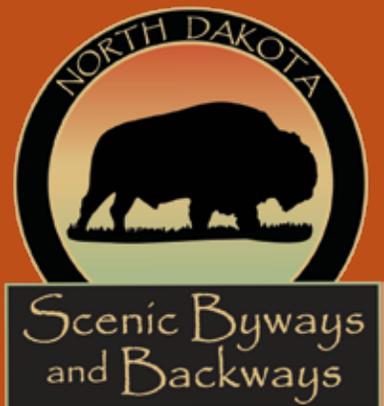




North Dakota Scenic Byway Program



2014-2019 Strategic Plan





The North Dakota Scenic Byway Program is administered through a cooperative effort between the North Dakota Parks and Recreation Department (NDPRD) and the North Dakota Department of Transportation (NDDOT).

Agency Contacts:

- Kevin Stankiewicz, State Byway Coordinator, NDPRD
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This plan was completed by NDPRD with Clearwater Communications in June 2014. Photographs were provided by Obsessed Photographers Group©.



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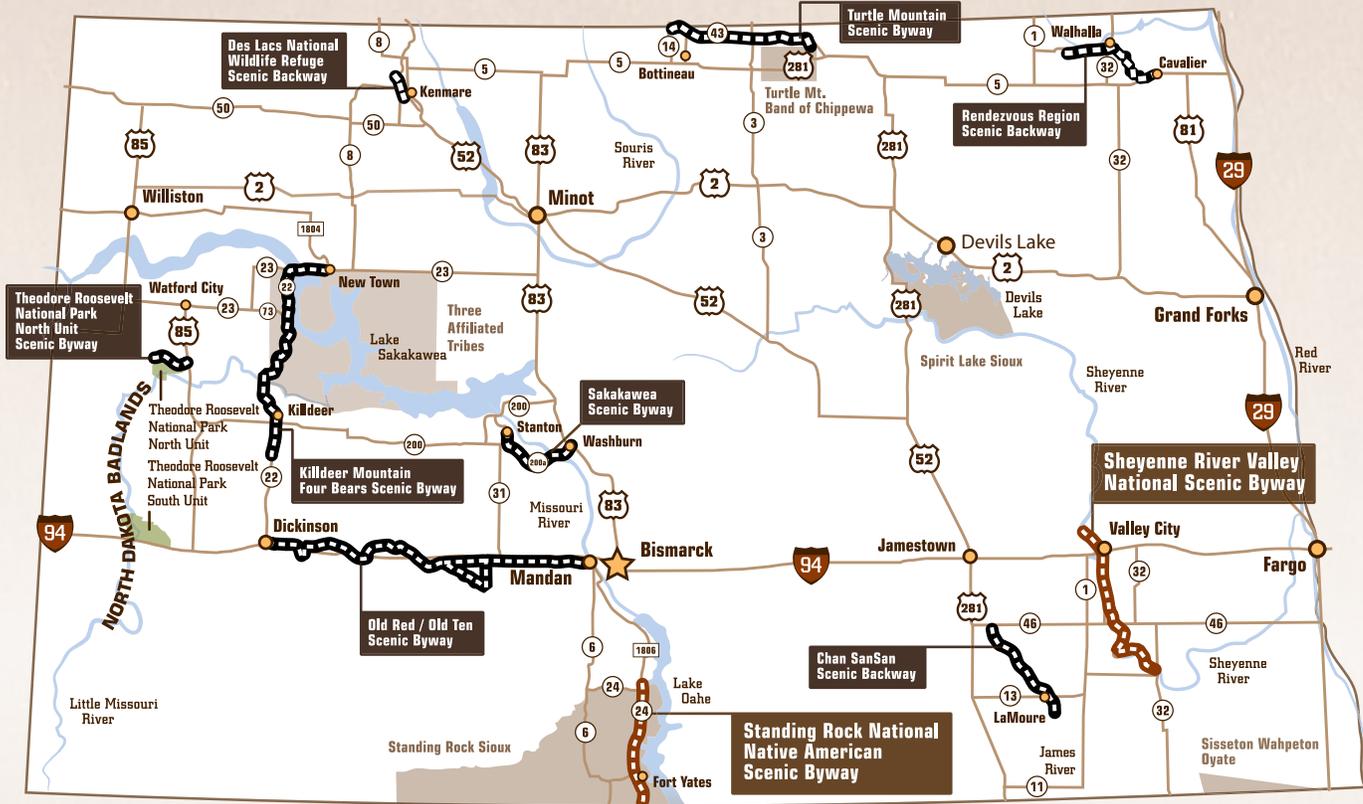
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Introduction

The North Dakota Scenic Byway Program was developed in 1996 and currently has 10 state designated scenic byways, two of which are nationally designated.

Scenic Byways and Backways



Today, the North Dakota Scenic Byway Program is administered through a cooperative effort between the North Dakota Department of Transportation (NDDOT) and the North Dakota Parks and Recreation Department (NDPRD).

The purpose of completing this North Dakota Scenic Byway Program Strategic Plan is to guide the program in its decision making over the next five years and to ensure the viability of the program.

The key steps in the development of the plan included:

- Online surveys of byway leaders and stakeholders, including the North Dakota Tourism Division;
- A planning session with byway leaders and staff from the NDPRD and NDDOT; and
- An inclusive plan review process involving the aforementioned stakeholders.

This plan includes an overview of the history of the North Dakota Scenic Byway Program, a situation analysis of the existing program, and a call to action with vision, mission, goals, objectives, and strategies designed to provide a plan for the future.

A Look Back:

The History of the North Dakota Scenic Byway Program

National Scenic Byways Program

The National Scenic Byways Program is part of the U.S. Department of Transportation Federal Highway Administration. It was established under the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA).

ISTEA created a discretionary federal grant program for funding byway projects in eight major categories of eligibility:

- State and Tribal Programs
- Corridor Management Plans
- Safety Improvements
- Byway Facilities
- Access to Recreation
- Resource Protection
- Interpretive Information
- Marketing Program

In July 2012, a new transportation bill, Moving Ahead for Progress in the 21st Century (MAP-21), was signed into law.

MAP-21 continued the byways program; however, the discretionary grant program that provided a dedicated source of funds was discontinued. MAP-21 also established the Transportation Alternatives Program and changed the types of projects along byways that are eligible for funding. Current examples of eligible project activities include:

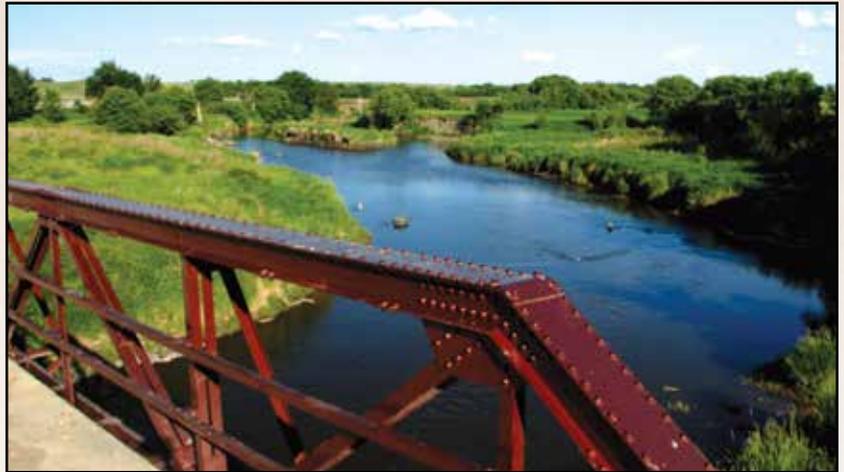
- Construction of on-street and off-street bicycle and pedestrian facilities
- Preservation of abandoned railway corridors, including conversion for use as bicycle or pedestrian trails
- Streetscape improvements and corridor landscaping
- Turnouts, overlooks, and viewing areas
- Historic preservation and rehabilitation of operating historic transportation facilities

Additional information about the National Scenic Byways Program is available on the website www.fhwa.dot.gov/hep/scenic_byways/.

Establishment of the North Dakota Scenic Byway Program

The North Dakota Scenic Byway Program was created in 1996 by the North Dakota Department of Transportation (NDDOT), North Dakota Parks and Recreation Department (NDPRD), and North Dakota Tourism Department (NDTD) (see Appendix A for the program establishment letter). The purpose was “to seek out and promote roadways in North Dakota that possess outstanding and unique scenic qualities.” Management was outlined as follows: “NDPRD will take the leadership role in implementing the Scenic Byways Program. NDDOT and the NDTD will provide technical assistance.”

Today, North Dakota has 10 designated scenic byways or backways. Two byways are also nationally designated. The program is administered through a cooperative effort between NDDOT and NDPRD via a contract. The NDPRD manages the program with leadership from the state byway coordinator, an NDPRD staff member. The program website is www.parkrec.nd.gov/byways/bywaysmenu.html.



Chan SanSan Scenic Backway

North Dakota Scenic Byway Requirements

Roadways can be designated as a scenic byway, which are paved roads with an all-weather surface suitable for year-round auto travel, or a scenic backway, which are unpaved or loose-surface roads that lack all-weather surface features.

To qualify for designation, a roadway corridor must possess strong characteristics which fall under at least one of the following intrinsic qualities:

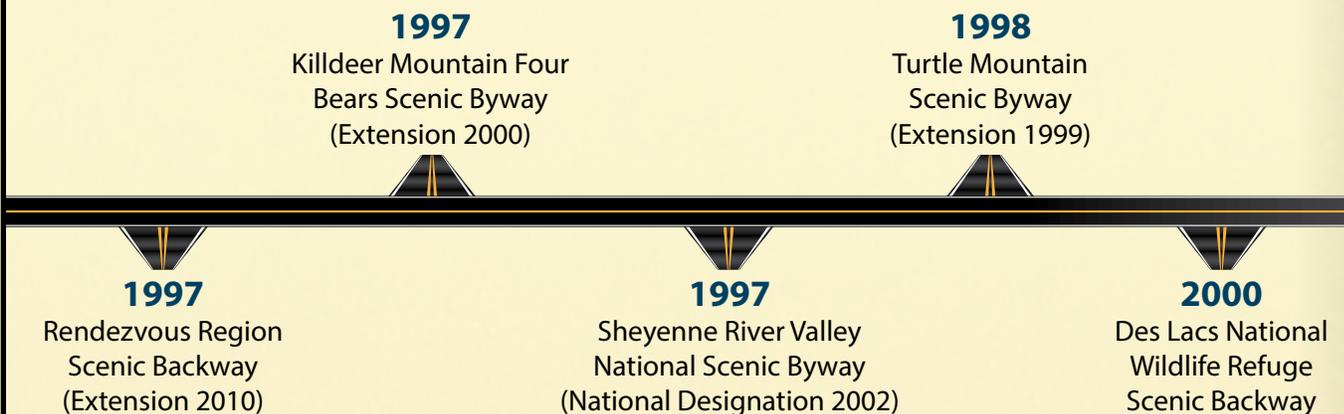
- **Scenic Quality** is the heightened visual experience from the view of natural and manmade elements of the visual environment. The characteristics of the landscape are strikingly distinct and offer a pleasing and most memorable visual experience.
- **Natural Quality** applies to those features in the visual environment that are in a relatively undisturbed state. These features may include geological formations, fossils, landforms, water bodies, vegetation, and wildlife. There may be evidence of human activity, but the natural features reveal minimal disturbances.
- **Historic Quality** encompasses legacies of the past that are distinctly associated with natural or manmade elements of the landscape that are of such historic significance they educate the viewer and stir an appreciation for the past. The historic elements may include buildings, settlement patterns, and other examples of human activity.
- **Cultural Quality** is evidence and expressions of the customs or traditions of a distinct group of people. Currently practiced cultural features include, but are not limited to, crafts, music, dance, rituals, festivals, speech, food, special events, and vernacular architecture.
- **Archeological Quality** involves physical evidence of historic or prehistoric human life or activity that is visible and capable of being inventoried and interpreted.
- **Recreational Quality** involves outdoor recreational activities directly associated with and dependent upon the other intrinsic qualities. Active and passive recreational opportunities may include downhill skiing, rafting, boating, fishing, and hiking. Driving the road itself may qualify as a pleasurable recreational experience.



Old Red/Old Ten Scenic Byway

DESIGNATION

North Dakota Byway



A Corridor Management Plan (CMP) provides a comprehensive understanding of the byway/backway route and of the plans of local communities to preserve and enhance the route. A CMP is important to the designation process. It provides a basis on which the review panel can understand how a roadway possesses the necessary characteristics vital for designation as a scenic byway/backway. The CMP is a living document that shows the strategies and efforts made by the communities to preserve and enhance the route. A CMP must be completed and endorsed by the local jurisdictions and submitted with the application.



Turtle Mountain Scenic Byway

The NDDOT Director's Task Force (DTF) evaluates applications for byway/backway designation or extension. The DTF meets and then formulates a recommendation, which is passed on to the director of the NDDOT who makes the final decision for designation.

Upon designation, the byway sponsors are responsible for maintaining the roadway's status through the following requirements:

- Conduct a byway/backway board meeting, at minimum, one time per year.
- Properly install and maintain route signing, state designated signs, and, where appropriate, nationally designated signs along byway/backway.
- Attend a state byway leader meeting hosted by the North Dakota state byway coordinator.
- Develop and distribute where appropriate at minimum one marketing piece (separate from the state byway program's information guide).
- Update partner-access website information for byway/backway attractions and events as requested via the North Dakota Tourism Division.
- Plan and coordinate with the North Dakota state byway coordinator to conduct one byway/backway inspection per year.
- Submit an annual report, per the request of and to the state byway coordinator, regarding scenic byway/backway economic impacts, enhancements, results of marketing efforts, and corridor management plan implementation.

Byways and Backways



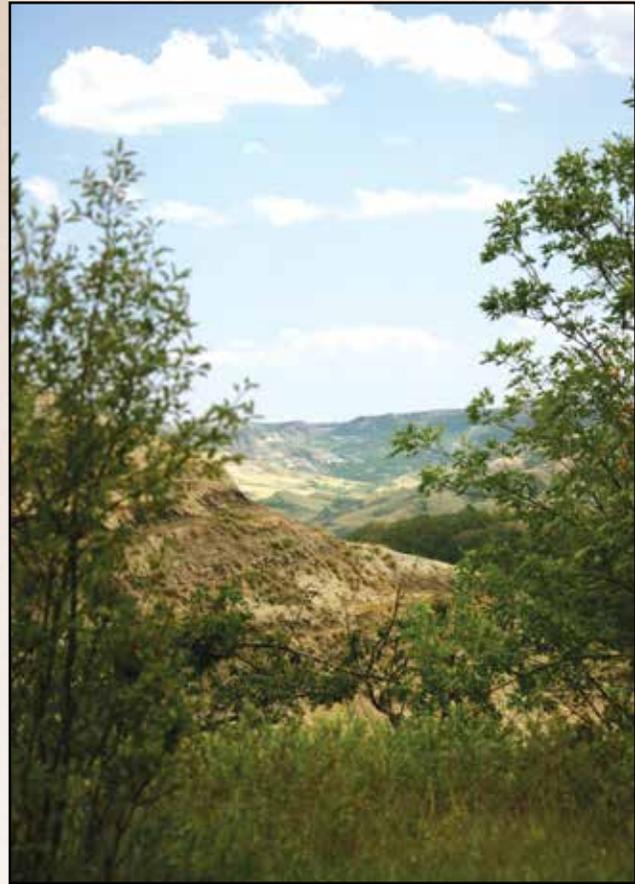
Some byways have established 501(c)(3) nonprofit organizations to facilitate their development.

National Designation

Under the National Scenic Byways Program, the U.S. Secretary of Transportation recognizes certain roads as National Scenic Byways or All-American Roads based on their intrinsic qualities. To be designated a National Scenic Byway, a road must possess characteristics of regional significance within at least one of the intrinsic qualities. North Dakota has two National Scenic Byway designations: Sheyenne River Valley National Scenic Byway and Standing Rock National Native American Scenic Byway.

National Scenic Byway Foundation

The National Scenic Byway Foundation is a 501(c)(3) nonprofit organization formed in 2003. The organization's vision is that byways will be recognized and valued worldwide for their distinctive experiences, stories, and treasured places, and its mission is to provide leadership to empower, strengthen, and sustain byways. The National Scenic Byway Foundation aids in the successful completion of projects that might not otherwise be accomplished by the Federal Highway Administration and byway organizations throughout the nation. The Foundation also assists in the current and future development, management, preservation, and enhancement of byways through cooperation between units of government, for-profit, and not-for-profit sectors.



Killdeer Mountain Four Bears Scenic Byway



Sakakawea Scenic Byway

A Look at Today: Strengths and Challenges of the North Dakota Scenic Byway Program

The North Dakota Scenic Byway Program is approaching 20 years of existence. Despite its history, a comprehensive strategic plan has never been created to guide the future development of the program. As part of a 2014 strategic planning process, the existing state scenic byway program was evaluated by byway leaders and stakeholders (see Appendix B for the complete strategic planning methodology).

Situation Analysis

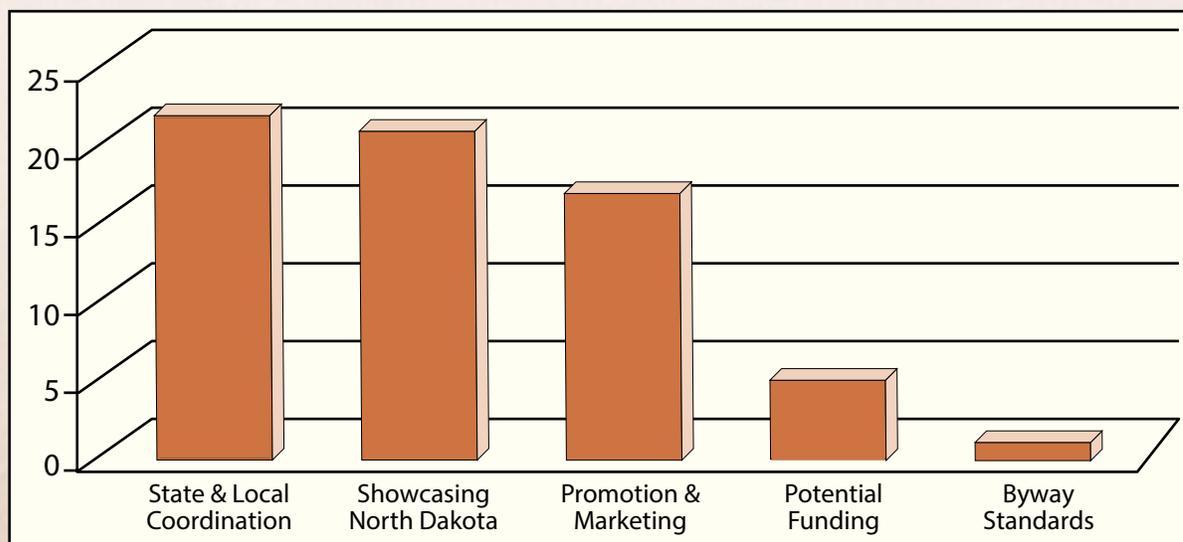
In spring 2014, an online survey of byway leaders and state and byway stakeholders was conducted as the basis for a situation analysis of the North Dakota Scenic Byway Program. A situation analysis is a systematic collection and evaluation of past and present data aimed at the identification of internal and external forces that may influence the organization's performance and choice of strategies. It also provides assessment of the organization's current assets and strengths, limitations and areas for improvement, and opportunities and trends.

Strengths of the North Dakota Scenic Byway Program

In the online survey, byway leaders and stakeholders were asked to identify the top three strengths of the existing state scenic byway program. The most reported strengths included:

- State and Local Coordination – The commitment of staff at the North Dakota Parks and Recreation Department (NDPRD) and the North Dakota Department of Transportation (NDDOT); local support from boards and volunteers; and networking and collaboration among state agencies and byways.
- Showcasing North Dakota – The strategic locations of the byways; the value of the intrinsic qualities represented by the byways; and the impact of byways on local economic development and tourism.
- Promotion/Marketing – The signage by the state and local entities for the byways; the printed brochure and website; and cooperative marketing opportunities.
- Potential Funding – The recent state budget surpluses that may provide an opportunity for byway funding.
- Application Process and Standards – The established process to designate and maintain byway status in North Dakota, which includes development of corridor management plans.

Most Reported Strengths

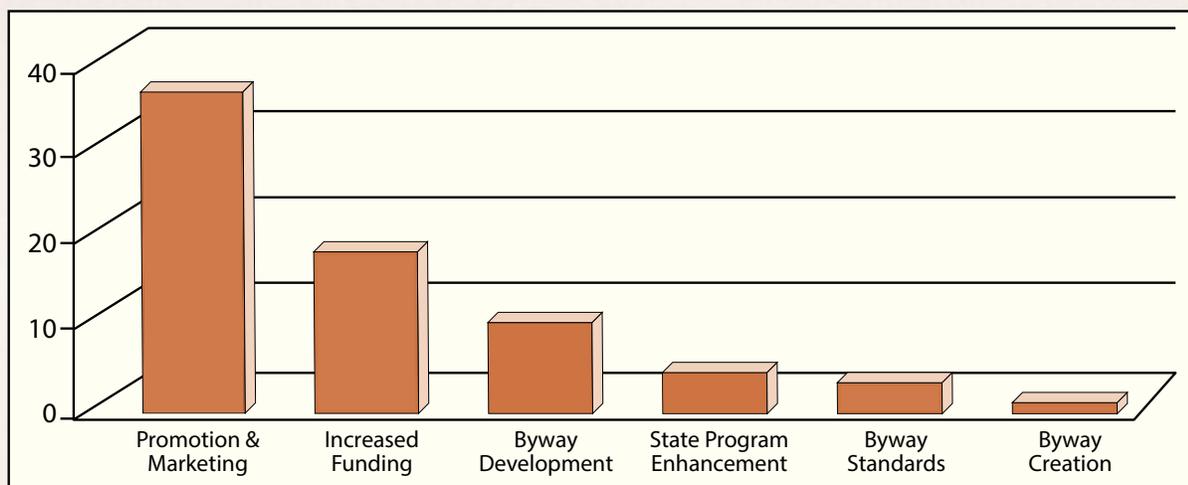


Areas for Improvement of the North Dakota Scenic Byway Program

Byway leaders and stakeholders also reported their perceptions on the three areas of greatest possible improvement for the existing state scenic byway program in the online survey. The areas receiving the most suggestions for improvement included:

- Promotion & Marketing – Incorporation of a more diverse mix of marketing, such as digital (e.g., websites, social media), signage, billboards, and indoor displays; better branding of all byways; and more cooperative marketing among byways and with partners such as the North Dakota Tourism Division.
- Increased Funding – Return to dedicated federal funding for byways and expansion of state support.
- Byway Development – Expansion of local amenities along byways; increased local involvement; and better collaboration locally and regionally.
- State Program Enhancement – Regular state byway coordinator meetings with byways and development of program objectives.
- Byway Standards – Better quality control; leadership development to support byway sustainability; and decertification when necessary.
- Byway Creation – More evenly distributed byways across the state.

Most Reported Areas for Improvement

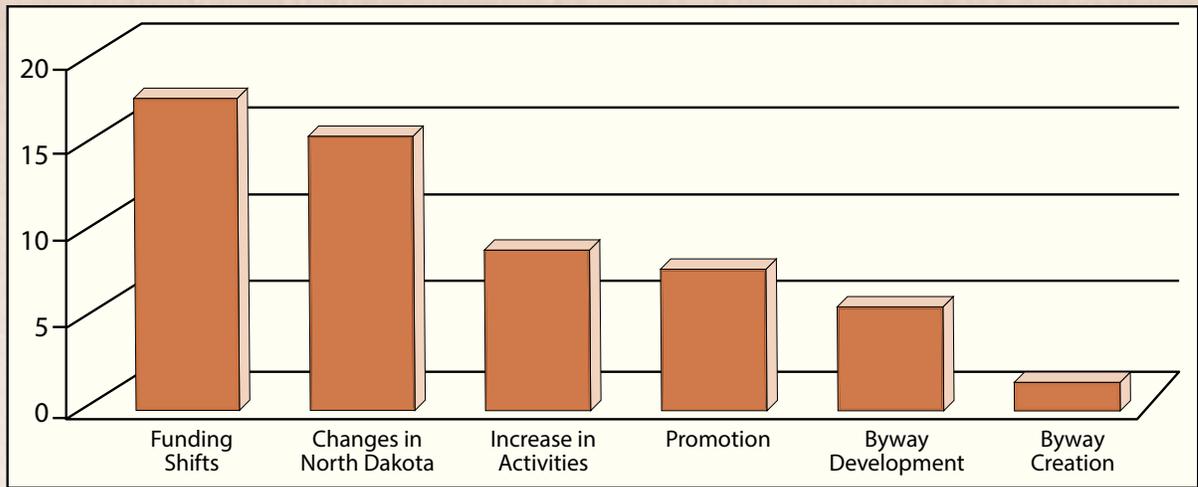


Trends Impacting the North Dakota Scenic Byway Program

Finally, the online survey asked byway leaders and stakeholders to identify the top three trends or opportunities that have the greatest potential to impact the future of the state scenic byway program. The most reported trends included:

- Funding Shifts – Decreased federal funding, but also opportunities for renewed funding through a new federal highway bill; and prospects for state funding.
- Changes in North Dakota – Increased state population and visitation; positive and negative oil impacts; increased transportation costs; increased traffic; and changing demographics and travel patterns.
- Increase in Activities – Interest in diverse activities, such as birding, extreme tourism, agritourism, and bus tours.
- Promotion – Increased use of mobile technology.
- Byway Development – Decrease in volunteerism and leadership succession for byways; involvement of local businesses in providing amenities; and potential grant funding for scenic overlooks or pull-outs.
- Byway Creation – Potential extension of existing byways or creation of new byways.

Most Reported Trends



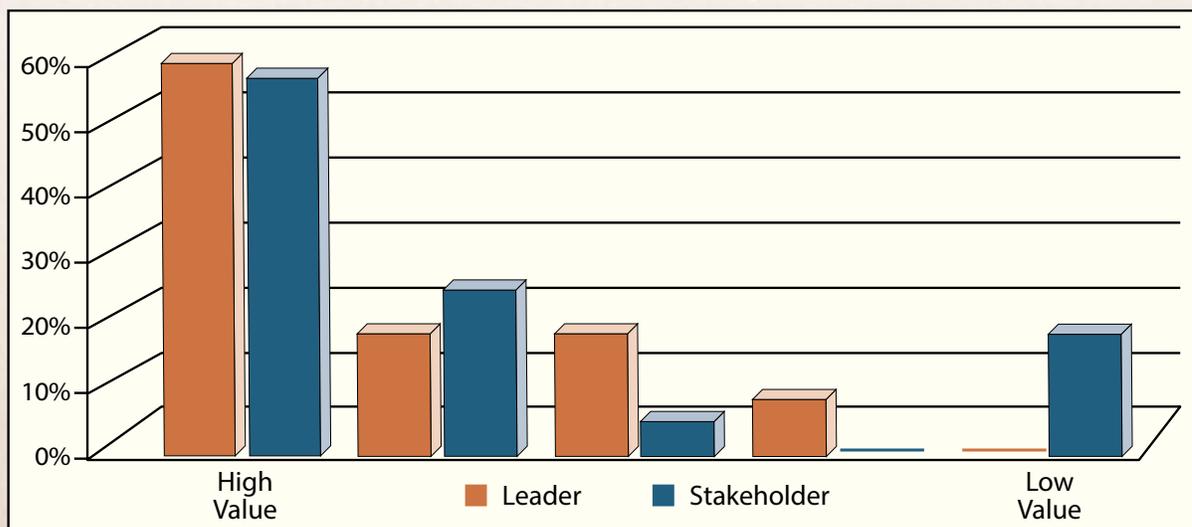
Value of Existing Promotional Efforts

The two primary marketing tools for the state scenic byway program are the website (www.parkrec.nd.gov/byways/bywaysmenu.html) and the printed information guide (brochure), both of which are managed by the state byway coordinator.

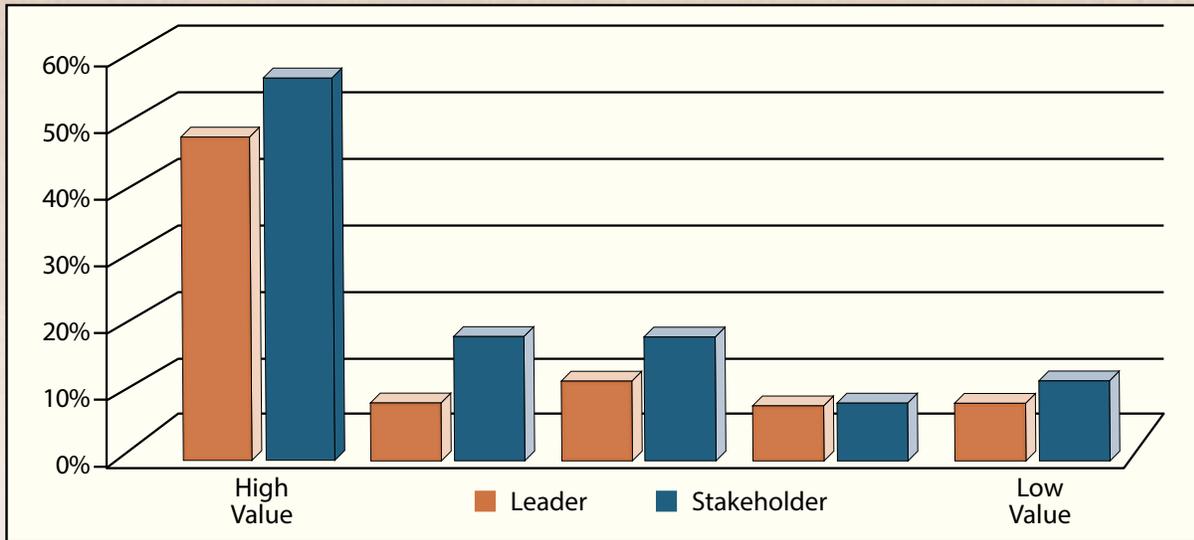
Additional promotional efforts are undertaken by the North Dakota Tourism Division through outdoor promotions, international marketing, and group travel sectors. For example, byways are featured in the annual North Dakota Travel Guide. In addition, a North Dakota Scenic ByRider Patch Program was developed by the North Dakota Tourism Division in 2013 to recognize motorcycle riders traveling five of the 10 scenic byways or backways in the state in one calendar year.

In the online survey, byway leaders and stakeholders were asked about the value of the existing state website and printed brochure. Forty-five percent of byway leaders and 53 percent of stakeholders ranked the website of high value. Similarly, 55 percent of byway leaders and 53 percent of stakeholders ranked the brochure of high value.

Value of Website



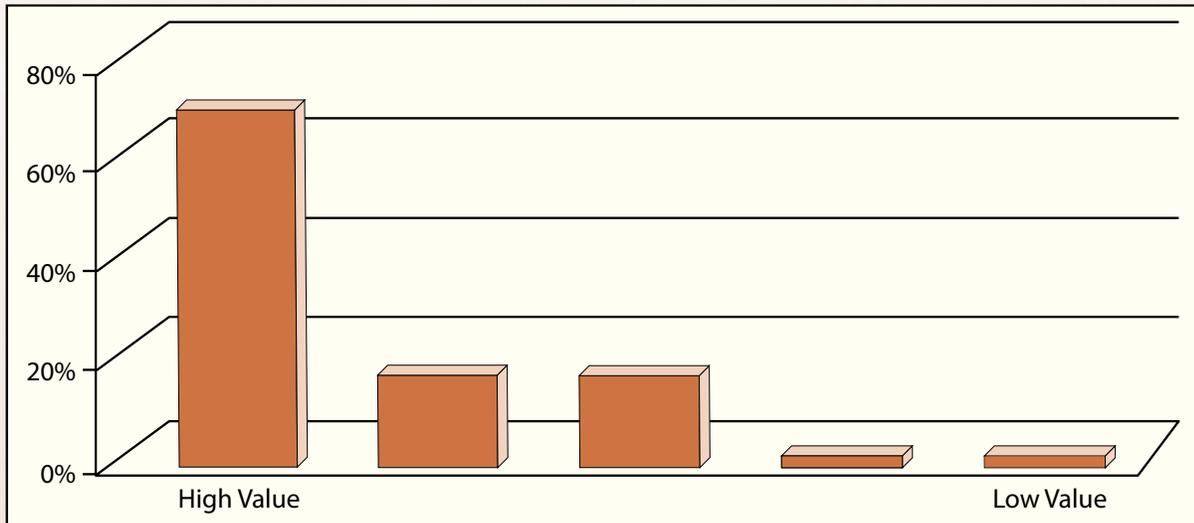
Value of Brochure



Value of Annual State Byway Conference

Byway leaders were also surveyed about the value of the annual state byway conference hosted by NDPRD. Sixty-four percent of byway leaders ranked the conference of high value.

Value of Conference



A Look Forward:

A Call to Action for the Future of the North Dakota Scenic Byway Program

The North Dakota Scenic Byway Program is a significant component of tourism, the state's third largest industry. A strong economy, growing population, and increased national and international interest in North Dakota provide the opportunity to identify and prioritize opportunities to advance the state scenic byway program into the future.

The state byway program is managed by the North Dakota Parks and Recreation Department (NDPRD) and its state byway coordinator. As part of a 2014 strategic planning process, NDPRD convened byway leaders to determine the vision and mission of the state program, along with goals, objectives, and strategies. This plan is intended to move the state byway program forward under NDPRD's leadership.

Vision

The vision of the North Dakota Scenic Byway Program is that byways will be recognized as premier tourist destinations that showcase the state's unique places which enhance community pride and economic vitality.

Mission

The mission of the North Dakota Scenic Byway Program is to support and collaborate with the state's network of byways to ensure effective promotion, management, and preservation of their intrinsic qualities.

Goals & Objectives

Awareness and Brand Development

- Maximize the impact of available marketing funds for the state byway program.
- Coordinate the state byway program's statewide marketing efforts with North Dakota Tourism Division, byways, and other partners.

Advocacy and Collaboration

- Encourage advocates to work to secure sustainable local, state, and federal funding for the state byway program and for re-grant opportunities to byways.
- Communicate opportunities about potential funding from statewide or regional corporations for the state byway program and byways.
- Establish positive relationships with state and federal partners to advance the state byway program.

Byway Support

- Offer educational opportunities for byway leaders.
- Provide technical assistance to byway leaders and organizations.
- Communicate opportunities and information to byway leaders.



Standing Rock National Native American Scenic Byway

Prioritized Strategies

In a spring 2014 planning session, byway leaders identified an extensive list of possible strategies that could be utilized to accomplish the three established goals and associated objectives for the North Dakota Scenic Byway Program. The prioritized list of these strategies is outlined below (see Appendix C for all potential strategies).

Goal – Awareness and Brand Development

- Maximize the impact of available marketing funds for the state byway program.
 - ✓ Continue publication of the print brochure and explore prospects for broader distribution.
 - ✓ Explore opportunities to update and expand the existing website or create a new website specifically for the state byway program.
 - ✓ Participate and/or provide a presence for the state byway program at trade shows, including the North Dakota Travel Industry Conference and regional byway and tourism conferences.
 - ✓ Develop a plan for highlighting the byways on the NDPRD and the North Dakota Scenic Byways and Backways Facebook pages.
 - ✓ Explore opportunities to increase the use of mobile technology, such as expanding the Old Red Old Ten Talking Trail to other byways.
 - ✓ Identify opportunities for implementation of additional social media platforms, such as Twitter, Instagram, Pinterest, Vine, or guest blogging.
- Coordinate the state byway program's statewide marketing efforts with North Dakota Tourism Division, byways, and other partners.
 - ✓ Schedule regular meetings with other state and federal agencies (North Dakota Department of Transportation, North Dakota Tourism Division, State Historical Society of North Dakota, North Dakota Game and Fish, Federal Highway Administration, U.S. Fish & Wildlife Service, National Park Service, U.S. Army Corps of Engineers, and U.S. Forest Service) to exchange information and discuss byway impacts, marketing strategies, and joint opportunities.
 - ✓ Coordinate discussion among byways regarding development of day trip itineraries for marketing purposes.



Sheyenne River Valley National Scenic Byway

Goal – Advocacy and Collaboration

- Encourage advocates to work to secure sustainable local, state, and federal funding for the state byway program and for re-grant opportunities to byways.
 - ✓ Identify potential partners to secure grants from available state and federal funding sources to support the state byway program and byways collectively.
 - ✓ Support byway efforts to secure funding, as permissible.
- Communicate opportunities about potential funding from statewide or regional corporations for the state byway program and byways.
 - ✓ Identify potential corporate funders and specific funding opportunities for each.
 - ✓ Support byway efforts to contact identified corporations.
- Establish positive relationships with state and federal partners to advance the state byway program.
 - ✓ Continue participation in Parks Day at the Capitol and Tourism Day at the Capitol during biennial Legislative Sessions.

- ✓ Develop a fact sheet with talking points on the value and impact of the state byway program for use by byway leaders and other partners in meetings with key stakeholders (e.g., local elected officials, local businesses, state legislators, state agency officials, congressional delegation, etc.).
- ✓ Work with the Governor's Office to establish a state byway day, week, or month.
- ✓ Coordinate development of an annual outreach strategy and timeline for byway contacts with key stakeholders.

Goal – Byway Support

- Offer educational opportunities for byway leaders.
 - ✓ Continue to hold the state byway conference annually and secure participation commitment from each byway.
 - ✓ Offer training on topics such as implementing social media as a marketing strategy, recruiting and retaining byway leaders, and developing sustainable organizations.
- Provide technical assistance to byway leaders and organizations.
 - ✓ Develop a system of regular review of byways by state byway program staff and objective observers to provide feedback on areas for improvement (e.g., signage, navigability, amenities, attractions, etc.).
 - ✓ Explore the possibility of partnering with the North Dakota State University Landscape Architecture Program to complete another conditions assessment and improvement report for each byway.
 - ✓ Attend at least one meeting of each byway biennially.
- Communicate opportunities and information to byway leaders.
 - ✓ Continue to create an annual report summarizing the accomplishments of the program and the byways and distribute as appropriate.
 - ✓ Establish a consistent method of providing information to byway leaders.
 - ✓ Encourage the regular submission of byway events and activities to the state byway program and North Dakota Tourism Division.

Implementation Plan FY2014-2015

Recognizing the North Dakota Scenic Byway Program has limited resources, this implementation plan outlines priority tasks to be completed under the leadership of the state byway coordinator for the 2014-2015 fiscal year based on available resources.

Goal – Awareness and Brand Development

- Maximize the impact of available marketing funds for the state byway program.
 - ✓ Continue publication of the print brochure and distribution through the North Dakota Tourism Division One Fulfillment Program, the North Dakota Parks and Recreation Department, and byway attractions and businesses.
 - ✓ Ensure the existing website is up-to-date.
 - ✓ Develop a plan for NDPRD to “share” and/or “like” Facebook posts by byways and North Dakota Tourism Division on the NDPRD and North Dakota Scenic Byways and Backways Facebook pages.
 - ✓ Represent the state byway program at the North Dakota Travel Industry Conference and other regional conferences as funding is available.
 - ✓ Establish a byway marketing advisory committee to identify the best opportunities for use of existing marketing dollars.
- Coordinate the state byway program's statewide marketing efforts with North Dakota Tourism Division, byways, and other partners.
 - ✓ Schedule regular meetings with other state and federal agencies (North Dakota Department of Transportation, North Dakota Tourism Division, State Historical Society of North Dakota, North Dakota Game and Fish, Federal Highway Administration, U.S. Fish & Wildlife Service, National Park Service, U.S. Army Corps of Engineers, and U.S. Forest Service) to exchange information and discuss byway impacts, marketing strategies, and joint opportunities.

Goal – Advocacy and Collaboration

- Encourage advocates to work to secure sustainable local, state, and federal funding for the state byway program and for re-grant opportunities to byways.
 - ✓ Identify potential partners to secure grants from available state and federal funding sources to support the state byway program and byways collectively.
- Communicate opportunities about potential funding from statewide or regional corporations for the state byway program and byways.
 - ✓ Identify with byways potential corporate funders and specific funding opportunities for each.
 - ✓ Support byway efforts to contact identified corporations based on completed research.
- Establish positive relationships with state and federal partners to advance the state byway program.
 - ✓ Continue participation in Parks Day at the Capitol and Tourism Day at the Capitol during biennial Legislative Sessions.
 - ✓ Develop a one-page fact sheet based on the annual report as an educational tool for key decision-makers.

Goal – Byway Support

- Offer educational opportunities for byway leaders.
 - ✓ Continue to hold the state byway conference annually and secure participation commitment from each byway.
- Provide technical assistance to byway leaders.
 - ✓ Develop a system of regular review of byways by state byway program staff and objective observers to provide feedback on areas for improvement (e.g., signage, navigability, amenities, attractions, etc.).
- Communicate opportunities and information to byway leaders.
 - ✓ Continue to create an annual report summarizing the accomplishments of the program and the byways and distribute as appropriate.
 - ✓ Establish a consistent method of providing information to byway leaders, such as an electronic newsletter, on topics including marketing efforts, partner news, and byway accomplishments.

The North Dakota Scenic Byway Program can be effective by applying its resources and energy to accomplish specific action items to achieve its goals and objectives. At the conclusion of each year, the program can measure success in accomplishing its implementation plan, and if achievements have been made, new items can be added to the next year's implementation plan. Rather than a random approach on many items that achieves little given available funding, this process allows for the accomplishment of a few priority items. Future implementation plans are contingent on state and federal funding appropriated to support the North Dakota Scenic Byway Program.

Marketing Plan FY2014-2015

One of the three strategic goals of the North Dakota Scenic Byway Program Strategic Plan is "Awareness and Brand Development," which makes establishing an annual marketing plan essential. To be effective, the marketing plan must be realistic based on available funding.

Current Marketing Budget

With the existing marketing funds for the North Dakota Scenic Byway Program, the primary marketing tool has been the printed brochure. This is distributed via North Dakota Tourism Division's One-Fulfillment Program and Rest Area Literature Distribution Program; by the North Dakota Parks and Recreation Department, including in its state parks; and at local attractions and businesses along the byways, including convention and visitors bureaus. Based on the high value placed on the brochure by byway leaders and stakeholders through the

strategic planning process, the brochure should continue to be the top priority.

With the remaining marketing budget, working with the North Dakota Tourism Division to utilize cooperative advertising opportunities would be the best option to maximize the impact of these dollars. To guide the selection of the best advertising options, the North Dakota Scenic Byway Program should form a three to five person marketing advisory committee made up of byway leaders and stakeholders.

These strategies should be evaluated annually and updated based on the next year's funding.

Future Marketing Opportunities

Should additional marketing funds become available, the following framework offers an outline for developing a marketing plan depending on a final budget.

Review Existing & Potential Efforts

- Compile summary of annual marketing undertaken by other entities (e.g., North Dakota Tourism Division, byways)
- Evaluate program marketing expenditures over the last two budget cycles to determine which strategies to continue and which to eliminate based on reach and impact
- Identify target audiences on which to focus future marketing efforts, such as:
 - ✓ Cultural and heritage travelers
 - ✓ Adventure travelers
 - ✓ Nature travelers (eco-tourists)
 - ✓ North Dakota schools
 - ✓ North Dakota groups, such as Farmers Union, 4-H, and NDSU Extension
 - ✓ Niche markets, such as oil field workers and air force base personnel
- Research costs associated with new marketing options identified in the strategic plan, including:
 - ✓ Development of a new website specifically for byways
 - ✓ Social media strategy for Facebook, Twitter, Instagram, Pinterest, and/or Vine
 - ✓ Mobile technology such as Talking Trail
 - ✓ Promotion of state scenic byway day, week, or month
 - ✓ Video development for byways (1-1½ minutes each)
 - ✓ Billboard strategy
 - ✓ Trade show participation

Establish Budget & Plan

- Build a budget for the upcoming fiscal year based on continuing successful strategies and adding new strategies as financially viable
- Create an editorial calendar to accompany budget based on key amenities and events for byways (i.e., topic, event date, publication date, author, media outlet)
- Determine successful evaluation methods for all marketing efforts

Ongoing

- Develop brand
 - ✓ Regularly review existing collateral (e.g., state website, printed brochure, North Dakota Tourism Division website, byway websites, social media accounts, etc.) for consistency and accuracy
 - ✓ Maintain central photo and amenities database for byways
 - ✓ Integrate "Legendary" theme
 - ✓ Incorporate marketing focus into all program efforts (e.g., days at the Capitol, annual report, etc.)
- Strengthen relationships
 - ✓ Maintain list of outlets in order to distribute collateral and information
 - ✓ Meet regularly with marketing partners to coordinate efforts
 - ✓ Build relationship with media and tourism-related organizations
- Identify potential sources of new funding for marketing

Appendix A – Program Establishment Letter



North Dakota Department of Transportation 608 East Boulevard Avenue • Bismarck, ND 58505-0700

Edward T. Schafer, Governor
Marshall W. Moore, Director

Information: (701) 328-2500
FAX Mail: (701) 328-4545
TTY: (701) 328-4156

May 28, 1996

CITIZENS OF NORTH DAKOTA

During the past year the North Dakota Department of Transportation (NDDOT), North Dakota Parks & Recreation Department (NDPRD), and North Dakota Tourism Department (NDTD), in conjunction of Kadrmas, Lee & Jackson, and the citizens of North Dakota, have been in the process of developing a State Scenic Byways Program. The purpose of this program is to seek out and promote roadways in North Dakota that possess outstanding and unique scenic qualities.

North Dakota has a variety of landscapes along its roadway corridors that may potentially qualify as scenic byways. Our state is rich with natural, cultural, and historic intrinsic qualities. The Scenic Byways Program has been designed to seek out those roads and designate them as state scenic byways.

The State's Scenic Byways Program was developed through a solicited public involvement process. We would like to thank members of the Scenic Byways Advisory Committee and those individuals that provided written comments. Your input and direction were vital to the development of this program.

This Scenic Byways Program document is intended to provide information and guidelines to the public regarding the nomination of roads for designation as state scenic byways. This document will provide the basic structure for developing North Dakota's Scenic Byways Program.

NDPRD will take the leadership role in implementing the Scenic Byways Program. NDDOT and the NDTD will provide technical assistance. However, local commitment and support is essential for North Dakota to have a successful scenic byways program.


MARSHALL W. MOORE
DIRECTOR, NDDOT


DOUGLAS PRCHAL
DIRECTOR, NDPRD


KEVIN CRAMER
DIRECTOR, NDTD

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Appendix B – Methodology

In January 2014, the North Dakota Parks and Recreation Department (NDPRD) contracted with Clearwater Communications to develop the 2014-2019 North Dakota Scenic Byway Program Strategic Plan to set direction and guide future efforts of the program.

The key steps in the development of the plan included online surveys of byway leaders and stakeholders, including the North Dakota Tourism Division; a planning session with byway leaders and staff from the NDPRD and North Dakota Department of Transportation (NDDOT); and an inclusive review process involving the aforementioned stakeholders.

Online Survey

As an initial step in gathering input for the North Dakota Scenic Byway Program Strategic Plan, two online surveys were created: one for byway leaders (two identified per byway by the state byway coordinator) and one for byway stakeholders (identified by byway leaders and the state byway coordinator).

The survey was distributed via email in February and March 2014. Of the 16 byway leaders surveyed, there was a 75 percent response rate. Of the 52 byway stakeholders surveyed, there was a 35 percent response rate.

The responses to those survey questions were summarized and then used to draft a situation analysis of the existing state byway program and preliminary goals, objectives, and strategies.

Planning Session

The summarized survey results served as the framework for a planning session on March 18, 2014, in Bismarck, North Dakota. Participants included byway leaders (each byway was invited to send two leaders) and staff from the NDPRD and NDDOT:

- LaDonna Allard, Standing Rock National Native American Scenic Byway
- Marlo Anderson, Old Red/Old Ten Scenic Byway
- Carie Boster, Killdeer Mountain Four Bears Scenic Byway
- Lisa Engebretson, North Dakota Parks and Recreation Department
- Matt Gardner, North Dakota Parks and Recreation Department
- Eric Haugland, Theodore Roosevelt National Park North Unit Scenic Byway
- Bobby Koeplin, Sheyenne River Valley National Scenic Byway
- Becky Leonard, Turtle Mountain Scenic Byway
- Jen Nelson, Des Lacs National Wildlife Refuge Scenic Byway
- Mary Lee Nielson, Sheyenne River Valley National Scenic Byway
- Robin Reynolds, Old Red/Old Ten Scenic Byway
- Kevin Stankiewicz, North Dakota Parks and Recreation Department
- Kathy Stremick, Rendezvous Region Scenic Byway
- Searle Swedlund, Chan SanSan Scenic Byway
- Pamela Ternes, Standing Rock National Native American Scenic Byway
- Pamela Wenger, North Dakota Department of Transportation

During the session, participants reviewed the byway leader and stakeholder survey results and provided feedback on the situation analysis. Participants then worked in small groups to develop vision and mission themes. Next, with consensus on the three overarching goals, participants brainstormed potential strategies to achieve objectives under each goal. Finally, participants individually prioritized the identified strategies.

Review Process

Using results from the surveys and the planning session, a five-year strategic plan was drafted in April, and a meeting was held with representatives from the NDDOT and North Dakota Tourism Division to seek their input on the plan. Byway leaders and stakeholders were given the opportunity to provide comments on the draft plan in May, and the final plan was approved by the NDPRD in June 2014.

Appendix C – Identified Strategies with Ranking

At the planning session, each byway leader was given three red dots to identify his or her top three strategies for implementation and also six green dots to identify additional important but lower prioritized strategies.

Goal – Awareness and Brand Development

- Maximize the impact of available marketing funds for the state byway program.

RED	GREEN	
2	6	Mobile technology – Talking Trails, Twitter, Facebook
0	8	Partner with ND Tourism on trade shows – funding to support byway leader attendance
0	5	Billboards
0	3	Get a line item in the ND Tourism & NDPRD marketing budgets
0	0	Vehicle registration fee option

- Coordinate the state byway program's statewide marketing efforts with North Dakota Tourism Division, byways, and other partners.

RED	GREEN	
4	6	Explore MOU with ND Tourism
2	7	Develop day trip packages
1	1	Reach out to schools for field trips
0	5	Send byway information to ND Tourism & NDPRD for their websites/ social media
0	5	Package with "Legendary" theme – how to become "Legendary"
0	3	Collect data on byway audience
0	2	Partner with National Scenic Byways Foundation – tradeshow, advocacy
0	1	Familiarization with each other's byways – meet near byways
0	0	Educate people who are in state with bus tours – Farmers Union, 4-H, NDSU Extension, bank patron programs
0	0	annual review of marketing materials to ensure it is updated
0	0	Meet with other state agencies to discuss marketing – NDPRD, State Historical Society, ND Tourism
0	0	Identify niche market – western ND, corporate offices, oil field workers, Minot Air Force Base

Goal – Advocacy and Collaboration

- Coordinate advocacy efforts to secure sustainable local, state, federal, and corporate funding for the state byway program and for re-grant opportunities to byways.

RED	GREEN	
7	3	Develop a strategy to secure corporate funding
6	3	Submit statewide grants
5	2	Secure state aid for byways
0	0	Establish line of souvenirs (Pride of Dakota)

- Establish positive relationships with state and federal partners to advance the state byway program.

RED	GREEN	
3	5	Have a state scenic byway day or month
3	3	Develop an executive summary for state agencies; announce through press release – talk to local media
2	1	Invite legislators to tour byways and provide fact sheet
1	4	Include byway table at Parks Day at the Capitol, Tourism Day
1	3	Organize group for advocacy
1	2	Develop an organized approach to contacting the state’s congressional legislation and top legislators
1	2	Educate JDAs and regional councils on scenic byways (information sharing) and seek funding
1	1	Develop talking points for byways to visit with local legislators, elected officials, congressional delegation
0	3	Utilize One Fulfillment data – demonstrate return on investment
0	3	Maintain National Foundation connection
0	1	Develop letter of support template for elected officials
0	1	Coordinate a legislative social
0	1	Host dinners during legislative session
0	0	Familiarization tour with the Governor



Theodore Roosevelt National Park North Unit Scenic Byway

Goal – Byway Support

- Offer educational opportunities for byway leaders.

RED	GREEN	
3	5	Consistent commitment from each byway to go to state conference
0	3	Develop a three-minute video on each byway – reference and marketing tool
0	1	FAQ resource page for byways on NDPRD website
0	2	Invite byway leaders from out of state to conference to tell their story
0	2	Compile executive summary
0	0	State byway conference twice a year – every other on/near byway

- Provide technical assistance to byway leaders.

RED	GREEN	
7	5	Conduct byway reviews by staff and someone objective (i.e., see if they can find it and point out problems)
4	1	Provide more technical assistance to implement a greater presence of byways on social media – social media training, someone to post at state level
2	3	Utilize NDSU landscape architect program – once visited every scenic byway and talked about projects/monuments/problems, etc.
0	1	Face-to-face discussion of byway review
0	0	Connect with NDPRD public relations staff

- Communicate opportunities and information to byway leaders.

RED	GREEN	
1	1	Facilitate communication with local leaders
0	0	Communication goes both ways between byways and state



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