Partner Tours and Events
13	Marketing Mix: Public Relations	267	Public Entity Public Relations Plans
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1	Communication & Cross-Promotional	288	Public Relations Restoration Project
2	Communication & Cross-Promotional	288	Group Engagement Maximization Project
3	Communication & Cross-Promotional	288	Cross-Promotion Project
4	Community Beautification & Betterment	289	Downtown Development/Revitalization Project
5	Community Beautification & Betterment	290	Business Development and Expansion Project
6	Community Beautification & Betterment	290	Corridor Community Revitalization and Business Sustainability
7	Community Beautification & Betterment	290	Park Development, Improvement, Accessibility
8	Community Beautification & Betterment	290	Investing in Vacant Buildings and Brownfields
9	Community Beautification & Betterment	290	Public Art Along the DCSB
10	Community Beautification & Betterment	290	Implement a “Secret Shopper” Assessment
11	Natural Resource Recreation & Protection	291	Using Native Habitat Restoration in Natural Areas as a Tourism Draw
12	Natural Resource Recreation & Protection	291	DCSB Native Vegetation Roadside Beautification
13	Natural Resource Recreation & Protection	291	Maximizing Economic Benefits of Land and Water Tourist Trails
14	Natural Resource Recreation & Protection	292	Extending the Tourist Season to Maximize Business Viability
15	Economic Research	292	Understanding and Increasing the Economic Benefit of the DCSB
16	Economic Research	292	Maximizing Tourism and Economic Development Trends
17	Economic Research	292	Articulating the Economic Impact of Events in the DCSB Corridor
18	Maximizing Scenic Opportunities	292	Highway 38 Overlook Development
19	Maximizing Scenic Opportunities	293	Scenic Engagement
20	Historic & Cultural Infrastructure	293	Recruiting, Retaining, and Engaging Volunteers and Staff
21	Historic & Cultural Infrastructure	293	Empowering Private Historic Property Owners
22	Historic & Cultural Infrastructure	294	Preservation of DCSB Corridor’s Historic Schools
23	Historic & Cultural Infrastructure	294	Pioneer Cemetery and Military Monument Restoration
24	Historic & Cultural Infrastructure	294	DCSB Historic Resource Analysis and Restoration
25	Site-Specific Projects	295	Lenox College Infrastructure Restoration and Preservation
26	Site-Specific Projects	295	Manchester Fish Hatchery Site Improvement