

PAUL BUNYAN SCENIC BYWAY

Financial Sustainability Plan

Crow Wing and Cass Counties, Minnesota



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Executive Summary

The Paul Bunyan Scenic Byway Sustainability Plan outlines and details the steps to establish sources of revenue for the Byway Association and projects for the Byway. It is the third major plan for the Byway, and developed to work in conjunction with the Corridor Management Plan and Interpretive Plan.

This Sustainability Plan is intended to provide long-term financial stability for the organization, and allow the Paul Bunyan Scenic Byway Association (PBSBA) to not only take advantage of available grant dollars for future projects, but also hire a part-time Byway Coordinator for the organization and cover operating expenses.

Section 1 introduces the Byway, the Association and its vision and mission. It provides a summary of projects completed or in-progress, to date, as well as potential future projects. Current/historical fundraising efforts are also reported.

Section 2 describes financial goals and objectives for the Byway and this sustainability plan, as well as a projected operating budget

Section 3 explains the potential new sources of revenue, including the expansion of current fundraising efforts, and an analysis of the current fundraising climate in the region.

Section 4 outlines how the current and potential revenue sources can be combined, along with a refined vision and marketing plan for the Byway, to develop some level of financial sustainability for the Byway Association in five years.

Finally, section 5 reviews a year-by-year budget for the plan. The Appendix also offers various supporting documents.

The Association is particularly appreciative of the support provided by Crow Wing and Cass Counties and the 14 local jurisdictions through which the Byway passes. The contributions of the Paul Bunyan Scenic Byway Association Board and its chair Lynn Scharenbroich are gratefully acknowledged. Particular thanks to those who reviewed and submitted comments on this Sustainability Plan.

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1.0 Introduction

The Paul Bunyan Scenic Byway is a 54-mile loop road route that passes through 14 local government jurisdictions in Crow Wing and Cass Counties. The cities include Breezy Point, Crosslake, Jenkins, Manhattan Beach, Pequot Lakes, and Pine River; townships include Barclay, Gail Lake, Ideal, Jenkins, Mission, Pelican, Timothy, and Wilson. The Paul Bunyan Scenic Byway gained designation as one of Minnesota's 22 state Byways in 1998 and earned national byway designation in 2005.

The Paul Bunyan Scenic Byway Association (PBSBA) is a 501c3 organization supported through membership and donations of the local business community and individuals, as well as by partnerships with various governmental agencies and local/regional organizations. Currently, the PBSBA is led by a volunteer board and several advisors.

The Association has developed a Corridor Management Plan, as well as an Interpretive Plan for the Byway. The Corridor Management Plan identifies resources, issues, potential projects and priorities for the Byway. It includes recommendations for marketing and for monitoring resources and traveler needs. The Interpretive Plan identifies themes and sub-themes of the route to tell the Byway story. These themes are based on: the points of interest along the route, the collection of stories from the generations of people living along the route, and the legends of Paul Bunyan, as well as other tales and legends from the area.

The Paul Bunyan Scenic Byway is a great amenity and asset to the Brainerd Lakes Area. It has wonderful features (such as hiking trails), a wealth of history, and a unified brand. And although a small group of dedicated volunteers has spent 10+ years working to promote the Byway and there are many road signs marking the route, the Paul Bunyan Scenic Byway has the potential for much greater awareness than it currently has. The Byway is often confused with the Paul Bunyan Trail, a rails-to-trails conversion hiking/biking trail — due to the similar names and proximity. Many people may also not be familiar with the term “byway” or understand it’s meaning to be that of a driving route. Adding to the organization’s challenges, the Association itself is relatively invisible. It is often assumed that the Chamber, the DNR or even the county is responsible for the execution of many of the Byway Association’s projects. In short, more understanding, awareness and exposure are needed for the Byway Association and it’s work.

1.1 Organizational Vision, Mission and Goals

Vision: To strengthen the quality of life and visitor experience along the Byway’s route by promoting and enhancing the area’s resources and amenities that support economic vitality.

Mission: To promote, preserve and enhance the recreational, historic, cultural, scenic, natural and archeological resources along the 54-mile Paul Bunyan Scenic Byway.

Goals:

1. To build awareness of the Byway in clever and compelling ways through . . .
 - community and regional projects and events; especially those with multi-community themes
 - interesting stories from the area’s past — utilizing a variety of ways to tell these stories (ensuring the preservation these stories)
2. To develop area amenities, free to the public (such as hiking trails, informational waysides, paved shoulders as bikeways)
3. To encourage cooperation and collaboration among the Byway jurisdictions in the preservation and enhancement of the Byway’s resources.



1.2 Work Plans

PAST PROJECTS

To meet these goals, the PBSBA has completed a long list of projects. The highlights are summarized below. For a complete list of projects and accomplishments by year, see Appendix A.

To Build Awareness of the Byway

Designed/Installed Byway route road signs

Developed Byway logo/brand; trademarked logo

Public Relations

- Real live Paul (appearances/parades)
- Media Tour during the Minnesota Governor's Fishing Opener (2001 and 2008)
- "Hosted" Mounted Eagles' Walk~n~Roll fundraiser 2005-2006
- By-The-Way Players (live improvisational presentations) — two shows developed, including script, casting, performances
- Editorial stories in local newspapers (*Lake Country Echo*, *Brainerd Dispatch*)
- Presentation about the Byway offered to local groups, communities, jurisdictions
- Inkslinger (newsletter) — developed/distributed (mailed to members; also available online)
- Podcasts — developed, posted on web sites (paulbunyan scenicbyway.org and the national scenic Byway web site, www.Byway.org)
- Logo representation on Brainerd Lakes Chamber's regional map
- Cover exposure on Brainerd Lakes Chamber's Fun Guide (2006)
- "Why Drive the Byway" flyer — developed/distributed

Collateral Materials

- web site – paulbunyan scenicbyway.org (developed, maintaining)
- Birds of the Byway brochure — developed/distributed
- Byway tour map & guide — developed/distributed 11" x 17" tear-off map (50,000 copies annually, 32 advertisers support the printing)
- Green Routes brochure (U of M, Central Region Partnership) — participated in the development

To Develop Area Amenities

- Gateway Gazebo "Where the Trail Meets the Byway" — constructed building, interpretive panel installed, street signage (created and installed)
- Veterans Walking Trail (in the Island Lake woods) — developed hiking trail on the south side of the property which divides in two--one leading to a walkway over a wetland with interpretive signage and the other leading to a bridge over Hay Creek which leads to a newly developed trail on the north side
- Chiarella Forest Management Area — developed hiking trail
- Rice Lake/Lowell WMA — environmental info panel installed
- Byway extension (six miles into Pine River, Chamber/Information Center)
- Shoulder paving projects — Cty Rd 16, Cty Rd 11
- Interpretive Center/Exhibit Space — Crosslake Corps Building multi-purpose room; added the donated Paul Bunyan Ragdoll, World's Largest Rag Doll, to the exhibit room
- Informational/interpretive signage (14 "kiosk" panels installed in 13 locations, plus five smaller panels in two additional locations)

Other

- Corridor Management Plan (CMP) and the Interpretive Plan (IP) — developed plans, continue to monitor
- Established a Paul Bunyan Scenic Byway Foundation in 2005
- Worked with St. Cloud State University on the development of an Honors Course in 2002 and 2003 using the Paul Bunyan Scenic Byway as the course location
- Original oil paintings by Tom Ottoson (two series) — saleable art and art prints
- Playing card (three sets) — saleable item
- Held a \$49,999 raffle fundraiser in 2003

CURRENT/FUTURE PROJECTS

To Build Awareness of the Byway

Public Relations

- Update media briefing materials and Scenic Byway background paper
- Familiarization Tours (FAM) —for media, local tourism-related business staff and residents
- Meet regularly with local organizations and government jurisdictions to provide updates of Byway projects and activities
- Hold an open meeting/forum (open house) to offer an opportunity for one-on-one communication
- Create portable (and interactive?) exhibit/display of the Byway and its resources
- Paul Bunyan live theater — expand performances in various venues; possibly a spin-off of the By-The-Way players
- Work for stronger presence/links in all Brainerd Lakes Chamber publications/web
- Work for stronger presence/links with local business (especially hospitality) web sites
- Jingle — develop a jingle that could be used on web, radio and TV by the Byway, by Byway Members and local businesses in the region

Collateral Materials

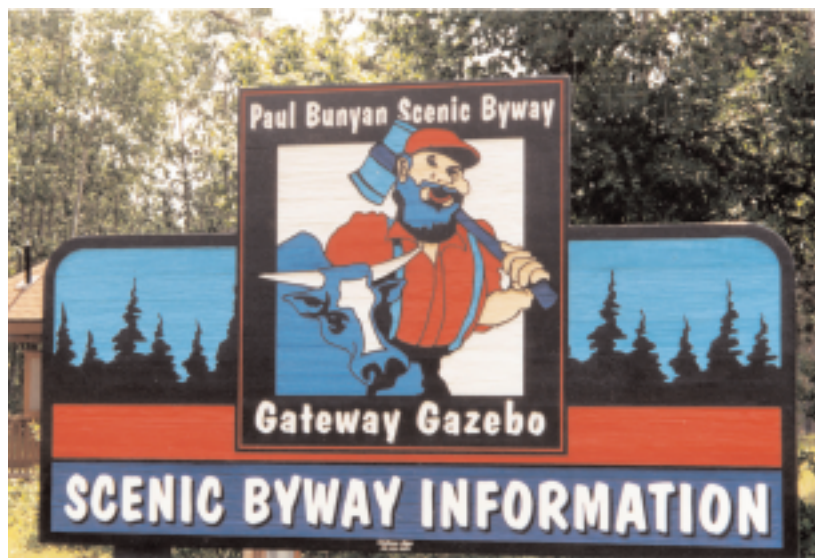
- Tour Brochure (*in-progress*)
- Webisode (*in-progress*)
- Update/evolve the web site
- Update/evolve Inkslinger (newsletter)
- Update Birds of the Byway brochure and tear off map, as needed

To Develop Area Amenities

- Giant Paul Bunyan Footprints (Byway enhancing public art) (*in-progress*)
- Interpretive Center/Exhibit Space at the Crosslake Corps Building — Continue evolution of multi-purpose room into a “Paul Bunyan Museum” (in cooperation with our partner, the USACE)
- Interpretive panel sites — execute plan for use of panel backs, address landscaping/maintenance of areas
- Big Pine Lake — create a picnic area
- Shoulder paving — completion of shoulder paving along the remaining unpaved portions of the Byway
- Gateway Gazebo — improvements: developing a parking area, better landscaping and pathways, and increased visibility of the gazebo
- Additional spur route development

Other

- Pursuing Byway Economic Significance/Impact pilot opportunity through Nat'l Scenic Byway Resource Center with guidance and coordination from U of M's Central Region Partnership
- Membership/Donations — more aggressively and actively pursue organizational administrative funding
- PBSB Foundation — Promote with Central MN Foundation
- Develop additional saleable products/items to compliment the playing cards and art prints



1.3 Past/Current Funding Sources

The Association has a membership program in place, but has never aggressively sought memberships. A “Group of 54” membership category was established early on in the Association’s history giving special recognition to businesses, individuals and organizations that initially pledged to donate \$1,000 or more to the Byway Association over a five-year period. The group was named to represent each mile of the Paul Bunyan Scenic Byway. Nearly all “group of 54” members continue to make annual contributions to the Association at a rate of \$200/year, but this group is well short of 54. The current “group of 54” members account for about 30 donations. Another couple of dozen members have joined (and continue to renew) at the rate of \$75/year.

The current Byway Association Board chairperson has donated thousands of hours and financially supported the majority of the Association’s costs to date. Several other board and community members have also donated a considerable amount of pro-bono work to support the Byway.

Nearly all of the other significant contributions to the Association have been in conjunction with a particular project, not for operating or marketing expenses. Though it has been somewhat difficult, the Byway Association has managed to raise more than \$150,000 in cash and in-kind donations over the past 10 years, and matched these efforts to various grants to finance more than \$570,000 worth of projects along the Byway.

Some projects, unrelated to grants, such as the interpretive panel kiosks, also offered an opportunity to showcase a sponsor. In the case of printed items, like maps, advertisements were sold to cover the cost of production and printing of the item.

The most profitable fundraising project thus far was for a vehicle, boat and trailer raffle, which raised nearly \$20,000. This project was very taxing on the Association board, though. Playing cards have been sold, as well as one-of-a-kind oil paintings (and prints). The Paul Bunyan Scenic Byway Foundation was also established in 2005, with an initial deposit of \$1000 from the PBSBA. No additional donations have been deposited into this fund which is managed by the Central Minnesota Community Foundation. The Army Corp of Engineers campground in Crosslake also offers all of the donations received from the sale of campfire wood to the Byway. Several hundred dollars are collected annually, however the PBSBA is responsible for paying the firewood delivery invoices.

Current Annual Fundraising —

est. \$7,400 in cash annually (2007)

- Membership -- \$5,900
 - Group of 54 (25 @ \$200 = \$5,000)
 - General membership (12 @ \$75 = \$900)
- Jurisdictions – est. \$1,500 annually
- Donors (varies by project; also some annual donations by people/businesses who don’t want to be named as members)
- In-kind donations (varies by year and by project)

Previous Non-Local (grants)

Three primary sources have been used for grant funding:

- Federal Highway Administration, the National Scenic Byway Program
- Minnesota Department of Natural Resources (DNR), and
- Explore Minnesota Tourism

The itemization of these past grant dollars follows.



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Previous Non-Local (grants) — Itemized

FHWA-National Scenic Byway Program

- 1) Corridor Management Plan — total project \$58,000 (grant \$46,400, local match \$11,600)
 - Crow Wing Power Community Trust \$1,500
 - Group of 54 and Regular members \$10,100
- 2) Interpretive Plan — total project \$65,000 (grant \$51,800, local match \$13,200)
 - Central Region Partnership
- 3) Historic Mailcarrier — total project \$50,700 (grant \$40,560, local match \$10,140)
 - (in kind consulting srvc-s-Rice Lake Resources)
- 4) Tour Brochure — total project \$26,000 (grant \$20,958, local match \$5,042)
 - Central Region Partnership \$1,065
 - Grand Casino Mille Lacs \$1,000
 - Brainerd Lakes Chamber \$1,000
 - Ideal Township \$1,000
 - Still seeking remaining \$977
- 5) CMP — Implementation, year 1 — total project \$31,250 (grant \$25,000, local match \$6,250)
 - PBSBA
- 6) CMP — Implementation, year 2 — *grant is in-process.*

DNR

- 1) National Recreation Trails: Veterans and Chiarella — total project \$32,000 (grant \$16,000, local match \$16,000)
 - Towering Pines Resort \$8,000
 - Ideal Community Service Org \$1,000
 - Lakeside Lawn and Landscape \$500
 - Pelican Conservation Club \$500
 - Shores and More \$250
 - Tom & Mary Whiting \$250
 - PBSBA Raffle \$5,500 (represents part of total realized from Raffle)
- 2) National Recreation Trails: Bog Walk — total project \$31,000 (grant \$15,500, local match \$15,500)
 - Crow Wing County
- 3) Where the Trail Meets the Byway — total project \$16,594 (grant \$7,760, local match \$8,834)
 - PBSBA & In kind, various services, \$1765
 - In kind donated property rent (AmericInn) \$5,000 (10yrs/500ea)
- 4) Interpreting Our Natural Resources — total project \$5,020 (grant \$2,510, local match \$2,510)
 - \$1,640 (PBSBA), In kind services (Ulland, Plein Consulting, Volunteer labor)

Explore Minnesota Tourism

- 1) Birds of the Byway brochure — project total \$4,000 (grant \$2,000, local match \$2,000)
 - Whitefish Area Lodging Association \$400
 - Bee Nay She Bird Club \$100
 - DNR Non Game Wildlife Program \$1,500
- 2) Direct Mail-Nat'l Designation Celebration — total project \$6,500 (grant \$2,500 for direct mail, local match \$4,000 for celebration)
Local donations to the event
 - Hunt Utility Group \$2,500
 - Whitebirch, Inc. \$500
 - Pine River State Bank \$500
 - Close-Converse \$500
- 3) Reimburse for Discover Racks and Plein web work — total project \$3,956 (grant \$1,582, local match \$2,374)
 - PBSBA



2.0 Fundraising Goals and Objectives

The purpose of this plan is to make the Byway Association financially sustainable within five years of the plan's implementation. A renewable federal grant (with a \$6,250 match) is being used as the primary funding mechanism during the organization's growth to sustainability. Fundraising efforts will evolve over time with the expectation that by year five, that organizational grant is no longer needed and sufficient funds are being raised to maintain the organization.

Before goals can be set, though, a sense of what is needed to operate the Association needs to be determined. Nearly all of the expenses of the organization now are being donated by members.

Table 2.1 (next page) shows a breakout of the assumed annual operating expense for the Byway Association. This budget assumes salary for a part-time manager (an independent contractor with no benefits), a part-time clerical support staffer, access to an office and minimal office equipment, and misc. expenses for one year. It only allows for very basic marketing efforts, though additional marketing support could be calculated into new/specific projects.

This projection also takes into account supplemental income for staff. This is additional compensation for the staff person based on meeting goals and/or a superior performance review.

It is worth reiterating that hiring staff does not relieve board members and/or volunteers from many duties associated with the Byway Association's goals. A sample job description for this potential Byway Manager is included in Appendix B. This staff person is merely meant to "lighten the load" of some duties (fundraising, grant writing, project coordination and mktg/pr efforts), as well as be a consistent community liaison. The board and many, many volunteers will still be needed to keep this organization vital to the community. Continuing ties to the business and residential community and providing value to these audiences is vital to the sustainability of the Association

2.1 Fundraising Goals by year

Based on the assumption that the Byway Association currently generates approx \$7,400 annually (not including special project funding), the new fundraising goals for the Byway Association are as follows:

- Year One — \$8,575
- Year Two — \$10,500
- Year Three — \$25,000
- Year Four — \$35,000
- Year Five — \$50,000

These goals target realistic and steady growth in membership, as well as the cultivation of one consistent funding source after a brief awareness campaign. These targets also assume that the jurisdictions will fund the Byway Association, at some level, annually, as well as the combination of several new funding projects that will generate a significant amount of revenue by year five.

2.2 Fundraising Objectives

- To strengthen and grow the membership base
- To develop consistent forms of revenue from projects that also increase awareness or exposure of the Byway
- To draw from the strengths of businesses and individuals within the Byway to develop unique projects that are of value to the membership and greater region

Nearly all of the new potential financial support for the Byway Association should be come from the local market. Outside sponsorships or gifts may be sought, but they'll only be of interest to national companies if it is perceived that the Byway is the critical link within the community — and has significant awareness and a high perceived value. If the local community embraces the Byway, national companies will show interest it utilizing it for marketing via a grassroots sort-of-way to connect with consumers. Section 4.0, the year-by-year plan, will also offer the principles of fundraising which should be used to grow not only membership, but all other sources of contributions, and establish a guideline for this sustainability process.

TABLE 2.0
Assumed Operating Budget for the Association (annually)

Office		\$3,400
	phone line, internet access, PO Box	\$50
	gen office supplies (paper, pencils, stapler, file folders, hanging file folders)	\$250
	photo copies (mtg agendas, etc.)	\$250
	stationary	\$1,250 <i>(sum of italicized costs below)</i>
	<i>Q=2,500 letterhead (4c) — \$525, BW — \$130</i>	
	<i>Q = 500 business cards (4c) — \$55, Q= 500 note cards (4c) — \$125</i>	
	<i>Envelopes: #10 (bw,1,500) — \$125 A2 (bw, 500) — \$90, Remittance (bw,1,000) — \$200</i>	
	Directors Insurance	\$900
	Business Protector Ins. (required by the Corps)	\$250
	Tax prep	\$250
	General postage (for misc office correspondence)	\$200
	Office Space (cubical, desk, storage)	donated by CL COE
	Equipment: phone, computer, printer	donated by CL COE
Staff Person — Byway Coordinator		\$20,000
	<i>(base salary, no benefits; assuming 13½ hrs/wk @ \$30/hr for 50 weeks)</i>	
	Attending meetings (liaison to gov't, community events, organizations); est. 4 hrs/wk	
	Fundraising (coordinating membership mailings, calling on donors, grant writing); est. 5 hrs/wk	
	Project coordination (organizing/delegating tasks); est. 1 hr/wk	
	Mktg/PR: est 3 hrs/wk	
	Writing (monthly local newspaper article, newsletter articles, press releases)	
	Print production (creating/coordinating newsletter, mailings, invites)	
	Updates/changes to web site; creating monthly enewsletter)	
Staff Person — Clerical Support		\$4,000
	Clerical work <i>(est. 8 hrs/wk @ \$10/hr for 50 weeks)</i>	
Marketing/PR		\$10,000
	Newsletter (self-mailer, Q= 500 2c (\$275) postage (\$130) for 3x/yr)	\$1,500
	E-newsletter	
	Web site hosting (\$400/yr); redesign (\$5,000 - 1 time)	
	Flyers/fact sheets (handouts to groups, at meetings)	\$250
	Photography (for PR use)	\$500
	Annual publicity/promotions (after web redesign)	
	Membership Expenses	
	Member renewal letter/ mailing (printing, postage)	\$150
	Member Thank you (postage)	\$50
	New Member solicitation mailings (Q = 10,000)	\$2,500
	Letter, fact sheet, donation envelope, mailing envelope, postage	
	Postcard reminder (4c, 2 versions (\$500), postage (\$200) ; 2 mailings	\$1300
	Annual Meeting: expenses (invite, decorations, program/handout, giveaways)	\$750
Mileage (reimbursement for travel outside of the Byway/Brainerd Lakes Area)		\$1,000
Professional Memberships (Chambers, EMT, etc)		\$750
Conference/workshop (attendance, travel)		\$1,250
	EMT Conf, local fundraising/non-profit seminars -- \$1,000	
	Nat'l Byway Conf (every other yr) -- \$1,500	
Matching funds for projects (TO SAVE)		\$5,000 - \$10,000
Supplemental income for staff (based on goal-setting & performance review)		\$3,000 - \$10,000
TOTAL EST ANNUAL BUDGET		\$48,400 - \$60,400

3.0 New Funding Sources

There are many different types of fundraising opportunities available to the Byway Association. Table 3.0 summarizes the options brain-stormed by the Sustainability Committee.

<p>Membership</p> <p>Increase levels</p> <ul style="list-style-type: none"> Offer back-end premium Offer front-end premium Target non-locales <p>Donations</p> <ul style="list-style-type: none"> Businesses and organizations who don't want to be members Planned or deferred gift (specific bequest, life insurance, charitable annuity, real estate, vehicle, etc) Charitable trusts Donation Boxes at amenity locations Bank donations (in the name of customers with a purchase of major CDs/Investments) <p>Merchandise</p> <ul style="list-style-type: none"> Paul Bunyan-themed — clothing (T-shirt, sweatshirt), travel mug, calendar, dolls,, cloth shopping bag, hat/cap, books (picture, historical, story, coloring/activity), lapel pin, postcards, notecard/paper, board game Firewood/Tshirt (ACOE) KARE 11 Weather Calendar Opoly board game (customized to Byway) 	<p>Sporting Events</p> <ul style="list-style-type: none"> Race (bike, run/walk) Tournament (golf, fish, hockey) Ie: Sourdough Sam's Biscuit Golf Car Rally <p>Events</p> <ul style="list-style-type: none"> Wine tasting, chocolate tasting Tour of home/garden/boats Community picnic Trade show <p>Other/Misc</p> <ul style="list-style-type: none"> Web site advertising Recycling (curbside pickup, bins, can cages) Fee-for-services (mktg, PR) Donation dinners (ala Prairie Bay) Byway Certification (for realtors) <p>Contests</p> <ul style="list-style-type: none"> Raffles (boats, cars, motorcycles, snowmobile) Photo, poem/writing, geomapping Telethon/bowlathon, phonathon, Auctions
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After discussing these options with the committee and with select members of the community, it is recommended that the most stable financial picture for the Byway Association include four basic types of contributions:

- membership & other donations/contributions (est. 50%)
- at least one consistent funding source (est. 20%)
- minor individual projects (est. 20%)
- jurisdictions [townships, cities, counties] (est. 10%)

The percentages are based on the anticipated contribution of each source by the fifth year of the plan. The opportunities and challenges of each will be described below.

Membership

Most successful non-profit organizations build sustainability on a three-legged stool consisting of: a core group of volunteers, a history of successful event or project-based annual fundraising and the significant financial support of a handful of member/benefactors. Though the Byway Association has benefited from countless volunteer hours and in-kind donations it lacks both significant benefactor

Membership, cont.

support and a consistent history of annual fundraising success. This critical difference is what separates financial sustainability from instability.

To strengthen membership, the Byway Association needs to reposition itself within the community as a critical investment and as the organization that has delivered results that the business community, residents and visitors want.

Membership growth comes from:

- Increased delivery of information and by educating potential members/donors
- inviting and involving potential members in Byway activities, projects and events,
- and then asking for their financial investment.

There is a lot of competition for the business community's membership dollar, though. Section 4.0 will describe the tactics to use to first generate the community's awareness of the Byway, then it's support to develop a stronger and larger membership base.

Jurisdictions

The 14 local government jurisdictions in Crow Wing and Cass Counties through which the Byway travels need to have a consistent financial stake in the Byway Association. The cities include Breezy Point, Crosslake, Jenkins, Manhattan Beach, Pequot Lakes, and Pine River; townships include Barclay, Gail Lake, Ideal, Jenkins, Mission, Pelican, Timothy, and Wilson.

Historically, the jurisdictions have not supported the Byway well. Ideal Township is the only gov't agency that has maintained a solid annual commitment to the Association. Although not an annually budgeted commitment, the City of Crosslake has been a regular and reliable contributor.

Even during dramatic budget cut cycles or impending recessions such as this, the Byway Association needs to be able to justify even a nominal financial support (even \$25) annually to show that it truly is representing and unifying the entire region.

Consistent Funding Sources

With many of the next major projects for the Byway related to marketing and promotion of the Byway, and with overlapping geographic locations, the Whitefish Area Lodging Association (WALA) makes a good fit for regional publicity the Byway wishes to promote the area more and could partner with WALA to meet their shared needs for out-of-market exposure.

Another consistent funding source to consider would be charitable gaming. Charitable gaming does require some extra-ordinary accounting efforts. Therefore, it is recommended that if this funding mechanism is considered a viable option that it only be considered in conjunction with hiring a contract gaming manager to facilitate paperwork required by the Minnesota Gaming Commission. These professional services would be deducted from the overall charitable gaming revenues, and, ultimately, may make this a less-attractive funding option unless an unique and ideal facility was located. The facility would need to be located on the Byway.

A consistent funding source could also come from the interest earned from the Foundation's fund. Generating enough interest to make this source a significant contributor, would require a substantial gift (or group of gifts). For example, if the Byway's Foundation held \$500,000 in its fund, the interest from this fund could be \$20-30,000 per year. Contributions to the foundation could come as a real estate gifts, cash, life insurance, the transfer of stocks/bonds, donation of a vehicle, etc. It is plausible that this funding mechanism could provide a long-term solution for the Association. But, it requires significant relationships with key residents or businesses to deliver such large donations. And building these relationships takes time. The first step is general awareness and membership.

All Other

The last fundraising opportunity to consider includes a wide variety of revenue-generating projects, including everything from merchandise sales to special events to special certifications or contests. Many of these ideas are creative and fun, but none are thought to be dramatic revenue-generators and most would require a considerable amount of staff time and/or initial investment (to purchase the merchandise inventory, for example).

Merchandising offers an opportunity if it can be coordinated without much staff time or cash flow.

- Merchandise by consignment takes time to coordinate and is costly to set up (due to the purchasing of inventory).
- If a "vendor representative" could be solicited to sell a prototype or series of items (similar to the Race for the Cure merchandise), the Byway Assoc could benefit from a percentage of sales of those items (probably less than 30%).
- And, if local manufacturers were used, items might be able to be created as they were sold to

avoid having to hold onto an inventory. This could offer sales, too, via the web (both through the byway web site and possibly ebay). A person or business would need to be responsible for monitoring online sales requests, filling and shipping orders, and handling customer complaints and returns.

- Or, if web traffic grew significantly, a system could be set up by where vendors provide all the merchandise and the Byway Association receives a percentage of the proceeds for acting as the sales tool to consumers (see <http://ww3.komen.org/PromiseShop/> as an example)

It's highly unlikely that a major retailer (Target, WalMart, etc.) would be involved with any sales. In addition, due to a large amount of community-wide events that are already established, the Byway Association has an opportunity to capitalize on these existing crowds, assuming the ideal product and price can be delivered. A sampling of major community events already on/near the Byway include:

- Ice Fest (Bzy Pt), Jan
- Antique Snowmobile Rendezvous (PL), Jan
- Winterfest (Crosslake), Feb
- St. Patrick's Day Parade (CL), March
- Stars & Stripes Days (PL), July
- Bean Hole Days (PL), July
- County Fairs (Cass – July, CW – Aug)
- Crosslake Days (CL), Aug
- Taste of Pequot (PL), Sept

An annual Byway event could also be established to provide a way to recognize volunteers, celebrate successes and energize the membership. It is possible to generate revenue during such as event, too, but, just as with large charitable contributions, it takes time. So, the potential financial gains of such an event would need to be weighed against the time/resources of the staff and board to maximize the effectiveness of the time spent on fundraising. It's also recommended that an event not be launched until a critical amount of community leaders have been contacted individually.

3.1 Local Competition for funding

The Brainerd Lakes Area is home to many non-profits which use a variety of fundraising tactics. These events, projects and programs compete with any potential efforts that the Byway Association could establish, both in terms of the number of members generated, possible dollars raised, the availability of volunteers, and by the type and style of events or promotion that have the best potential to be successful.

Many non-profits in the area support medical causes or children and families in need (like the food shelf, habitat for humanity, breast cancer), all of which offer a more emotional need-based connection to potential participants/members/donors than the Byway Association currently conveys.

Membership

Other membership-based organizations, such as the Whitefish Area Property Owners Association (WAPOA), public television and public radio, and many other non-profits or charities are also seeking membership or annual financial commitments from area residents and business owners.

WAPOA (the largest lake association in the area), for example, has a membership fee or dues of \$25 and though their membership is stronger than the Byway Associations, they have to work aggressively to maintain membership. WAPOA uses mailings and newspaper ads to solicit members.

Events

In general, fundraising events in this region fall into one of the following categories:

- “Tour of” . . . gardens/cabins/homes — Bus tours, \$30-60/person, usually includes breakfast/lunch
- Sporting events — entry fees vary from \$10-50/person + pledges
Run/Walks: Race for the Cure, MS, Relay for Life
Fishing: Ice Fish Extravaganza & smaller contests
Golf: golf tourneys
Winter golf: Gull Lake Frozen Four
Motorcycle/Car: Rally Up North (motorcycle)
- Annual dinners/events — dinner, dancing/entertainment; tickets are \$30-75/person
samples include: YMCA Charity Ball, Habitat for Humanity
- Other/Misc — pancake breakfasts, fish fries, meat raffles, auctions (quilt, outdoor), chili cook-off

Some of these events are located in northern Crow Wing County. A sampling of fundraising events already occurring in on/near the Byway include:

<u>Event</u>	<u>Sponsoring Org</u>	<u>Cause</u>
Annual Wine Tasting/Silent Auction (CL), June	Whitefish Area Lions	youth scholar (Tix \$20)
Fishing Contest (CL), June	CL/Ideal Lions	
Fishing Contest, June	Pelican Lake Conserv. Club	
Grandpa's Run for the Walleye (CL), July		walleye habitat; lake maintenance
3rd Annual Charity Golf Scramble (PL), July	Whitefish Area Lions	Child Safety \$100
Whitefish Chain Antique & Classic Boat Show (CL), July		
Log Home Tour (CL), July	CL Historical Soc	Tickets \$45
Ideal Beef Feed (Ideal Corners), Aug	Ideal Vol Firemen	Ticket \$15
Chokecherry Festival (PL), Aug	Pequot Lakes/Breezy Point Lions Club	
Bluegrass Festival (PR), Aug	Cass Cty Fairboard	Tickets \$35-10; Sponsors \$2K - 150
Habitat Annual Dinner and Auction (BzyPT), Oct	Habitat for Humanity	\$60/person
Whitefish Golf Scramble (Sept)	WALA	
Taste of the Lakes (Nov)	Kinship Partners	



4.0 Five-Year Plan to Sustainability

This plan addresses the sustainability of the Byway Association with a three-pronged tactical approach, all of which involves the expanded marketing and public awareness for the Byway:

- 1) Develop, maintain and strengthen membership of the Association through local public awareness, education, understanding and involvement. Through a stronger membership base, it is expected that major donors will develop. With potential members, we need to inform, invite, involve, and then ask.
- 2) Seek out and secure one consistent, stable source of income for the Association while expanding the awareness and exposure of the Byway outside of the market area
- 3) Participate and attend as many other existing events/org meetings to increase public awareness (and membership!), as well as to educate and strengthen ties with the communities

The plan utilizes some of the guidelines established by the National Park Service as the concept of the “park giving pyramid” and the “essentials of fundraising.” See Appendix C & D for this background information.

It’s also worth noting that this five-year sustainability plan is being developed during the summer of 2008, during a time of reported economic challenges and instability and when gasoline prices will make history by reaching the \$4/gallon mark. During these bleak economic times, it’s not advisable to seek out new dollars, but rather build the awareness, trust and credibility of the organization throughout the community so that when the local economy begins to grow again, membership and other solicitation tactics will be more effective. Therefore, this plan stresses awareness and exposure building for the first two years, with the hope that the economy will rebound by year three (to coincide with the heightened understanding of the organization) and allow for an aggressive membership campaign and other fundraisers (annual event and merchandising) to be more valuable.

YEAR ONE — Financial Goal of \$8,575

1. Membership -- \$7,500
 - a. Group of 54 (30 @ \$200 = \$6,000)
 - b. General membership (20 @ \$75 = \$1,500)
2. Jurisdictions -- \$1,000
3. Misc/Other (firewood, cards, paintings) -- \$75

To increase awareness, the Byway Association needs to create more understanding and exposure within the marketplace, not only of the Byway and its assets/amenities, but also of that of the Association — what it has accomplished and what more can be done.

- Mass Communication (newspaper, radio)

The Association’s mass communication efforts — monthly articles in the local newspapers — should be continued. In addition, free “spotlight” radio shows should be coordinated, estimating 2-4 times per year, both on WJJY (Brainerd) and KLKS (Breezy Point).

- Web site/Newsletter

Planning should begin on how to update the web site and newsletter, with an expected launch during year two, unless sufficient funding allows for this earlier. These two communication vehicles are critical to expanding the established brand of the Byway, and professional delivery will increase the organization’s credibility.

- Donation boxes/membership info

A more direct association between the amenities (ie: hiking trails) and the Association should be demonstrated. Donation boxes at select locations would be the ideal scenario, but due to the high risk of vandalism, membership information and donation envelopes are another option at these locations.

- Personal meetings

Individual meetings or brainstorming sessions should be conducted with key leaders and residents of the community. Influential members of the WALA (Whitefish Area Lodging Association) should be included in this activity. These meetings should inform the individuals first, and invite and/or involve them, if possible. Information should be shared about the projects accomplished to-date, ask for their ideas and input for future projects, ways to promote the Byway and the Association within the community and, ideally, involve the individual personally in the future of the Byway Association.

-MORE-

Many contacts have already been made over the years, so some of these meetings will be a refresher or an update on the Byway, while others will be more introductory in nature.

All meeting participants will be given a fun and colorful leave-behind, and shown professionally produced materials as a part of the educational process. A “benefits of membership” piece should also be created and distributed. These individuals will become the basis of a Byway database. Their feedback will be noted, along with their contact information. It is expected that this personal connection will set the stage for future communication and eventual involvement with the Byway Association. **These people will not be asked to donate to the Association during this initial meeting.**

Participants will be included in future newsletter mailings and in the distribution of other Byway information (such as when new maps are available, new articles are published, etc.)

These individuals will be selected based upon their participation in other local organizations (see Table 4.0.1.), the location of their business and/or residence, and/or due to their employment (see Table 4.0.2).

Current members (especially group of 54 members with the capability to give more) will also be interviewed regarding their participation in the Association to ensure their continued participation and support.

Contacts will also be preformed by Byway Association BOD members and/or other volunteers, as delegated/coordinated by the Byway Coordinator.

- Merchandise

Discussions should begin with local retailers and manufacturers, such as RoundBelly (Pine River), regarding a cost-effective way to develop an official line of merchandise.



YEAR TWO — Financial Goal of \$10,500

1. Membership -- \$7,875
 - a. Group of 54 (30 @ \$200 = \$6,000)
 - b. General membership (25 @ \$75 = \$1,875)
2. Jurisdictions -- \$1,000
3. New consistent funding source (WALA) -- \$1,500
4. Other (firewood, cards, paintings) -- \$125

During year two, the awareness efforts of year one should be continued, especially the personal contacts — including the remainder of the WALA members.

The web site should be re-launched in a more user-friendly format and include a simple and inviting “donate now” option. The newsletter should be re-designed and re-launched with an expanded distribution. It should also be available electronically.

Byway representatives (paid contractor and board members) should also begin expanding the Association’s exposure at existing events/activities by attending or participating in local events and activities (while wearing Byway clothing, vest or even just a button). Presentations to area service and civic organizations during their regular club meetings should also be re-established — not to ask for contributions, but to educate and inform these important groups on what the Byway is, what projects have been completed and what future activities are planned.

This year should also engage the business community in a promotional campaign that proves the power of the Byway traveler.

The Wooden Nickel project involves distributing (10,000+) branded wooden nickels to vacationers and visitors to redeem at area businesses. Area businesses should be contacted about this simple Byway promotion and encourage each to offer a “deal” for the remittance of the wooden nickel by travelers. Once the offers have been finalized, a printed piece should be developed with a listing of the deals (as well as online). Produce the nickels and distribute them to WALA properties to pass along to guests. Then, at the end of each season, collect the wooden nickels from the businesses to use in future years.

WALA funding would be sought to purchase the nickel (<http://www.drink-tokens.com/nickel.htm> — 10,000 for \$750 and \$750 for the printing of the “deals” sheet), in exchange for the Byway Association’s efforts to coordinate the logistics with area businesses and promote the program to the out-of-market media.

continued on page 16

TABLE 4.0.1
Local Organizations

<p>Service Clubs</p> <ul style="list-style-type: none"> Lions (Pequot Lakes/Breezy Point, Crosslake/Ideal, Whitefish Area) Ideal Community Service Org PL Women's Club Bzy Pt Red Hats Society Rotary (Central Lakes) Sertoma Jaycees (Nisswa, Brd) NAWT (Nisswa Area Women of Today) Kiwanis (Brd) Elks (Brd) Knights of Columbus American Legions/VFWs <ul style="list-style-type: none"> PL American Legion Sons of the American Legion VFW (PR, CL) WAPOA (Property Owners Assoc) WALA (Whitefish Area Lodging Assoc) Lake Associations Conservation Club (Pelican Lake, etc.) Watershed District/mbrs Libraries Historical Societies Churches/Church ladies 	<p>Vehicle Clubs</p> <ul style="list-style-type: none"> Lakers Car Club (PL) Central Lakes Corvettes Classy Cruisers of Brainerd Motorcycle club (Harley?) <p>Recreation Clubs</p> <ul style="list-style-type: none"> Snowmobile clubs (Ideal Sno Pros) Central Lakes Riders Club (ATV) Bicycling <ul style="list-style-type: none"> Northern Lites Cycle Club Paul Bunyan Cyclists Brainerd Nordic Ski Club Bird clubs (Bee Nay-She) Golf Leagues <p>Crossing Arts Alliance</p> <p>Business Organizations</p> <ul style="list-style-type: none"> Chambers (Pine River, Brainerd Lakes) BNI (Business Network International) Paul Bunyan Toastmasters Club Brainerd Writers Alliance <p>Public School Districts (186 – PL/Bzy Pt, CL Community School, PR/Backus)</p> <ul style="list-style-type: none"> Community Education (PL, PR) <p>Crosslake Park & Rec</p> <p>MOPS (Mothers of Preschoolers) – CL</p>
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TABLE 4.0.2
Major Employers

<p>Pequot Lakes</p> <ul style="list-style-type: none"> • ISD 186 • Hunt Technology • Pequot Tool • TDS Telecom • Northern Food King • Lakes State Bank • Echo Publishing & Printing • Landecker & Assoc • United Building Ctr • City of Pequot Lakes • Wells Fargo Bank <p>Breezy Point</p> <ul style="list-style-type: none"> • Breezy Point Resort • Narvson Mgmt • Commander Bar • Breezy Oasis • Little People Learning Center • City of Breezy Point 	<p>Crosslake</p> <ul style="list-style-type: none"> • Reeds Market • Build All Lumber • City of Crosslake • Crosslake Sheet Metal Inc. • Pine Peaks Restaurant • Simonson Lumber <p>Pine River</p> <ul style="list-style-type: none"> • Whispering Pines Good Samaritan • Pine River/Backus Public Schools • Houston Ford • ALCO • Jerry's Super Valu • Hunt Utilities Group/Happy Dancing Turtle <p>All Banks</p> <p>All Realtors</p>
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This simple promotion will offer an example of the impact of a PR campaign to WALA members to encourage future PR partnerships with the Byway Association. Plus, by distributing the majority of the nickels, WALA properties are able to offer something new/additional to their guests that will help show the business community the value of the Byway and the hospitality industry.

During year two, jurisdictions will also be involved in the educational process. Byway representatives will continue to attend various township/city council meetings to inform them of the byway activities, as well as to learn more about their individual needs/wants. In addition, individual residents from each area will also be contacted regarding a testimonial in support of the Byway to be sent via letter to each set of local gov't officials. These testimonials could also be developed into letters to the editor in support of the Byway Assoc's activities.

Discussions should also continue with RoundBelly (Pine River) and others regarding an official line of merchandise. Additional outlets for sales (besides online) should also be investigated, such as the Brainerd Lakes Chamber's Welcome Center Gift Shop, via EMT, hospital gift shops, etc. All of this prep work should be completed so that a line or series of merchandise can be launched in year three.

YEAR THREE — Financial Goal of \$25,000

- 1) Membership -- \$13,225
 - a. Group of 54 (38 @ \$200 = \$7,600)
 - b. General membership (\$75 x 75 = \$5,625)
- 2) Jurisdictions -- \$1,500
- 3) New consistent funding source (WALA) -- \$3,000
- 4) annual dinner event -- \$1,000
[100 people x \$75 = 7,500 – 4,500 food = \$3,000
(-1500 entertain, 500 gift) = \$1,000]
- 5) Other (firewood) -- \$150;
merchandise efforts (\$2,125)

During year three, it is expected that the local economy is once again on an upswing. Therefore, a major membership drive will be launched. The personal contacts from the past two years should all be met with and asked to invest in the Byway Association.

The new membership drive campaign should include a major mailing to all residents in the entire northern Crow Wing County region, as well as businesses within this region. A special series of

postcard mailings would drive visitors to the web site, possibly through a promotional giveaway (t-shirts, travel mugs, gas cards, etc.) While at the site, guests will be invited to register for the e-newsletter and be encouraged to learn more about the Byway by engaging in an online scavenger hunt.

The general awareness elements (mass communication, web/newsletter, exposure at community events) should be maintained, and the "benefits of membership" piece should also be updated.

After the success of the wooden nickel promotion, it can be continued if the lodging and business community wishes it so, but membership and attendance at the major event should be aggressively pursued from the businesses who benefited from increased traffic due to the nickels (during year two).

During year three, a new annual event should be developed to not only showcase the accomplishments of the organization, but also generate a minimal amount of cash. Several "Friends of the Byway" awards should also be awarded to generate additional exposure for the event and several individual businesses. All personal meeting contacts, as well as active members and the media, should be invited to attend. This event should be billed as a "big" event and include some sort of Paul Bunyan –theme and/or giveaway (like everyone gets a red and black plaid T-shirt, or cap or something).

Year three should also bring about the new "official" relationship between the Byway Association and WALA for external public relations efforts. This partnership concept will be aggressively pursued with the Brainerd Lakes Chamber, WALA's contracted marketing services provider, with the idea that the Chamber would "pitch" this joint PR venture to the WALA board as a part of it's annual marketing plan presentation.

The assumption with this relationship is that the Byway, with its shared vision of promotion of the Whitefish area, can help promote WALA members due to a high-level understanding of the region. This partnership also aligns with the Byway Association's primary goal to build awareness of the Byway.

As success with media exposure is increased, so will the confidence of WALA members to the point that, by year five, WALA is expected to commit approx 20% of their lodging tax revenue toward shared PR tactics.

And, with the proven results of year two's promotional & PR event, the WALA group should be eager to participate.

Personalized, testimonial-like efforts should continue with the jurisdiction until each has committed to at least a nominal annual contribution to the Byway Association.

The sales of a small line of merchandise via a local supplier (RoundBelly out of Pine River) would also be launched, primarily online.

If, at the end of year three, the majority of jurisdictions have not committed at least nominally to the Byway, and/or WALA as a group does not see a benefit to partner with the Byway Association to promote the region through a shared public relations effort, the long-term financial sustainability of this organization should be revisited. These two core groups, especially WALA, have the most to gain from the success of the Byway Association, and if they cannot agree in theory (and in practice) to financially support the Byway Association, then it may be unrealistic to assume a large enough core of residents and the business community will either. If this is the case, and the Association still wishes to be viable, it should pursue a partnership with an already existing organization, such as the Brainerd Lakes Chamber.

YEAR FOUR — Financial Goal of \$35,000

- 1) Membership -- \$16,500
 - a. Group of 54 (45 @ \$200 = \$9,000)
 - b. General membership (\$75 x 100 = \$7,500)
- 2) Jurisdictions -- \$3,000
- 3) New consistent funding source (WALA) -- \$7,500
- 4) Other (firewood, annual dinner event, merchandise) -- \$8,000

During year four, membership efforts continue to strengthen, along with the general awareness campaign. The WALA PR commitment increases again. Merchandise sales are strengthened and the annual dinner ticket cost increases to \$125. This year, discussions with the initial contacts (database) from the first three years (as well as group of 54 members) should begin transitioning to talk about major gifts/planned giving (asking them how to get others to invest in the Byway Association this way).

YEAR FIVE — Financial Goal of \$50,000

- 1) Membership -- \$25,800
 - a. Group of 54 (54 @ \$200 = \$10,800)
 - b. General membership (\$75 x 200 = \$15,000)
- 2) Jurisdictions -- \$3,500
- 3) New consistent funding source (WALA) -- \$10,000
- 4) Other (firewood, annual dinner event, merchandise) -- \$10,700

During the fifth year, membership efforts culminate with the last of the “Group of 54” membership commitment. The WALA PR commitment increases to approx 20% of WALA’s marketing budget. Merchandise sales are strengthened, and attendance at the annual event increases. Continue talking to select members about major gifts/endowments.

Other Ideas to Explore (based on the economy):

- Develop a partnership with existing events
 - o Example - Ideal Volunteer Firemen — sell something at the summer Beef Feed (est 3,000 people)
- Develop a “tour of” something – but something unique (not houses, gardens or log cabins) – something that is of interest to people and also helps tell the story of the byway (maybe something of historical significance??, or archeological or recreational?)
- Develop a fun/unique event related to Paul Bunyan
- Develop something to sell/use at ACOE campgrounds (test in CL; expand to all markets)
 - o t-shirts via vending machines, bottled waters with our logo,

5.0 Budget (year-by-year)

Year ONE	<i>Expenses</i>	<i>Income</i>
Operating the Association		
Staff	\$17,750	\$19,250 (1st grant, remainder)
Office	\$1,000 rest to be donated	
Mileage	\$500	
Conf/workshop	---	
Memberships	---	
Marketing (leave behind handout piece)	\$1,000	
PR (w/ WALA)	---	
Membership (Mbrship Drive)	--- (renewal -- to be donated)	\$7,500
Jurisdictions	--- (renewal -- to be donated)	\$1,000
Annual Event	---	
Misc	---	\$75 (firewood)
Merchandise	---	
	<hr/>	
TOTALS	\$20,250	\$27,825
Save for matching funds of FHWA Sustainability Grant: \$6,250		

Year TWO	<i>Expenses</i>	<i>Income</i>
Carryover from year one		\$1,325
Operating the Association		
Staff	\$22,000	\$31,250 (2nd grant)
Supplemental income for staff	\$2,000*	
Office	\$1,500 rest to be donated	
Mileage	\$1,000	
Conf/workshop	---	
Memberships	\$750	
Marketing (web, newsltr, boxes; handout)	\$8,500	
PR (w/ WALA)	\$1,500	\$1,500
Membership (Mbrship Drive)	--- (renewal -- to be donated)	\$7,875
Jurisdictions	--- (renewal -- to be donated)	\$1,000
Annual Event	---	
Misc	---	\$125
Merchandise	---	
	<hr/>	
TOTALS	\$35,250	\$43,075
* May not all be used; based on performance		
Save for matching funds of FHWA Sustainability Grant: \$6,250		

Year THREE

	<i>Expenses</i>	<i>Income</i>
Carryover from year two		\$1,575
Operating the Association		
Staff (2 part-time)	\$22,000	\$31,250 (3rd grant)
Supplemental income for staff	\$2,000*	
Office	\$1,500 rest to be donated	
Mileage	\$1,000	
Conf/workshop	---	
Memberships	\$750	
Marketing	\$3,500	
PR (w/ WALA)	\$1,500	\$3,000
Membership (Mbrship Drive)	\$5,000	\$13,225
Jurisdictions	--- (renewal -- to be donated)	\$1,500
Annual Event	\$6,500	\$7,500
Misc	---	\$150
Merchandise	\$5,000	\$2,125
	<hr/>	
TOTALS	\$48,750	\$60,325

* May not all be used; based on performance

Save for matching funds of FHWA Sustainability Grant: \$6,250 + save \$4,000

Year FOUR

	<i>Expenses</i>	<i>Income</i>
Carryover from year three		\$1,325
Operating the Association		
Staff (2 part-time)	\$24,000	\$31,250 (4th grant)
Supplemental income for staff	\$3,000*	
Office	\$2,000 rest to be donated	
Mileage	\$1,000	
Conf/workshop	\$1,250	
Memberships	\$750	
Marketing	\$3,500	
PR (w/ WALA)	\$2,000	\$7,500
Membership (Mbrship Drive)	\$5,000	\$16,500
Jurisdictions	\$100	\$3,000
Annual Event	\$7,500	\$11,000
Misc	---	\$150
Merchandise	\$5,000	\$4,350
	<hr/>	
TOTALS	\$56,100	\$75,075

* May not all be used; based on performance

Save for matching funds of FHWA Sustainability Grant: \$6,250 + save \$9,000

Year FIVE	<i>Expenses</i>	<i>Income</i>
Carryover from year four		\$5,725
Operating the Association		
Staff	\$24,000	\$31,250 (5th grant)
Supplemental income for staff	\$5,000*	
Office	\$3,000	
Mileage	\$1,000	
Conf/workshop	\$2,500	
Memberships	\$750	
Marketing	\$5,000	
PR (w/ WALA)	\$4,000	\$10,000
Membership (Mbrship Drive)	\$5,000	\$25,800
Jurisdictions	\$100	\$3,500
Annual Event	\$9,000	\$13,700
Misc	---	\$150
Merchandise	\$7,500	\$5,850
	<hr/>	<hr/>
TOTALS	\$66,850	\$95,975
* May not all be used; based on performance		
Save \$29,125		

Savings in hand (after five years) – to begin organizational sustainability with = **\$42,125 + interest**

Appendices

- A Projects by Year
- B Draft Job Description
- C Park Giving Pyramid
- D Essentials of Fundraising

Appendix A

Paul Bunyan Scenic Byway Association — Projects By Year

Ongoing activities & Projects

- Building awareness of Byway and the Paul Bunyan Scenic Byway Association
 - Continuing the monthly articles in the Echo and Dispatch
 - Continuing to offer byway presentations for community groups or jurisdictions
- Promotion of the Byway at local parades and community events
- Participating in state and national byway marketing efforts
- Byway website: new and updated information/photos are added as they are received
- Inkslinger newsletter
- Soliciting media coverage for the Byway
- Securing funding
 - Increasing membership
 - Inspiring donations and sponsorships
 - Promoting PBSB Foundation opportunities through Central MN Foundation
- Seeking and maintaining partnerships
 - Businesses, communities and organizations
 - Increased collaboration between PBSBA and county, cities, townships
 - Exploring additional partnering opportunities with the USACE
- Monitoring of the Byway's two guiding documents: Corridor Management Plan (CMP) and the Interpretive Plan (IP)
- Development and distribution of a Byway Tour Brochure
- Historic Mailcarrier Interpretation project – year 2
- Corridor Management Plan implementation (sustainability planning) – year 1
- Podcast development, recording and distribution
- Fam Tour planned for spring, 2008, for media representative(s) from the marketing arm of the National Scenic Byway Organization
- Paul Bunyan art in parks/public spaces throughout the 14 jurisdictions along the Byway route
- Continuing additions to the Paul Bunyan collection viewing area at the Crosslake Corps of Engineers administration building
- Pursuing Byway Economic Significance/Impact pilot opportunity through Nat'l Scenic Byway Resource Center with guidance and coordination from U of M's Central Region Partnership
- Inkslinger newsletter — redesign
- Byway Webisode

Projects completed as of July, 2008

- Podcast developed, recorded and distributed through partnership with KLKS
- Podcast posted on the national scenic Byway website, www.Byway.org
- Added the Paul Bunyan Ragdoll, World's Largest Rag Doll, to the Exhibit Room
- Why Drive the Byway – developed/distribution
- Hosted the Governor's Fishing Opener Media Bus Tour

Appendix A

Paul Bunyan Scenic Byway Association — Projects By Year, cont.

2007

- Environmental information panel development and installation at Lowell WMA
- Historic Mailcarrier Interpretation project –year 1, 2007
 - Crosslake Boat Show participation
 - Live improvisational presentations highlighting byway area history from the 40's–60's through glimpses of the life of Ben Knebel, mailboat driver
- Tear-off maps updated and reprinted
- Birds of the Byway brochure updated and reprinted
- Establish Sustainability Planning task group
- Paul Bunyan display area in Crosslake USACE's multi purpose room opened to public viewing
- Development of a plan for selected interpretive panel sites: use of blank panel backs, landscape/maintenance of area

2006

- Installed 14 interpretive panels at 13 locations
- Completed and installed 4 informational panels for the Wetlands (Bog) Walk at Veterans Trail. This is the final phase of the \$31,000 Bog Walk Project.
- Third deck of playing cards, 'Explore the Lore- Paul Bunyan Characters' was completed in time for Christmas, 2005
- Participated in U of M, Central Region Partnership's Green Routes brochure development
- Held a National Designation event in May,06, celebrating the Paul Bunyan Scenic Byway's newly awarded national designation and inclusion as one of America's Byway.
- Awarded a federal grant of \$31,250 for Sustainability Planning –Year 1. Work to begin mid-2007. Required local match of \$6250.
- Submitted application through the US Army Corps of Engineers for Handshake Program support of the local match for the Mailcarrier Interpretation project

2005

- Trademarked the Paul/Babe logo image
- 'Byway Site' signage designed and posted at selected sites
- Bog Walk sections constructed and installed at Veterans Hiking Trail
- Established a Paul Bunyan Scenic Byway Foundation as a part of Central Minnesota Foundation
- Developed a byway office site within the USACE main building in Crosslake
- Earned official National Scenic Byway designation
- Playing cards, collector's series #3, Paul Bunyan characters (expected completion-Dec., 2005)

Appendix A

Paul Bunyan Scenic Byway Association — Projects By Year, cont.

2004

- Interpretive Plan completed. \$65,000 project funded through National Scenic Byway Organization with local match from Central Region Partnership
- Byway art, second original oils series, Seasons of the Byway
- Gateway Gazebo Sign designed, built and installed
- Second Walk~N~Roll again started at the Gateway Gazebo
- Tear-off map updated and reprinted
- Shoulder paving along CSAH #11 completed
- Established criteria for the PBSB brand
- Became official contractual partners with the US Army Corps of Engineers

2003

- Playing cards, collector's series #2, Truth and Lore
- St. Cloud State University held second honors class on the Byway
- Chiarella Hiking Trail completed
- Bridge completed across Hay Creek, connecting north and south parcels of Veterans Hiking Trail
- Mounted Eagles held first fundraiser on the Byway, starting at the Gateway Gazebo at the #16/371 intersection
- Held \$49,999 raffle fund-raiser

2002

- Byway art, first original oils series, Scenes Along the Byway
- Art prints of Scenes available for sale in area businesses
- St. Cloud State University established an honors course, Developing Community-Oral History and Creative Expression on the Paul Bunyan Scenic Byway
- Shoulder paving along CSAH #16 completed
- DNR grant for Where the Trail Meets the Byway informational kiosks at 2 locations
- Tear-off map of the Byway route and points of interest
- National Recreation Trails grant for approx. 3 miles of trails at two sites; Chiarella FMA in Breezy Point and Island Lake Woods in Jenkins Township; Veterans Hiking Trail established

2001

- Corridor Management Plan (CMP) completed. \$58,000 project funded through National Scenic Byway Organization with local match donations
- Birds of the Byway brochure – reprinted
- Playing cards, collector's series #1, Historic and Cultural Sites Along the Byway

Prior to 2001

- Designed and installed Byway route signage
- Monthly column established in Lake Country Echo
- Monthly column established in Brainerd Dispatch
- PBSB website designed and launched
- Started Byway newsletter, Inkslinger
- Designed and constructed the Gateway Gazebo through a DNR grant
- Developed Birds of the Byway brochure and birding guide
- Recruited a real Paul Bunyan

Appendix B

Byway Manager Job Description

DRAFT

Job Responsibilities

With the support of the Byway Association board and volunteers, the Byway Manager is the community representative at events, activities and meetings, and implements:

Fundraising

- Coordinate membership recruitment (mailings, presentations, individual visits/calls)
- Solicit corporate sponsors/donors
 - o delegate/coordinate solicitation calls made by BOD mbrs
 - o maintain database on all calls/interactions with individuals/business community
- Coordinate grant-seeking/writing process

Mass Communication

- Public Relations
- Respond to emails, phone calls & requests for mailings (brochures); sends thank yous
- Writes newsletter, updates web site
- Proactively seeks relationships with media — send press releases, coordinates photography shoots, facilitates familiarization tours, works with freelancers (as needed), solicit gifts/support (ie: lunches for bus tours)
- Plan events (set up for, coordinate logistics)
- Advertising/Marketing
- Coordinate the production of collateral materials (brochures, maps, invites, flyers) — including copywriting, coordination with graphic designer & printer, and advertising sales (as needed)
- Coordinate all Byway route signage (interpretative signs, highway signs)
- Places & develops paid ads, as needed

Skills Required

Strong written and verbal communication skills. Computer skills (internet, word processing).

High attention to detail. Proofreading skills. Ability to multi-task

Previous fund raising and/or advertising sales experience

Previous experience working with and supervising volunteers

Previous experience in the tourism/hospitality industry

Ability to travel (reliable transportation with insurance). Ability to lift 40 pounds.

High knowledge level of the Crow Wing County, specifically the northern region.

Contractor to provide own vehicle. Contractor required to hold Errors and Omissions insurance.

Byway Administrative Assistant (Clerical Support)

Job Responsibilities

Office duties

- Bookkeeping (Invoice members, send invoices, log donations)
- Tax filing info (with Larson Allen)
- Maintains the organization's 501c3 status and trademarked logo
- Clerical services
- maintain meeting minutes, file all records/correspondence
- coordinate photo copying, collating; Send Thank yous
- coordinate requests to proper source (Chamber, ACE, MNDot)
- Coordinate all product inventory/sales (merchandise)

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Appendix C

Park Giving Pyramid

From the National Park Service, US Department of the Interior, <http://www.nps.gov/partnerships/fundraising.htm>

The Raising of Money, by James Gregory Lord (Cleveland, third Sector Press, 2nd printing 1984), provides key principles of fundraising, focusing on the art and science of campaigning and face-to-face solicitation, presented in a highly readable format and style. The fund raising principles outlined are applicable to a broad range of organizations, including the National Park Service, interested in tapping into the private philanthropic community.

While most pro-active fundraising for parks is through our partners, it is important to understand the ingredients and terminology of fund raising techniques. Specific fund raising techniques are profiled in this section.

The array and inter-relationship of fund-raising strategies that park support organizations employ can readily be envisioned through the construct of a Park Giving/Donor Cultivation Pyramid. Optimally, a comprehensive fund-raising program employs strategies at each level of the pyramid to engage first time donors at entry levels and cultivate them to make successively larger gifts at the upper levels over time.

Park Giving Pyramid

Fundraising professionals commonly refer to the Giving Pyramid. It serves as a model to envision how donors are initially attracted by entry level fundraising strategies at the base of the pyramid and cultivated over time to give larger gifts through successive engagement strategies. The pyramid reflects successive giving opportunities through which a donor is cultivated as their commitment and capacity to assist an organization, such as a park and its needs, increases over time.

While fewer donors emerge at each successive level from the pool of donors at the previous level in the pyramid, the amount of their gift increases as the donor moves to the next level. There can be exceptions and a donor can surface at any level. But if you are thinking pro-actively and strategically, the Park Giving/Donor Cultivation Pyramid is a time-tested guide for framing your donor cultivation strategies and giving opportunities. Ideally, you and your fundraising partners will actively seek gifts and provide involvement and donor opportunities at all levels of the Park Giving/Donor Cultivation Pyramid.



Appendix C

Park Giving Pyramid, cont.

Pyramid Level 1 - On-Site Giving: At the base of your pyramid is a large pool of donor prospects. The majority of people enter as first-time donors to your need with an initial, often spontaneous, gift. The initial contact comes in many different ways. Usually a park visit and a quality park experience motivate an initial gift through an on-site giving opportunity such as: a donation box, a lodging check-off under the Guest Donation Program, or an Adopt-a-Park Program opportunity. Most people learn about park giving opportunities through: the park newspaper they receive when entering a park; a display in a visitor center; or information in guest lodging. Another way that people may initially choose to support a park is by becoming a VIP-Volunteer in the Park. Outside a park, the initial opportunity might be through a special event or direct mail appeal. In addition, some parks and park partners are experimenting with On-Line Fundraising by featuring direct donation opportunities on their webpages.

Pyramid Level 2 - Annual Giving: As you accrue names of previous donors or likely donors, you can begin to recruit annual gifts which support mostly on-going needs. This is done through Membership Programs, direct mail appeals, e-mail appeals, and annual special events held by your park partners in connection with your park. Annual and seasonal appeals and events provide an opportunity to begin building an informed relationship between your park and these donors who choose to sign on to help meet your needs on a regular repeat basis. Like building any good relationship, these techniques require a higher investment on the fundraiser's part to enlist and regularly communicate with the donors. But the reward for building these sustained relationships is that the members and donors who continue to contribute, often increase the level of their gifts over time and become your best prospects for the next successive levels of the Pyramid -- Major Gifts and Planned Gifts.

Pyramid Level 3 - Major Gift Campaigns: These are usually directed to raising substantial amounts of funds for capital construction projects, land acquisition or an endowment fund. Capital and endowment campaigns require a pool of donor prospects from which to recruit lead and substantial gifts that will take the campaign two-thirds or three-fourths of the way to the campaign goal before turning to the final public phase to complete the campaign. Unless you have a pool of donors who have an established track record of supporting your park/program over time, your chances of successfully reaching your campaign goal are somewhere between unlikely to impossible. Most donors at this level strongly identify with and have chosen to focus on your park/program as a giving priority in their life. As they get further along with their lives and careers and have the means to make greater gifts, they will choose to do so.

Pyramid Level 4 - Planned Gifts: Donors at this level are at the pinnacle of the giving pyramid where the largest gifts are usually realized. These donors have decided that your park/program has great resonance in their life and that they want to assign a substantial share of their wealth or assets to make a difference and leave an enduring legacy. Planned gifts can include bequests and gifts of will or trust mechanisms, or Endowments that can be established immediately or co-mingled from their gift. The nature of these gifts will vary based on the intents and needs of each individual donor.

Many parks examples of unanticipated bequests are remainder of estate gifts that are announced out of the blue. But planned gifts are more numerous when they are deliberately cultivated. That cultivation starts at the first level of the Giving Pyramid and continues up through each successive level.

The art and strategy of fundraising is to motivate donors so they continue to support the park at increasingly higher levels over time and move up through the levels of commitment and investment represented in the Park Giving/Donor Cultivation Pyramid to the ultimate gift. This technique is called "cultivation", "moves management" or "relationship management." The cultivation techniques become more targeted and personal as the donor is involved up the pyramid to the top.

Appendix D

Essentials of Fundraising

From the National Park Service, US Department of the Interior, <http://www.nps.gov/partnerships/principles.htm>

Essentials of Fund Raising

Recognize as you read these principles that in most cases the National Park Service will not be directly involved in fund raising activities. Nonetheless, knowledge of these principles will help Park Service employees make intelligent judgements about fund raising to benefit the park. In a condensed form, here are some of the essentials of successful fund raising.

RAISE MONEY FROM THE PERSPECTIVE OF THE MARKETPLACE: "The days of hand-wringing and arm-twisting are drawing to a close. Today, the successful organization invites people to invest in a worthy enterprise."

1. Organizations Have No Needs. People have needs and wants that organizations can address with solutions, answers, and capabilities.
2. Seek Investment, Not Charity.. "People give in order to get." Organizations can put philanthropic dollars to work! People don't want to feel they're giving away money. Rather, they want to feel they're investing their money, and getting something in return.
3. Position Your Organization Relative to its Competition. Distinguish your organization so it stands out from the crowd in the philanthropic marketplace; think marketing.
4. Listen to the Donor Community and to What Each Donor Has to Say. Ask people what they think of your organization, and what they want from it. People like to be sought for their counsel. The donor community is made of individual people with their personal thoughts, concerns, and aspirations. Rather than making the same case to everyone, listen and respond on a personal level.
5. Donors Will Tell You What They Want. You'll never know what your prospect wants until you ask.
6. Make Your Case Larger than the Institution. Begin with an attractive, achievable, worthwhile vision of the future, showing how your organization contributes towards building that future.
7. Design Your Case to Move People Intellectually and Emotionally. Your case must inspire and challenge prospective donors to play a role in making it all happen. Be brief. Otherwise it demonstrates lack of confidence and clarity, and it's boring!

GET PEOPLE INVOLVED: "The way to raise real money is to provide real involvement. So put people before dollars."

8. Go For the Gold. Get the very best people to lead. Look for qualities of affluence, influence, availability, and team spirit.
9. Create Authentic Involvement. Ask for insights and opinions. Invite people to do something important for you. Enable them to develop a strong sense of involved interest in your organization.
10. The Process of Planning is More Important than the Plan Itself. Planning for your organization's future presents an opportunity for involvement. People become motivated to work for, and invest in plans they helped develop. Planning also focuses and clarifies thinking, and makes your organization look good.
11. Share Your Plans Without Asking for Money. Your campaign won't work if your goals haven't been tested and leaders aren't identified. Find out what community leaders think of your fund raising plans. Cultivate relationships with donors by keeping them well informed of your plans.

Appendix D

Essentials of Fundraising, cont.

SET THE PACE FOR GIVING: "If the most capable give substantially and give early, the others will follow -- as night follows day."

12. If You Seek Average Gifts, You Get Below-Average Results. Aim higher. Remember, it's the leadership commitment that makes things happen.

13. Few Will Do the Most. "Ninety percent of the funds come from about ten percent of the donors." Focus your efforts on the small number of prospects who will produce the greatest results. Another formula, the "rule of thirds," says you'll raise one-third of your goal from the top 10, one-third from the next 100, and one-third from all others.

14. The Early Donor Sets the Pace. "He who gives early gives twice." His/her contribution sets an example for others to follow. Identify likely large donors and solicit them before you approach anyone else so news of their commitment will encourage others to join in. Some fund raisers say a rule of thumb is to raise half of your funds from early donors before publicizing your fund raising campaign.

15. Trustees/Board Members Have an Opportunity, Not an Obligation. Don't pressure them into giving, but rather create opportunities for them to become actively involved and genuinely interested in your organization's success.

16. Staff Giving Lends Credibility. Voluntary staff contributions convey a sense of the value of your organization, and demonstrate respect for its leadership by those most intimately associated with the organization. Asking staff to contribute also gives them a deserved chance to invest in and work for their organization's future. Staff giving must be voluntary, never required.

17. Make Great Investments Possible. Provide prospects with giving flexibility and choice, including flexible payment periods and creative financial vehicles other than cash; recognition; and opportunities for planned giving.

APPLY THE CAMPAIGN PRINCIPLE: "Structure makes people more productive. It gives them standards against which they can measure their performance."

18. People Prefer Structure. People need to know what is expected of them, and whether they fit into the big picture. Provide people with specific goals, deadlines and assignments, and then create a positive climate for them to work effectively within your structure.

19. Scheduling Creates Momentum. Take one step at a time. Successful fund raising results from a series of steps, taken one at a time, each done in correct sequence, according to a plan and schedule. Develop a schedule that sustains enthusiasm and excitement.

20. Build a Sense of Campaign in which Winning is Fundamental. Challenge people. "Set goals high enough to stretch people, low enough for them to reach," and inspire them to meet those goals.

21. Meetings Keep Things Moving. "Meetings are the glue that keeps a fund raising program together." They provide deadlines. "Well-run, well-attended meetings provide tangible evidence of an effective organization and a strong fund raising program."

Appendix D

Essentials of Fundraising, cont.

ASK FOR MONEY: "The fund raiser is an investment counselor -- not a salesman."

22. People Give to People. Remember, donors are people who give to the person who asks them. The fund raiser's own personality, sincerity, interest, and enthusiasm determines the outcome of the exchange between fundraiser prospect.

23. The Right Person Makes the Difference. Be strategic. Find the right person to ask the right person in the right way for the right reason at the right time.

24. The One Who Asks Must First Give. "Actions speak louder than words." The force of example is more compelling than good advice and good intentions.

25. See Each Prospect Face to Face. Get as personal as you can. Always enlist a person in person.

26. Ask For a Specific Amount, Ask for Enough. Prospects prefer to be asked for enough to reflect their stature and capability, and enough to get the job done. Once motivated to contribute, they may be more embarrassed by a request to give less than they're able than by a request for more. They want their investments to be large enough to "make a difference."

27. Qualify the Prospect. Consider what the prospect is capable of giving, not what you think they are likely to do. Tailor your request to the donor's means, as determined through an evaluation of the donor's financial capability, reasons for giving, history of giving, and accessibility.

28. Tenacity Prevails. "If at first you don't succeed, try, try again." Securing a commitment from a prospect may require that you call on the person more than once. Be persistent.

29. Ask For the Order. Invite the prospect to invest; while caution may be necessary -- some donors prefer to offer, rather than to be asked -- be sure to move ahead and ASK for the prospect's contributions -- "He who hesitates is lost."

PRACTICE STEWARDSHIP: "The task is not to get a donation, but to develop a donor."

30. The Donor Deserves Good Stewardship. Good stewardship means protecting and managing the donor's investment, thanking the contributor, and continually reporting on the benefits stemming from the donor's investment. Build ongoing relationships with your donors.

KINDLE THE SPIRIT OF PHILANTHROPY: "Inspire the best people to become your best advocates."

31. The Best Advocate is Both Donor and Volunteer. Inspire the best people to become your best advocates who can then inspire others by the force of their example. The advocate gives and asks others to give, works and asks others to work.

**The Paul Bunyan Scenic Byway Association
Sustainability Plan:
Year-end Report for Year ONE**

April 30, 2009

This Year-end Report for Year One of the Paul Bunyan Scenic Byway Association's Sustainability Plan grant program includes:

- Executive Summary
- Summary of the plan development and it's process
- Goals and anticipated outcomes for Year One of the 5-year process
- Summary of Year One activities, including achievements and challenges
- Suggested next steps and modifications for Year Two of the 5-year process

The Appendix also offers samples of the marketing materials produced, a budget of reported and actual costs related to the Year One Plan development & implementation, and copies of the monthly reports already delivered to the Byway Association's Board.

I've also included an addendum to this document. This page includes my personal perceptions and thoughts about the Byway Association and how to lay out a better path to sustainability.

Executive Summary

In an effort to become financially sustainable as a non-profit organization, the Paul Bunyan Scenic Byway Association — with support from a federal Byways grant — has developed and begun implementation of a Sustainability Plan. The first year of the 5-year plan involved the actual development of the Plan, as well as the execution of action items for the first nine months.

The first step involved bringing the Byway Association into even clearer focus — building off the existing mission statement — to build a new vision statement and clearly define the organization's top goals. Then, the Sustainability Plan set forth a three-prong tactical approach to generate revenue for the organization— all of which involve expanding the marketing and public efforts of the Byway and its Association. This strategy involves:

- Developing, maintaining and strengthening the membership of the Association through local public awareness, education, understanding and, ultimately, involvement
- Seeking out and securing one consistent, stable source of income for the Association while expanding the awareness and exposure of the Byway outside of the market area and
- Participating in and attending other existing events/organization meetings to increase public awareness (and membership!), as well as strengthening ties with the communities

During the first 9-months of implementation of YEAR ONE of the process, the following was accomplished:

- Developed an organizational budget & fundraising goals
- Established a membership/prospects database — to begin tracking interactions with individuals and businesses more effectively
- Developed basic marketing materials about the Association (not just the Byway itself – which is what has traditionally been created) — Association brochure, note card and envelope, remittance envelope, and business cards
- Increased involvement in community events and activities, including: AmericInn's Haunted Hallway (Oct), "Paul at the Mall" display at the Holiday Village (Nov-Dec), Ice Fest snow sculpture (Jan), and Soupfest participation during Crosslake's Winterfest (Feb), as well as individual representation at local community committee meetings, networking luncheons and workshop/seminars.
- Expanded mass communication exposure (additional newspaper coverage via Northland Press)
- Updated Association newsletter — expanding the Byway brand and increasing the organization's credibility/visibility
- Strengthened relationship with a potential, secure revenue source via the Whitefish Area Lodging Association's lodging tax funds
- Developed and installed donation boxes to create a more direct association between the Byway's amenities (ie: interpretive panels, hiking trails) and the Association, and possibly generate revenue from users
- Provided presentations to nearly all of the jurisdictions along the Byway (remainder planned for May 09)
- Explored a new promotional event concept (geocaching) and related merchandising opportunities
- Supported tear-off map redesign and increased tear-off map sales efforts

Nearly all reactions and feedback about the Byway Association during the first nine months have been positive. Of course, since year one of the Plan was based on awareness and exposure and not membership or donations, not many direct solicitations were requested. Two new "group of 54" membership were generated, as well as 11 regular memberships. \$3,200 of profit was generated from map sales.

There still continues to be confusion between the Paul Bunyan Trail and the Byway. In print and in conversation, stressing the words "driving route" as often as possible may help resolve this over time. A continued presence within the local communities, via committees, events and activities, as well as an expanded mass media presence, has helped to develop "a face" for the Byway Association and can set the stage for future relationship with key stakeholders within the region (both business owners and individual residents). WALA seems eager to engage in more public relations and marketing efforts, though a lack of focus/direction from that group may be a deterrent to a long-term, successful partnership.

Summary of the Sustainability Plan Development Process

A committee of four Byway Association Board members oversaw the development of the Plan during a 4-month period. Several business leaders and other organizations were also consulted during the process. The Plan resulted in an easy-to-read document that works as a continuation of, as well as in conjunction with, the Corridor Management Plan and Interpretive Plan.

The Byway Association already had a well-drafted mission statement. An organizational vision and specific goals were created as a part of the plan development process. These simple statements are intended to drive the organization into the future, keep the organization in focus, and position the organization in the eyes of residents, business owners and jurisdictional representatives as a credible, necessary and productive organization worth financially supporting.

Vision: To strengthen the quality of life and visitor experience along the Byway's route by promoting and enhancing the area's resources and amenities that support economic vitality.

Mission: To promote, protect, and enhance the recreational, historic, cultural, scenic, natural and archeological resources along the 54-mile Paul Bunyan Scenic Byway.

Goals:

1. To build awareness of the Byway in clever and compelling ways through . . .
 - Community and regional projects and events; especially those with multi-community themes
 - Interesting stories from the area's past — utilizing a variety of ways to tell these stories (ensuring the preservation of these stories)
2. To develop area amenities, free to the public (such as hiking trails, informational pull-off spots, paved shoulders as "share-the-road" bikeways)
3. To encourage cooperation and collaboration among the Byway jurisdictions in the preservation and enhancement of the Byway's resources.

Developing the plan required intensive research from within the business community, the non-profit community and the Byway committee. Care was taken to ensure realistic goals were set (based on the current economic conditions in our market, as well as the perceived public awareness of the Byway Association).

A critical potential funding component was also identified. The Whitefish Area Lodging Association (WALA) is driven by lodging tax. This tax is used to promote the group of lodging properties and their surrounding area, in the hopes of generating additional lodging sales. WALA has participated in many Byway efforts, but has never really, philosophically, supported the organization. The lodging Association's role has been more of a supporter of things (maps, playing cards, brochures) rather than the supporter of the idea of the Byway, its organization and its mission. Having such a group within the Byway region with the capability to financially support the Byway Association is a huge asset, but one that has not historically been utilized. With the obvious "vested interest" that this group of lodging properties has in promoting travel to and around the region (which would generate additional lodging sales), it was clear during the planning process that if WALA could not be convinced to financially support the efforts of the Byway Association, it would be even more difficult to bridge the gap with businesses or individual who don't have a financial stake in the Association's outcomes. This is a truth that is better dealt with than avoided.

The budget estimation process was the most difficult element of the plan development. Since so much has been donated to the Byway Association for 10+ years, many office/clerical costs were just not known. It was also a challenge to estimate the work load and probable hourly time needed by a staffer since the Board, and the Board Chair, are very involved and dedicated individuals. Based on the miles driven for the first 9-months of the plan's implementation (see Appendix A for the reported Year One total miles and estimated related mileage reimbursement donation), mileage reimbursement will be an issue for any paid employee.

To envision a day when a different Board is assisting with the coordination of efforts for the Byway Association is a nearly impossible task, due to the extraordinary efforts of the current board. It is hoped, though, that through this sustainability process, clear roles and responsibilities of Board members, the chairperson and possible staff are outlined and defined which may ease this transition.

Review of the Goals and Anticipated Outcomes for Year One

The Byway Association's Plan addressed the sustainability of the organization with a three-prong tactical approach, all of which involve the expanded marketing and public awareness of the Byway:

- 1) Develop, maintain and strengthen membership of the Association through local public awareness, education, understanding and, ultimately, involvement. Through a stronger membership base, it is expected that eventual major donors will develop. With potential members and donors, we need to **inform, invite, involve, and then ask.**
- 2) Seek out and secure one consistent, stable source of income for the Association while expanding the awareness and exposure of the Byway outside of the market area
- 3) Participate in and attend other existing events/organization meetings to increase public awareness (and membership!), as well as strengthening ties with the communities

The objective of the fundraising is to:

- Strengthen and grow the membership base
- Develop consistent forms of revenue from projects that also increase awareness or exposure of the Byway
- Draw from the strengths of businesses and individuals within the Byway to develop unique projects that are of value to the membership and greater region

Year One Financial Goal = \$8,575

Membership -- \$7,500

Group of 54 (30 @ \$200 = \$6,000)

General membership (20 @ \$75 = \$1,500)

Jurisdictions -- \$1,000

Misc/Other (firewood, cards, paintings) -- \$75

To increase awareness, the Byway Association needed to create more understanding and exposure within the marketplace, not only of the Byway and its assets/amenities, but also of that of the Association — what it has accomplished and what more can be done. During Year One, it was proposed to utilize the following:

- Mass communication (newspaper, radio)
- Update the web site/newsletter to expand the Byway brand, increase the organization's credibility/visibility
- Develop and install donation boxes to create a more direct association between the Byway's amenities (ie: interpretive panels, hiking trails) and the Association
- Hold personal meetings with key community leaders/residents
- Explore merchandise opportunities

Summary of Implementation Activities, Year One

The first year of the sustainability plan brought a variety of new opportunities and continued challenges, but much as been accomplished in nine months.

Membership and Prospects management via a Database

The Byway Association has a small but devoted following as members, especially those who have committed to be “Group of 54” members. Most have some personal involvement with the Byway or a member on the Byway Association. But this group does provide a benchmark from which to start. A short list of “prospects” was generated at the start of this process. These businesses or individuals either have been supportive of projects along the Byway in the past or have already been contacted at some point over the last few years regarding membership and participation in Byway Association activities. This list became the beginning of the Byway Association **database**. All businesses in and around the Byway were also added to the database, along with current Byway Association members, representatives of each jurisdiction and any other “neighborhood” organization. As the 5-year plan evolves, so will the depth and complexity of this database.

Communication

Several key tactics were deployed during Year-One to set the framework for growth over the five-year plan.

- **Projects Booklet**

In implementing the Sustainability Plan, one of the first tasks undertaken was to develop a guidebook of Byway Association activities. This printed booklet showcases the major projects undertaken by the organization over the last 10+ years, notes the financial supporters – be that grant aid, in-kind donations, sponsorship or cash donation, and a brief background on the project. Creating an easy-to-read archive of these activities was critical in helping to educate, explain and inform businesses and residents about the Byway Association, especially since many of these projects were not projects these audiences perceived the Byway Association had any involvement with.

With this information gathered, too, developing future displays for the exhibit room, trade shows or events, expanding content on the web site, or archiving the information for historical purposes will be that much simpler.

- **Byway Association Brochure and other collateral materials**

Along with the booklet, a Byway Association brochure was developed. (see Appendix B) This piece offers a brief description of who the organization is, what they do and how they work with other groups. But mostly, it reinforces the request for support from the community. The projects booklet can be used as a tool during a presentation or meeting, or brought along as a reference tool. The brochure is a leave behind for every meeting/presentation. Business cards and note cards (with envelopes) were also created to build on the brand identity being built for the Byway and its Association.

- **“Point of Contact” solicitation and awareness**

In an effort to reach residents and visitors at the “point of contact” brochure holders have been placed on all the informational kiosk panel posts located throughout the Byway. These brochure holders house the Byway Association brochure, along with a remittance envelop. It is hoped that not only will this brochure help build organizational identity and tie the resources and amenities along the driving route to the Byway Association, but that it will also generate some cash donations from site visitors.

- **Newsletter**

The *Inkslinger*, the Byway Association’s newsletter, was redesigned (donated time by Moore Consulting). The new piece was mailed out to this entire database list. Non-members received a note explaining that they were receiving the mailing to keep them informed of the activities along the roads that drive to and from their business or residence. (see Appendix C)

Community/Public Relations

Efforts to bridge communication and awareness gaps from community to community within the Byway has significantly increased. Through participation in the Crosslake and Pequot Lakes “retail” committees (which are coordinated by the Brainerd Lakes Chamber), the Byway has developed a presence and a philosophy that

working together “within the Byway” only strengthens each individual community’s brand and impact. Plus, by being a person “at the table” at these meetings and discussions, the exposure and awareness of the Byway has been strengthened. The Byway has also been represented at nearly every Chamber/business networking event (CHOW Time, Business After Hours, monthly Chamber meetings, etc.) that has occurred within the Byway region.

In addition, to generate more public awareness of the Byway and its Association, new PR tactics were developed during Year One.

- **Haunted Hallway (OCT 08)**

Live Paul appeared at the AmericInn’s Haunted Hallway Halloween event. A “mini” logging camp was set up in a hotel room, and live Paul greeted kids and passed out coloring books, stickers and candy. It offered a fun promotional visit for residents.

- **Paul at the Mall (NOV- DEC 08)**

Using the uniqueness and appeal of Paul Bunyan, the Byway Association transported the “world’s largest rag doll” of Paul Bunyan to the Westgate Mall (Brainerd/Baxter) to be housed in a Byway display at a new community location in the mall — the Holiday Village. Paul was at this location, along with signage about the Byway, during November and December of 2008. During that time, three newspaper articles and two segments on local TV featured Paul and the Byway Association.

- **Breezy Point’s Ice Fest (JAN 09)**

Again, playing off the Paul-ness of the organization, the Byway Association found a unique and fun way to promote the organization — through the snow sculpture contest at this winter event. A professional sculptor donated his time and talent to create a likeness of Paul. This, along side of special signage about the Byway Association, generated both print and broadcast (TV and radio) coverage for the Byway Association.

- **Soupfest in conjunction with Crosslake’s Winterfest (FEB 09)**

The Byway Association served “Ox Tail Soup” to tasters, along with a new Paul Bunyan Tall Tale about how the soup came to be. Real Paul attended the soupfest to greet residents/kids, and the Paul Bunyan Scenic Byway Association’s Paul Bunyan Exhibit Room was featured. Nearly all who visited the event had never been in the room and were fascinated by the artifacts, as well as the soup! Exposure was also generated via a live radio broadcast during the event and newspaper coverage before and after the event.

- **Easter Egg Hunt (APR 09)** (at the US Army Corps of Engineers Campground in Crosslake)

The Byway Association offered stickers to be included in eggs for the hunt and/or for gift bags for the kids. The opportunity offered another great interaction and exposure opportunity for residents.

- **Expanded newspaper coverage**

The Byway Association already has good exposure in the local market via the newspapers. Both the Brainerd Dispatch and the Lake Country Echo offer monthly column space in their publications for a unique feature story about the Byway and/or the Association. Efforts are being made to include a brief description of what the Byway is (54-mile driving route) and what the Byway Association does (promote, protect, and enhance the Byway) in each of these stories. In addition, another newspaper has offered to run unique stories about the Byway — the Northland Press (offices in Crosslake and Emily).

Whitefish Area Lodging Association

Major strides have taken place to build a better relationship with the Whitefish Area Lodging Association (WALA) and position this organization as a valued partner in promoting the Byway region.

- **Meetings:** The Byway Association was represented at both the spring and fall 08 WALA annual meetings, and is scheduled to participate in the spring 09 gathering. Further conversations about the best way to market the region have also begun, and the Byway Association has been included in these conversations.

- **Map:** WALA was invited (and agreed) to participate in the 09-10 Tear-off Map through a “group rate” which allowed all of the WALA members to be listed/included in the map. (Previously, less than HALF of the WALA members chose to financially support the Byway map to be included.)
- **Added Value:** New “information booklets” will be donated to each WALA members at their Spring 2009 meeting.

The information booklets about the Byway were produced — essentially, to support the efforts of the lodging community (WALA), but as a matter of practicality, they are a tool that could be used by any area business. This universal usage of the booklet grew its appeal into a real community relations tool, as well as an “added value” project for WALA. (The organization of the information gathered, as well as the booklet materials were donated by Moore Consulting.) Stemming from various retailers in Crosslake and Pequot Lakes to be better informed as to what the various restaurants offer (in the effort to be better spokespersons for their community), the Byway took the initiative to create the information booklet as a simple way to explain what the Byway is and what the Byway Association does, and how it’s intertwined within the network of the community, the Chamber and every individual business.

Jurisdictions

Short, informative presentations were also provided to nearly every jurisdiction along the Byway. (A handful of locations will be met with in May 09.) These presentations offered an opportunity for the councils/boards to put a new face to the Byway Association, learn (again) what the organization is and what we do, hear about recent accomplishments and hear about new activities (like Paul & Babe’s GeoHunt event). Association brochures were left with attendees or at the meeting site for the general public, as well as copies of the newsletter. A large map was also shown during the entire presentation to drive home the fact that the Byway is a driving route, not the biking route that parallels Hwy 371.

Though all jurisdictions were polite, most offered without request that they lack the budget to financially contribute to the Byway Association. Several townships, such as Mission and Pelican, were quite matter-of-fact in sharing that the Byway only represented less than one mile of roadway within their jurisdiction and that this, through the eyes of their residents, does not substantiate a high-priority. Though I feel many individuals could be swayed to see the value of the Byway and the Byway Association’s work, after understanding the budgetary constraints and financial needs of many of the townships, it seems unrealistic to anticipate much continued revenue from these jurisdictions. The cities, with larger operating budgets, do hold an opportunity, but during a fiscal cycle that has most cities cutting their budget 5-10% across the board, it’s not probable that a non-essential organization (which is how most would currently define the Byway Association) would receive any funding. And even during economic “highs,” most jurisdictions have not funded the Byway Association.

Merchandising & Events

Lastly, a new event emerged as an opportunity during Year-one of the plan — geocaching. Geocaching is an electronic scavenger hunt, and is an ideal sport for a Byway due to the fact that people have to drive around to participate in the activity. It’s such a natural tie to what the Byway is and provides, efforts were sped up to develop a promotional event for the 2009 summer season. The outdoor sport is a growing trend, offers a multi-generational activity and is free. Though many within the region may not currently participate in the sport, many know someone who does, and the Byway Association is ahead of the trend curve in creating sponsorship for this type of event — Paul & Babe’s GeoHunt. A minimal amount of money is expected to be generated (mostly from T-shirt sales — that’s where the merchandising efforts for the Byway will really begin — and food sales at an ending supper event). The minimal costs to produce the event are expected to be covered by sponsorships. Being the title sponsor of this event will help further the sustainability goal of increasing awareness for the Association and Byway in and out of the Byway Area and even the greater Brainerd Lakes Area.

Conversations have also begun with several local manufacturer/retailers about clothing items that could be developed and branded for the Byway.

As a part of a marketing discussion for the Byway, brainstorming has also begun on a possible fundraising event. Such an event would be designed to trigger a passion in residents/business owners (based on possible themes, such as history, conservation, recreation, etc.) to generate awareness and to ultimately support of the Byway Association.

Expanded Support for Tear-Off Map Sales

Since interaction with the business community is a critical component of the Sustainability Plan, an increased focus was placed on tear-off map sales, not only in efforts to generate more awareness, but also additional revenue. In all, \$8,700 was generated through the efforts of the committee, with an estimated \$3,200 in profit. (Final expense totals are not yet available. \$6,600 was generated in 07-08) Several Byway Association board members were instrumental in this success. The map sales created nine new Byway Association members, and involved 56 businesses or organizations. This is almost double the 07-08 participation rate of 32 businesses. A special package offer was presented and accepted by WALA. This group buy also furthered the relationship building and collective marketing efforts between the Byway Association and WALA. (Previously, less than half of the WALA members chose to advertise on the map.)

Relationship with the Brainerd Lakes Chamber

A stronger relationship was also explored with the Brainerd Lakes Chamber. Since this organization has informational centers in Crosslake and Pequot Lakes, they and the Byway Association have much overlap in the day-to-day interaction and support of the business community. In addition, the Chamber's tourism marketing efforts promote the Byway as an amenity of the region. Therefore, exploratory conversations were held during the last nine months about job-sharing responsibilities to promote and market the Byway region. The Chamber is currently undertaking a project that could set a precedent for a future Byway/Chamber business relationship. A Downtown Coordinator position was created in the Chamber to facilitate communication, marketing and infrastructural projects within downtown Brainerd. This employee is partially supported by a grant, and represents both Chamber and non-Chamber members via this program. Without a currently reliable source of Byway Association income, such a relationship with the Chamber (or any organization) would be lopsided, but based on the strength of these overlapped activities, this line of conversation should continue. Add to all of this that the Chamber is also the "marketing agency" for WALA, and the interconnectedness is undeniable.

Contractor Contributions

Lastly, this plan assumes that at the end of year five, with adequate financial support, a Byway representative could be hired to continue my role within the community. Based on the first year of activity, mileage reimbursement will need to be formulated into the salary. More than \$2,000 in mileage reimbursement value was donated by Moore Consulting during the past year. This does not include the more than \$1,000 in materials that were donated, or the hundreds of creative services hours donated to instigate change for the Byway Association. (see Appendix A for a complete list) Some of these materials and creative services were one-time costs (like setting up the newsletter), but others were costs that should be integrated into the Byway's budget, such as admission to luncheon events or signage for special events.

Year One Financial Goal/Actual = \$8,575/\$11,500

Membership -- \$7,500/ \$6,500

Group of 54 (30 @ \$200 = \$6,000)/ 27@ \$200 = \$5,000; 2 inkind) (est. 25 paid in 2007)

General membership (20 @ \$75 = \$1,500)/ 20 @ \$75 = \$1,500; 5 inkind) (est. 15 paid in 2007, 4 in-kind)

Jurisdictions -- \$1,000 / \$2,000 (Ideal Township, City of Pequot Lakes & City of Crosslake)

Misc/Other (firewood, cards, paintings) -- \$75/\$1,500 – all firewood?

Other New revenue: \$3,200 map profit

Suggested Next Steps (for Year Two of the 5-year process)

With a new financial goal of \$10,500 during a continued economic recession, the awareness efforts of Year One should be continued, especially the personal contacts — including WALA members, and an increased effort to generate new dollars should be exercised by all Board members and the Byway Representative (consultant). Specially, it is recommended that:

1) Organizational Budget and the Role of the Board

The organizational operational budget should be revised to better reflect actual spending. The Sustainability Plan was developed based on a few assumptions, but these assumptions were not fully reflective of actual conditions. A better accounting of the dollars in and out needs to be developed so that all Board members have a higher shared ownership in the financial volatility of the organization. Along with this, it is recommended that a set of guidelines be developed for future Byway Board Members that clearly states expectations for fundraising, marketing and membership.

2) Communication

- **Web Site:** The web site should be re-launched in a more user-friendly format and include a simple but more inviting “donate now” option. In addition to reorganizing the incredible amount of valuable information on the site, the site should also better highlight members/sponsors, and be developed into a non-html format that is easily editable, potentially saving thousands of dollars annually with consultant web updates. The “support what you enjoy” theme needs to be better woven throughout the site. Consideration should also be given to utilizing an on-line payment system if funding can be obtained for the credit card system.
- **Newsletter:** The distribution of the re-designed newsletter should continue to evolve and grow, and also become available electronically, ideally through a electronic database/delivery tool/software. A financial summary should be included in one edition of the newsletter to ensure accountability and transparency of the organization.
- **Social Networking Tools:** A Facebook page for the organization should be created. Flickr and/or YouTube should be explored for photo/video sharing of the Byway. An RSS feed should be created to better track exposure/usage of the Paul Bunyan image, in an effort to generate regional/national awareness/exposure of the driving route and it’s Association.

3) Events

- **Paul Appearances:** With the emergence of a second possible Paul Bunyan impersonator, a more planned and deliberate calendar of appearances should be coordinated for Year Two, maximizing the public relations opportunity of the unique role playing.
- **Geocaching:** Paul & Babe’s GeoHunt will be launched in during Year Two, with the anticipation of it becoming an annual event, generating slightly additional sponsorship dollars and/or T-shirt sales/food sales for revenue.

Instead of doing a stand-alone promotional event with WALA as originally proposed, it is recommended that a new role be created within the geocaching event for WALA as a top-sponsor and/or as a partner in new public relations efforts for the region. Regardless of the method, the relationship with WALA should continue to deepen.

- **Paul celebration:** It is expected that the City of Jenkins will soon be ready to develop a community celebration. To strengthen ties with this community and it’s businesses and residents, the Byway Association should help play a role in coordinating and facilitating this event, assuming the theme can be Paul Bunyan related.

4) Personal Meetings/Relationship Building

In an effort to continue to network within the community and build relationships, it is recommended that the Byway representative have:

- Continued presence at business networking activities/events (via the Chambers)
- Continued presence with jurisdictions
- Increased presence/participation in civic clubs/organization's meetings, activities and/or events

This involvement continues the role of educating and informing these important groups on what the Byway is, what projects have been completed and what future activities are planned.

In addition, the exposure of Board members at events/activities should increase, that is, the BOARD should publically begin noting their involvement in the Byway Association as they participate in meetings/events, as well as seek out meetings and relationship-building activities that can lead to solicitation and/or membership requests.

5) Merchandise

- Continue to research merchandise options, gather pricing information
- Explore a membership mailing that would include an aerial print (with the Byway highlighted) as a member gift — specifically targeting high-income, seasonal home owners

The Byway Association has huge potential within the marketplace thanks to its overall vision, mission and purpose. These statements reflect what many residents and business owners want, even if they don't say so. At issue are the limitations of businesses to see how the Byway Association's efforts can affect their bottom line. For individuals, a more personal reason needs to be uncovered to instigate their passion and commitment to the organization, be that due to their love of birds, fascination with history, or general fondness of the Byway region and its amenities (lakes, trails, etc.). To overcome all of these challenges, **more relationships need to be built BY ALL BOARD MEMBERS** and activities that **increase awareness and exposure** within the market area need to be continued.

Recommended Budget for Year Two

Total Grant:	\$31,250	
Consultant Compensation	\$24,000	(\$4,000 payments, 6 times during contract)
Marketing Materials (itemized below)	\$6,850	
Marketing Materials		
Web Site — redesign/dynamic format	\$6,000	
Newsletter (BW, 500)	\$600	(est. \$300 x 2 editions — fall, spring)
E-newsletter /edatabase ?	\$400	(Constant Contact 1-yr & template, or software/database via the Pleins)
BL Chamber Mbrship (non-profit)	\$150	
Pine River Chamber Mbrship	\$100	

Appendices

- A Year One Budget**
 - **Reported Costs**
 - **Actual Costs (*includes donated time/money*)**

- B Byway Marketing Materials**
 - **Association brochure (2 pages)**
 - **Remittance envelope**
 - **Note card/envelope, business card**

- C Inkslinger Newsletter Mailing**
 - **Winter 2009 Newsletter (4 pages)**
 - **Newsletter insert (2 pages)**
 - **Non-Member Introduction letters (two versions)**

- D Monthly Board Reports**
 - **Monthly Board Report for September 2008**
 - **Monthly Board Report for October 2008**
 - **Monthly Board Report for November 2008**
 - **Monthly Board Report for December 2008**
 - **Monthly Board Report for January 2009**
 - **Monthly Board Report for February 2009**
 - **Monthly Board Report for March 2009**
 - **Monthly Board Report for April 2009**

Addendum: My personal perceptions and thoughts

Appendix A Budget: Reported Costs

Year One Budget: \$31,250

Projected spending:

\$28,750 consultant compensation
\$2,500 marketing materials

Actual spending:

\$28,605.04 consultant compensation
\$2,202.36 marketing materials (*detail below*)
\$442.60 adv/prep for project (Lynn's records)

YEAR ONE Marketing Materials Expenses

Business Cards (4c, 500)	\$21.39
Note Cards (4c, 500)	\$133.76
A2 envelopes (1c, 500)	\$96.30
Remittance envelope (1c, 2,500)	\$347.76
Assoc brochure (4c, 5,000)	\$806.21
Stamps (140 42¢ stamps)	\$58.80
Sub-Total	\$1,464.22

Office Max	2+ year quantities
Lakes Printing	2+ year quantities
Lakes Printing	2+ year quantities
Lakes Printing	2+ year quantities
Range Printing	2+ year quantities
est. 1+ year quantities	

Merchandise to giveaway, signage

Presentation booklets	\$10.46
"Why Drive the Byway?"	\$77.57
Large map print-out	\$6.41
Laminating large map	\$10.69
Fleece Fabric	\$30.35
T-shirts (12, for giveaways)	\$78.05
Booklets (15, for giveaways)	\$1.80
Travel mug (1, for giveaways)	\$4.48
Pens (20, for giveaways)	\$0.24
Hot Chocolate packets (10 boxes)	\$10.00
Travel Mugs (36, for giveaways)	\$66.02
Labels (for travel mugs & booklets)	\$26.38

Est 18 winter bags, 9 spr/fall, 12 Ts
(Office Max, 4/12/08)
(color copies (250), Office Max, 4/12/08)
(Office Max, 8/27/08)
(Office Max, 10/2/08)
(scarves/giveaways, TotallyFleece – ebay 9/22/08)
(Queensboro)
(Target, 9/26/08)
(Target, 9/26/08)
(Target, 9/26/08)
(Cub Foods, 9/25/08)
(AandBDiscount – ebay 10/2/08)
(Labelsbythesheet.com, 10/4/08)

Sub-Total **\$322.45**

est. 2+ year quantities

Conference Registrations

Byway Conf (Nov 08) \$55.00

(mileage donated)

Newsletter (1st edition)

Winter 2009: printing \$174.90
Winter 2009: postage \$88.29

(BW photocopies, 750)
(bulk mail via BLC permit)

Sub-Total **\$263.19**

Info boxes at trails **\$97.50**

(1-time expense: 13 x \$7.50 ea)

TOTAL EXPECTED EXPENSES \$2,202.36

(bolded amounts are all shown in next page, actual costs)

Appendix A Budget: Actual Costs (donated materials)

YEAR ONE Marketing Materials Expenses

Bold dollar amounts are detailed on the previous page. In-kind creative services are not included in this list.

Marketing Materials		
Reported Expenses	\$1,464.22	
Promotional/ giveaway things		
Reported Expenses	\$322.45	
Raffia (Target)	3.36	
bags (12)	9.98	(Ben Franklin (Sept))
Bags (24) (Target)	11.98	
Plaid blankets (2)	4.02	
2 bags, vase	3	
Misc gifts	74.85	(From MN store, Nisswa)
For Haunted Hallway		
Stickers for Halloween	34.64	
big printout (Dwntwn Art & Frame)	4.28	
For Holliday Village (Paul at the Mall)		
brochure holder, foam core	9.38	(office max)
big printout	4.28	(Dwntwn Art & Frame)
big printout	35.00	(Insty Prints)
Gas for moving truck	11.50	
Gas for moving truck	16.01	
Related to Ice Fest		
pole, string, food coloring (Ice Fest)	32.00	
Related to SoupFest		
Soupfest ingredients	10.00	
soupfest tablecloths, napkins	21.75	
Related to the MAP		
map copies, adv ltr/map mock ups	36.88	
Related to Geocaching		
Dollar Tree store (notepads)	11.00	
Meeting/Conference		
Reported Registrations	\$55.00	Byway Conf (Nov 08)
PR Chamber lunch	10.00	(May 20, 08)
CHOW lunch	5.00	(Nov 20, 08)
CHOW lunch	5.00	(Jan 7, 09)
PR Chamber lunch	10.00	(Jan 20, 09)
CHOW lunch	5.00	(Feb 4)
CHOW Lunch	5.00	(Mar 4)
CHOW Lunch	5.00	(Apr 1) -- CL
Tourism Summitt	30.00	
Info Guides for WALA members	\$567.44	(251.77 binders, 65.67 page protectors, 250 copies)
Newsletter/Reported Expenses	\$263.19	
Info Boxes	\$97.50	
Other (shirts (3 Ts, 1 polo)	46.56	Kathy's "uniforms"
Mileage (see next page for detail)	\$2,086.15	
Actual Total Year One Expenses	\$5,264.86	(does not include Lynn's in-kind)

Mileage (May 2008 – April 31, 2009)

Total miles = 3,793

Estimated mileage reimbursement = **\$2,086.15**
(based on current state rate of \$.55/mile)

<u>Date</u>	<u>miles</u>	<u>Date</u>	<u>miles</u>
April 08 BOD mtg (CL)	50	Jan. 5 -- Ice Fest (Bzy Pt)	35
April 08 Tourism Summit at Ruttger's	85	Jan 6 -- CL Retail Comm	50
May 5 -- Committee Mtg at Lynn's	40	Jan 6 -- PBDay (Nisswa)	15
May 20 -- Pine River Chamber Mtg	55	Jan 7 -- PL Retail comm	25
June 26 -- Mtg with Bart Taylor	52	Jan 7 -- Geocache Mtg (CL)	55
July 1 -- mtg with Amy Collins	40	Jan 7 -- CHOW North (PL)	25
July 2 -- mtg with Plein Consulting	40	Jan 8 -- Ice Fest (Bzy Pt)	35
July 25 -- committee mtg at Lynn's	40	Jan 9 -- CL (get truck to move back Paul)	50
Aug 7 -- Welcome Ctr Grand Opening	33	Jan 9 -- Ice Fest (Bzy Pt & PL & back)	55
Aug 20 -- mtg with Lisa P (at Craugns)	28	Jan 9 -- Mtg with Rick Byer (Jenkins)	18
Sept 11 -- mtg at Welcome Ctr	45	Jan 10 -- Ice Fest (Bzy Pt)	35
Sept 08 BOD mtg (CL)	50	Jan 13 - BAH (PL)	25
Sept 26 -- mtg with Lisa & Gretchen	50	Jan 14 -- BOD Mtg (CL)	50
Oct 1 -- PL retail committee	25	Jan 20 -- PR Chamber mtg (PR)	45
Oct 3 -- mtg with Ruth Ann Hanson	25	Jan 23 -- Discover Racks Mtg (PL)	25
Oct. 7 -- CL retail committee	50	Jan. 31 -- Trails workshop (drove to Apine)	33
Oct 8 -- BOD mtg (CL)	50	Feb 3 -- CL Retail committee	50
Oct 9- Heartland Mtg (to Apine)	33	Feb 4 -- PL Retail Committee	25
Oct 14 -- CL area (Bill Forsythe)	50	Feb 4 -- CHOW PL	25
Oct 18 -- Ideal Comm Service Org annual mtg	40	Feb 6 -- Brd for soupfest cupplies	40
Oct 22 -- CL to move Paul the doll	50	Feb 7 -- soupfest (CL)	50
Oct 29 -- Brd & back to finalize Paul display	35	Feb 9 -- city of Jenkins council meeting	40
Oct 30 -- WALA annual mtg (PL)	33	Feb 10 -- BAH Baxter (northern nat'l)	30
Oct 31 -- Haunted Hallway (photos)	33	Feb 10 -- Barclay Township meeting	65
Nov - 3 Mbr gathering (PL)	25	Feb 11 -- BOD meeting (CL)	50
Nov 5 -- PL Retail Comm	25	Feb 11 -- Geo workshop (CL)	10
Nov 5-6 (Byway Conf in Monti)	375	Feb 12 -- PL Park board meeting	25
Nov 12 -- Byway Annual Meeting (Bzy Pt)	35	Feb 17 -- Geocache Committee mtg (CL)	55
Nov. 17 -- LPTV interview (Brd)	35	Feb 25 -- Legacy Amendment mtg (bxtr)	40
Nov. 20 -- Brd CHOW (arb)	35	March 2-- City of Bzy Pt	30
Nov. 21 -- CL (geocach mtg; map mtg)	55	March 2 -- Mtg with Gretchen/Chamber (Brd)	45
Dec 3 -- PL retail committee	25	Mar 3 CL retail committee	50
Dec 5 -- map mtg	55	Mar 3 city of Pequot Lakes	25
Dec 8 -- Tour Brochure mtg	55	Mar 4 PL retail committee	25
Dec 10 -- BOD Mtg (CL)	50	Mar 4 CHOW North (PL)	25
Dec 11 -- Business Expo (Madden's)	25	Mar 9 city of CL	52
Dec 16 -- Central Lakes Rotary (Jenkins)	33	Mar 12 Timothy Township	65
		Mar 18 -- BOD mtg (CL)	50
		Mar 31 -- brd mtg (best buy)	40
		Apr 1 CHOW (CL)	50
		Apr 6 -- Mission Twnship	40
		Apr 7 CL retail	50
		Apr 8 -- BOD Mtg (CL)	50
		April 9 - Pelican Twnship	35
		April 13 -- Ideal township	40
		Apr 14 -- Jenkins Township	35
		April 17 -- geocaching (CL)	50
		Apr 21 -- PR Chamber	45
		April 22 -- Tourism Summit (CL)	50

What is a Byway?

A Byway is a set of roads that tell the story of their area's archaeological, cultural, historic, natural, recreational and scenic qualities in a compelling and extraordinary way. Byway routes are selected based on their characteristics and how well they represent their region.

Fast Facts

* The Paul Bunyan Scenic Byway is one of Minnesota's 22 state designated Byways and one of seven Minnesota Byways to also be nationally designated. (There are only 126 national byways in the entire country!)



* The Paul Bunyan Scenic Byway travels through 14 local government jurisdictions in Crow Wing and Cass Counties. The cities include Breezy Point, Crosslake, Jenkins, Manhattan Beach, Pequot Lakes, and Pine River; townships include Barclay, Gail Lake, Ideal, Jenkins, Mission, Pelican, Timothy, and Wilson.

* The Paul Bunyan Scenic Byway is:

- the only recreation-based, nationally designated route in Minnesota, and
- the only national scenic Byway whose primary theme is a tall tale!

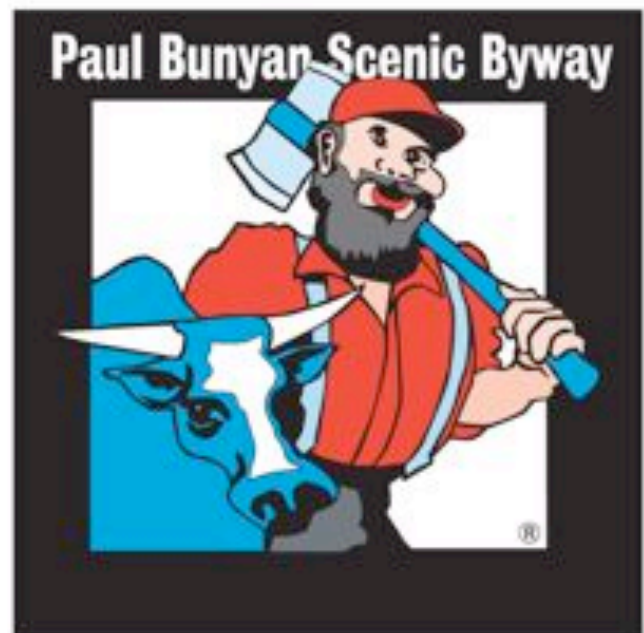
* The Byway Association works in conjunction with federal, state and local (city & township) governmental agencies and councils. Past partners include: the Federal Highway Administration, US Army Corps of Engineers, America's Byways, MN DNR, MN DOT, Explore Minnesota Tourism, and Crow Wing County.



Paul Bunyan Scenic Byway Association
PO Box 401, Pequot Lakes, MN 56472

www.PaulBunyanScenicByway.org

Support what you enjoy!



The Paul Bunyan Scenic Byway is 54 miles of paved, wide-shouldered roads with hiking/walking trails, recreational parks, wildlife management areas and historical artifacts. Your Byway has been designated as both a state and national scenic byway.

The Paul Bunyan Scenic Byway Association strives to promote, preserve and enhance the recreational, historic, cultural, scenic, natural and archeological resources along the Byway.

Contribute to the Paul Bunyan Scenic Byway Association and support the Byway amenities you enjoy. All donations are tax deductible.



Paul Bunyan Scenic Byway Association

Over the years, the **Paul Bunyan Scenic Byway Association** has generated more than \$150,000 in cash and in-kind donations and matched these efforts to various grants to finance more than \$570,000 worth of projects along the Byway.

Major Projects

- Facilitated shoulder paving of county roads for biking and rollerblading
- Developed new hiking trails (and bridges, too!)
- Constructed the Gateway Gazebo
- Installed a variety of informative & educational panels throughout the Byway
- Marketed and promoted the Byway
 - materials: Tour Map, Birds of the Byway brochure, membership newsletter, web site (including new audio podcasts & video)
 - Historic Mailboat live improvisational shows performed by the By-The-Way Players
 - Monthly feature articles in local newspapers
 - Paul Bunyan Exhibit Space at Army Corp of Engineers Campground in Crosslake
 - "Paul Bunyan" appearances at local events and parades
- Established a Paul Bunyan Scenic Byway Foundation
- Developed merchandise (playing cards, oil paintings)

Ways to Support

- Cash contributions
- Endowment to the Foundation
- In-kind donations
- Volunteer support
- Promote the Byway



Paul Bunyan Scenic Byway Association Vision:

To strengthen the quality of life and visitor experience along the Byway's route by promoting and enhancing the area's resources and amenities that support economic vitality.

Explore the lore at www.PaulBunyanScenicByway.org

Yes! I'd like to invest in the Paul Bunyan Scenic Byway.

Use my contribution of \$_____ to support the Byway and it's Association.

Name _____ Date _____

Address _____

City _____ State _____ Zip _____

Email _____ (for Association use only)

Home Phone _____ Work Phone _____

All donations are tax deductible.

- \$200/year "Group of 54" Member
- \$75/year general Member
- \$_____ one-time contributor
- Please accept my in-kind donation of _____
- Please contact me about volunteering with the Byway Association.

Please make checks payable to the Paul Bunyan Scenic Byway Association.

Thank you for your gift!

Any additional questions may be forwarded to:

Paul Bunyan Scenic Byway Association
PO Box 401, Popot Lakes, MN 56472



www.PaulBunyanScenicByway.org

Remittance envelope

PLACE STAMP HERE



Paul Bunyan Scenic Byway Association



PO Box 401
Pequot Lakes, MN 56472

www.PaulBunyanScenicByway.org

Note Card
& envelope



Business card



Kathy Moore

Paul Bunyan Scenic Byway Association
PO Box 401
Pequot Lakes, MN 56472
www.PaulBunyanScenicByway.org

Kathy@PaulBunyanScenicByway.org
Wk (218) 963-3409, cel (218) 330-3993

Inkslinger



The official newsletter of the Paul Bunyan Scenic Byway Association • Winter 2009

Spot of Interest

There are nearly 100 points of interest along the Paul Bunyan Scenic Byway route. Each issue of the *Inkslinger* will highlight one of these lesser known Byway points of interest.

Onward canoe!

It's the Voyageur's anthem and it can be your rallying call too. The Paul Bunyan Scenic Byway route provides several canoe access points starting at the dam in the City of Pine River on the north side all the way to the Corps of Engineers Campground in Crosslake on the south side. Along the way, four campsites are available for a lunch stop or an overnight stay. The canoe route roughly parallels the Byway's County Road #1 on the north and County Roads 66 and 3 on the east.

A bow to some of the area's long time families is evident in the names of locations along the route, such as Arvig Creek, Hopper's Bridge, Gould Rapids.

As it exits the Pine River at Carlson Rapids near South Delta Bay on Upper Whitefish Lake, the canoe route takes a direct path through the Whitefish Chain of Lakes, bringing paddlers through Rush Lake, into Cross Lake and finally around the Crosslake Dam to where the route again resumes its river appearance.

Now is a good time to plan your first spring outing. Why not choose one of the Byway's canoe accesses, pack your camera, a lumberjack lunch and grab your paddle. For more information on the canoe route, visit http://files.dnr.state.mn.us/maps/canoe_routes/pine.pdf.

The Paul Bunyan Scenic Byway Association recently completed two significant web-based projects that will help strengthen awareness of the Byway and increase understanding of the driving route.

Podcasts

A podcast is an audio recording of a radio or other broadcast that can be downloaded via the internet onto portable listening devices, such as an iPod or MP3 player.

Seven local voices and the booming big Paul Bunyan voice of local voice artist, Dave Skyberg, combined to create a 35 minute podcast, available as one entire listening session, or in seven individual downloads of 3 to 7 minutes each. With major sponsorship from KLKS Radio, the podcast became available online in the spring of 2008. Listen to each by visiting www.PaulBunyanScenicByway.org.



Webisode

Webisodes, short audio or video presentations on the Web, are used to promote products, preview music, deliver news events and present all sorts of information.

Our first webisode, 'Paul and Babe's Favorite Sites Along the Paul Bunyan Scenic Byway' was filmed in late summer and narrated by the voice of Paul Bunyan, Dave Skyberg.

The webisode is available on Minnesota's state tourism website, www.exploreminnesota.com, under the 'My Favorite Minnesota' section, as well as at the Byway Association's web site,

www.PaulBunyanScenicByway.org. The video was supported by the Whitefish Area Lodging Association, Minnesota Power, Crow Wing Power, KLKS Radio and the Paul Bunyan Scenic Byway Association. This webisode recently won the "My Favorite Minnesota Award" at the 2009 Explore Minnesota Tourism Conference.

The Paul Bunyan Scenic Byway is a 54 mile driving route with hiking/walking trails, recreational parks, wildlife management areas and historical artifacts. Your Byway has been designated as both a state and national scenic byway.

... to promote, protect and en

Financial Sustainability

Kathy Moore of Moore Consulting, working under a federal byways grant, developed a five-year Sustainability Plan and, in September, 2008 began implementation of year one of that plan. The comprehensive plan strives to significantly boost local awareness of the Byway and its positive contributions to the area — from the health and wellness aspects of the Byway's walking paths, to the economic significance of the enhanced tourism draw of this nationally designated Byway route. Contact Kathy at (218) 963-3409 or Kathy@PaulBunyanScenicByway.org



Paul at the Mall

The PBSB Association got considerable free publicity Nov.- Dec. 2008 with the display of Paul, the World's Largest Doll, at the new Holiday Mall at Brainerd/Baxter's West. Information about the Byway displayed around the big encouraging Mall visitors more about how they can enjoy the Byway.

New Brochures

- Developed due to repeated visitors' questions about the Paul Bunyan Scenic Byway, Board members **Rebecca Mesenbrink** and **Julie Despot** worked with **JM Plein Consulting** to create a one-sheet handout to help inform people about what the Byway is and why they would enjoy driving it.



- An updated version of the **Paul Bunyan Scenic Byway** will be available in spring 2009. The new map will include city of Crosslake, Pequot Lakes and Pine River, as well as a large user-friendly map graphic.



- A **Paul Bunyan Scenic Byway Tour Brochure** will be available in spring 2009. The 24-page brochure will work in conjunction with the updated map and features in-depth information on things to see and do along the Byway, as well as stories about the Byway and its people. Funded by a federal scenic byways grant, the required local match has been supported by: University of Minnesota's Central Region Partnership, Grand Casino Mille Lacs, the Brainerd Chamber, Ideal Township and firewood sales at US Army Corps of Engineers campgrounds

Radio Jingle

A new radio jingle is being developed to help raise awareness of the Paul Bunyan Scenic Byway. It will be used for local public service announcements.

The original music for the piece was composed and recorded by members of the local classic rock band SKATYRS, and sets a memorable mood for the lyrics:

"Paul Bunyan Scenic Byway dot org — Explore the Lore.™"



Historic Mailcarrier Interpretation project

For two years, a day in the life of Ben Knebel, Ideal Township's mailcarrier from 1930-1969, was showcased through the talents of several local actors, directed by Gary Hirsch. Daren Blanck brought Ben Knebel to life in dozens of free outdoor performances in Crosslake and Pine River.



This project was supported by a federal byway grant from the Paul Bunyan Scenic Byway Association, as well as significant in-kind support from the Paul Bunyan Scenic Byway Association and...

chance . . .

generated during placement of the first Rag Village Gate Mall way was Paul doll, to learn to use and



www.PaulBunyanScenicByway.org



popular y Map 09. y maps and ar,

page bout Partially the rd Lakes s.



Footprints

Spearheaded by the Byway Association, the City of Pequot Lakes Parks Dept. and former Pequot Lakes Mayor, **Cathy Malecha**, this was one of the first non-road projects to unite the communities along the Byway. The BIG foot prints will be in Pine River, Barclay Township, Jenkins, Ideal Township, Crosslake, Breezy Point and Pequot Lakes.

The 5' x 14" concrete footprints will be poured this spring and summer at public locations chosen by each participating

city or township. The footprint size is based on the Paul Bunyan "baby" boots at the Pine River Chamber of Commerce.

Eighty percent of the project cost is sponsored by the Mille Lacs Band of Ojibwe. Remaining costs are covered by the participating jurisdictions and the Paul Bunyan Scenic Byway Association. The cost of the signs that say "Paul was Here" and the signs listing the sponsors were donated by Crosslake residents Larry & Ronda Hopkins.



sys grant, Crow Wing County, and the ind donations from Rice Creek Resources, many Association members.

Not A Byway Association Member? Join us!

Yes! I'd like to invest in the Paul Bunyan Scenic Byway.

Use my contribution to support the Byway and it's Association.

- \$200/year "Group of 54" Member
- \$75/year General Member
- \$ _____ one-time contributor
- Please accept my in-kind donation of _____
- Please contact me about volunteering with the Byway Association.

Please make checks payable to the Paul Bunyan Scenic Byway Association. All donations are tax deductible.

Any additional questions may be forwarded to:
Paul Bunyan Scenic Byway Association
PO Box 401, Pequot Lakes, MN 56472



www.PaulBunyanScenicByway.org

Paul Bunyan Scenic Byway Association

BOARD of DIRECTORS

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Paul Sandelin

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Paul Thiede



Paul Bunyan Scenic Byway Association
PO Box 401, Pequot Lakes, MN 56472

www.PaulBunyanScenicByway.org

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Pequot Lakes, MN
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Paul Bunyan Scenic Byway Association

*As a 501(c)(3),
all donations to the
Byway Association
are tax deductible.*

The Paul Bunyan Scenic Byway Association focuses on promoting, protecting and enhancing the recreational, historic, cultural, scenic, natural and archeological resources along the Byway.

Paul Bunyan Scenic Byway Association Vision:

To strengthen the quality of life and visitor experience along the Byway's route by promoting and enhancing the area's resources and amenities that support economic vitality.

The Byway Association works in conjunction with federal, state and local (county, city & township) governmental agencies and councils, as well as with other local non-profit organizations.

How You Can Help

Contribute to the Paul Bunyan Scenic Byway Association and support the Byway amenities you enjoy. You could:

- Become a member of the Byway Association
- Offer a cash contributions
- Establish an endowment to the Byway's Foundation
- Provide in-kind & volunteer support
- Promote the Byway

To learn more about the Paul Bunyan Scenic Byway and it's Association, visit www.PaulBunyanScenicByway.org.

SAVE A TREE!

Receive this newsletter via email.

Sign up by emailing us at Info@PaulBunyanScenicByway.org

Paul Bunyan Scenic Byway Association Members

Group of 54 Members

* = charter members; *italic* = inactive

Americinn Lodge and Suites of Pequot Lakes
A-Pine Restaurant
Dave and Mary Badger *
Bait Box Marina *
Bay View Lodge *
Black Pine Beach Resort *
Boyd Lodge *
Breezy Point Resort *
Crosslake Communications *
Mary Lu and Richard Dietz
(Birch Breeze Charitable Fund)
Don and Deanna Engen *
Lynn and Paul Hunt*
Ideal Community Service Organization
JM Plein Consulting
Adeline Johnson
Lakeside, Lawn and Landscape *
Lakes State Bank * (Pequot Lakes & Crosslake)
John and Karen Larsen
Moonlight Bay Family Restaurant *
Pequot Sand and Gravel
John Pierron *
Pine River Chamber of Commerce
Pine River State Bank
Jean Segerstrom *
Don and Buff Spies *
Stockman Recycling and Transfer
TDS Telecom *
Towering Pines Resort *
Linda Ulland
Whitefish Area Property Owners Association
Whitefish Golf Club *
Wildwedge Golf and Mini Golf *

Members

Beacon Shores Resort
Brainerd Daily Dispatch
Brainerd Lakes Health
(clinics in Crosslake, Pequot Lakes and Pine River)
Bruce Bundgaard, Attorney At Law
Clamshell Beach Resort
Countrywide Tax Services
Crosslake Dairy Queen
Cycle Path & Paddle
Down to Earth Wood
Expressions Shoe Center
Hanneken Insurance Service, Inc.
Haven Books
Heath's Resort
Iron Hills North Gun and Pawn
Judy's House of Gifts
Just Your Style
KLKS Radio
Lakes Area Crafts & Cones
Lakes Area Gallery and Frame Shoppe
Lakes and Leisure Realty
Manhattan's
Maucieri's Italian Bistro, Bar & Deli
Moonlight Square/Pelican Square
Rod Nelson
Norway Ridge Supper Club
Pinedale Resort
Pine River Pantry
Pine Terrace Resort
Reed's Market/Bar/Stock
Rice Creek Resources
There's Room
Uppgaard, Bob
Whitefish Lodge and Suites



February 2009

Paul Bunyan Scenic Byway Association Supporters

Funding Jurisdictions (2008)

City of Breezy Point (footprint only)
City of Crosslake (footprint & donation)
City of Jenkins (footprint only)
City of Pequot Lakes (footprint & donation)
City of Pine River (footprint only)
Barclay Township (footprint only)
Ideal Township (footprint & donation)
Jenkins Township (donation)

Reciprocal Membership

Pequot Lakes Area Historical Society

Grants & Supporters (2008-2009)

Brainerd Lakes Chamber
Crosslake Ideal Lions
Crow Wing Power
Explore Minnesota Tourism

Federal Highway Department —
Nat'l Scenic Byways Organization
Hopkins, Larry and Ronda
Ideal Community Service Organization
Mille Lacs Band of Ojibwe

Minnesota Power
Rice Creek Resources
USACE — Firewood Funds
Whitefish Area Lodging Assoc. (WALA)

Donations

In-Kind (during 2008)

Bertha Boatworks
Brainerd Daily Dispatch
Brainerd Lakes Chamber
Crow Wing County
Discover Racks
Echo Publishing
JM Plein Consulting
KLKS Radio
Lakes Area Gallery and Frame Shoppe

Larson, Allen, LLP
Marina II Restaurant
Pequot Lakes American Legion/
Sons of the American Legion
Pine River Bakery
Sandelin Law Office- Paul Sandelin
Paul Stafford
Weise Craft and Variety

Special (in-kind & cash)

for the Historic Mailcarrier
interpretation project
Bertha Boatworks
John Pierron
Black Pine Beach Resort
Rice Creek Resources
Crow Wing County
Wayne Chamberlain
USACE-Crosslake Recreation Area

Special Appreciation to . . .

America's Byways Resource Center
Josh Porter — Avalon Studios
Brainerd Lakes Chamber
Steve and Jo Blanich
Central MN Community Foundation
Wayne Chamberlain — "Paul Bunyan"
Crosslake Historical Society
CW Cty Commissioners
CW Cty Highway Dept.
CW Cty Engineer, Lyndon Robjert
DNR Forestry Program
DNR Nongame Wildlife Program
DNR Trails and Waterways

Explore Minnesota Tourism (EMT)
John Gaffney — Larson, Allen LLP
Dick Haskett
Mike Holst
Minnesota Office of Environmental Services
Northern Trackers
Pine River Bakery
Mary and John Plein
Melissa Schmidt — Sandelin Law Office
Paul Stafford, photographer
Linda Ulland
US Army Corps of Engineers, Crosslake (USACE)
Whitefish Area Property Owners Assoc. (WAPOA)



Good morning!

The Paul Bunyan Scenic Byway Association's official newsletter, *Inkslinger*, was recently redesigned. Enclosed is your complimentary copy. I hope it will help you be informed about all that the Byway Association is doing to support your neighborhood and the region.

If you appreciate the projects we've accomplished and would like to help further the Byway Association's mission of promoting, preserving and enhancing the recreational, historical, cultural, scenic, natural and archeological resources along the Byway route, you're invited to join the non-profit Paul Bunyan Scenic Byway Association. Or, if you prefer, offer an in-kind product or service, lend a hand at an event or with a project or just promote the Byway to friends and family.

The Byway Association embraces ideas for new events, projects and opportunities that support our vision of strengthening the quality of life and visitor experience along the Byway's route. Consider helping us promote and enhance the area's resources and amenities that support economic vitality.

Please contact me with your ideas or suggestions —

Kathy Moore

Kathy@PaulBunyanScenicByway.org

www.PaulBunyanScenicByway.org
PO Box 401, Pequot Lakes, Minnesota 564672



Good morning!

The Paul Bunyan Scenic Byway Association's official newsletter, *Inkslinger*, was recently redesigned. Enclosed is your complimentary copy. It will help businesses and organizations like yours, that are located along the Byway, be informed about all that the Byway Association is doing to support the region — and ultimately, your business, your customers and your employees.

If you appreciate the projects we've accomplished and would like to help further the Byway Association's mission of promoting, preserving and enhancing the recreational, historical, cultural, scenic, natural and archeological resources along the Byway route, you're invited to join the non-profit Paul Bunyan Scenic Byway Association. Or, if you prefer, offer an in-kind product or service, lend a hand at an event or with a project or just promote your business as a location along the Byway.

The Byway Association embraces ideas for new events, projects and opportunities that support our vision of strengthening the quality of life and visitor experience along the Byway's route. Consider helping us promote and enhance the area's resources and amenities that support economic vitality.

Please contact me with your ideas or suggestions —

Kathy Moore

Kathy@PaulBunyanScenicByway.org

www.PaulBunyanScenicByway.org

PO Box 401, Pequot Lakes, Minnesota 564672

Appendix D

Monthly Board Report for September 2008

Monthly Board Report for October 2008

Monthly Board Report for November 2008

Monthly Board Report for December 2008

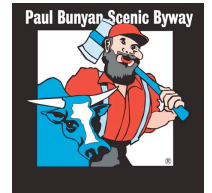
Monthly Board Report for January 2009

Monthly Board Report for February 2009

Monthly Board Report for March 2009

Monthly Board Report for April 2009

PBSBA Sustainability Plan: Key Components & Implementation



September 2008

Vision: To strengthen the quality of life and visitor experience along the Byway's route by promoting and enhancing the area's resources and amenities that support economic vitality.

Mission: To promote, preserve and enhance the recreational, historic, cultural, scenic, natural and

archeological resources along the 54-mile Paul Bunyan Scenic Byway.

Goals: 1. To build awareness of the Byway in clever and compelling ways through . . .

- community and regional projects and events; especially those with multi-community themes
- interesting stories from the area's past — utilizing a variety of ways to tell these stories (ensuring the preservation these stories)

2. To develop area amenities, free to the public (such as hiking trails, informational waysides, paved shoulders as bikeways)

3. To encourage cooperation and collaboration among the Byway jurisdictions in the preservation and enhancement of the Byway's resources.

Assumed financial need to sustain operations of the Association (Est operating expenses, pg 8) — **\$50,000**

The Sustainability Plan

A three-pronged approach involving expanded marketing and public awareness of the Byway:

- 4) Develop, maintain and strengthen membership of the Association through local public awareness, education, understanding and, ultimately, involvement. **Inform, invite, involve, and then ask.**
- 5) Seek out and secure one consistent, stable source of income for the Association while expanding the awareness and exposure of the Byway outside of the market area.
- 6) Participate and attend as many other existing events/org meetings to increase public awareness (and membership!), as well as to educate and strengthen ties with the communities.

Year One — *primary focus: Increase awareness*

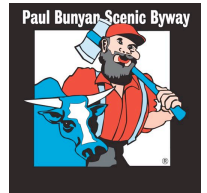
TIMING

Fundraising Goal: \$8,575

- | | |
|---|--------------|
| 1. Visibility within the Community | monthly |
| a. Personal meetings with key community leaders/residents | |
| • Create lists of (previously contacted, potential new) | Sept 08 |
| • Develop presentation pieces, leave-behind, card/envelope; bus. cards | Sept 08 |
| • Develop database for tracking contacts | Sept 08 |
| • Begin making contacts | Oct 08 |
| b. Attend Chamber events/meetings, city council/township meetings | monthly |
| • Create calendar of meetings & events; prioritize attendance | Sept 08 |
| • Attend meetings/events; take leave-behind, cards, presentation info | Oct 08 |
| c. Newspaper — continue monthly Byway Bylines articles (Lynn) | monthly |
| d. Radio — utilize free "spotlight" radio shows, WJJY (Brainerd) and KLKS | |
| • target Ice-off for site-seeing routes | spr 09 |
| e. Newsletter — redesign | winter 08-09 |
| f. Web Site —redesign | spr-sum 09 |
| 2. Awareness along the Byway | |
| a. Box with membership info/donation envelopes at amenities' sites | spr 09 |
| 3. Merchandise — explore options (with local retailers and manufacturers) | winter 08-09 |

Implementation Plan, Year One

Est. working 14-16 hrs/wk (Sept 08 – Apr 09); email account established. Budget (remaining grant: \$19, 250)
 \$16,000 for compensation \$2,250 for marketing materials \$1,000 for out-of-market travel/mileage



October 2008

PBSBA Sustainability Plan Implementation

Progress Report For Activity during September 2008

Activities

1) One-On-One Contacts

A) Developed Marketing Materials (*est 2 year supply*) — expense of approx \$1,500

- Business Cards
- Note Cards
- A2 envelopes
- Remittance (donation) envelope (*will primarily be used at panel sites*)
- Association brochure (*will also be used for meetings and at panel sites*)

B) Developed Presentation Materials — expense of approx \$25

- Byway Projects Fact Sheets
- Laminated poster of Byway
- Print-outs of all panels, samples of all printed materials

C) Contact list

- Developed database (format) for tracking contacts
- Creating prospects list

2) Participation in Meetings/Events as Byway rep. (*& access to contacts for future one-on-one meetings*)

A) Developed a listing of council meeting schedules for Byway jurisdictions; noted those up for election

B) Developed a 3-month calendar of meetings/activities in which to participate/be visible

C) Developed/purchased/created giveaway packages (*est 2 year supply*) — expense of approx \$225

For use in major community events/promotions, for annual meetings, networking events, etc.

- Logo T-shirt & travel mug (12)
- Plaid scarf & travel mug (18)
- Plus an additional 6 mugs

3) Researched costs of Donation Request Boxes (to be installed at panel sites and at Info Centers)

Activities Expected for October – December, 2008

- Continue one-on-one contacts to EDUCATE businesses/residents
 - Contacts to include: new prospects, old prospects, current members, WALA members
 - Maintain database (current contacts; input old records/references, as it is shared)
- Continue to participate in select meetings & events as Byway representative
- Discussing membership newsletter – redesign efforts (Dec 08 – Jan 09)
- Research/continue conversations related to possible merchandise efforts
- Support the reprinting of the Tour Map (ad sales, Jan 09 -)



PBSBA Sustainability Plan Implementation

Progress Report For Activity during October 2008

Activities

1) One-On-One Contacts

- Printed Marketing Materials (*est 2 year supply*)
 - Business Cards, Note Cards, A2 envelopes, Remittance (donation) envelope, Association brochure
- Finalized Presentation Materials
- Contact list (continuing to develop/maintain electronic record of conversations/meetings)

2) Participation in Meetings/Events as Byway rep. (& access to contacts for future one-on-one meetings)

Oct 1 -- PL retail committee (Brainerd Lakes Chamber)

Attendees: Kim Ziesemer/Brandon Andersen (Lonesome Cottage), Kim Watston (BL Broadcasting), Patty Bonicatto (Cycle Path & Paddle), Leslie Gravley (Leslie's Cothes/Cabana), Nancy Adams (PLEDO/Library), Atesha Wourms (Edward Jones), Tiffany (Lakes Latte), Chuck Knierim (Wildrose Farm), Mark Jurchen (Lakeland Agency), Dean (Expression Shoe Center), Fran Stanley (Birchwood of Breezy), Marj Bundgaard (KLKS), Kathy Bittner-Lee (Echo), Sue Erholtz (AmericInn/PL), Larie Niskanen (Twin Pine Trading Post), Robin (Gabby's/Sweet Pea), Lisa (Shutter Memories), Diondra Putnum (Seriously Fun Marketing), Molly Ring (Seriously Fun Marketing), Joannie Wegman (J Amelia's Wellness Salon & Spa)

Oct 3 -- mtg with Ruth Ann Hanson; phone conversation with Jenny Smith (Cycle Path & Paddle)

Oct. 7 -- CL retail committee (Brainerd Lakes Chamber)

Attendees: Bill Forsythe (Pine Patch Bicycle), Judy Colten (Judy's House of Gifts), Pat Netko (Lakes Area Crafts & Cones), Doreen Gallaway (Build-All Lumber), Nancy Koch (North Wedge Greenhouse), Diane Dorr-Ruzin (Haven Books Plus)

Oct. 14 – one-on-one with Bill Forsythe (Pine Patch Bicycle, CL)

Oct. 18 – presentation at Ideal Community Service Org Annual Breakfast Meeting

Specific one-on-one time with Dave & Mary Badger

Oct. 20 – phone conversation with Shores & More Realty (Pederson Team) – Jeanette Dieterich

Oct. 30 – presentation at Whitefish Area Lodging Assoc Annual Meeting

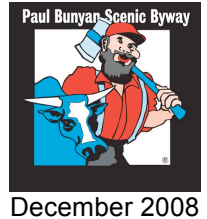
Attendees: Pine Terrace (Steve & Jayne Routledge), Seaquist-Olufs (Marilyn & Bob), Driftwood (Dan Leagjeld), Whitefish Lodge (Krista & husband) Boyd Lodge (Pricella Balmer), Bay View (Mary Ann), Towering Pines (Jodi Nies), AmericInn (Rebecca & Sue), Pinedale (Vickey Leonard), Clamshell Beach (David Moe)

3) Building Awareness for the Byway

- Haunted Hallway (AmericInn, Jenkins) — posters for room, stickers to giveaway, assisted with misc set-up; Emails with Rebecca (AmericInn, Jenkins)
- Holiday Village (Westgate Mall, Brainerd/Baxter) — moved Paul the doll, developed signage/posters and brochure display; Phone/Email conversations with: Nancy Cross (Brainerd Community Action), Mike Brown (Riddle's Jewelry), Kristi & Joe (Lakes Area Gallery & Frame Shop, CL)

Activities Expected for November – December, 2008

- Continue one-on-one contacts to EDUCATE businesses/residents
 - Contacts to include: new prospects, old prospects, current members, WALA members
 - Maintain database (current contacts; input old records/references, as it is shared)
- Continue to participate in select meetings & events as Byway representative
 - Attend MN Byway Workshop (Montivideo, MN)



PBSBA Sustainability Plan Implementation

Progress Report For Activity during November 2008

Activities

1) One-On-One Contacts

- Contact list (continuing to develop/maintain electronic record of conversations/meetings)
- Began contacts with area civic groups
- Calls/Emails to jurisdictions/counties regarding Annual Meeting
 - Solicited requests to speak at the following townships: Barclay, Pelican, Timothy (still need to set up specific times)

2) Participation in Meetings/Events as Byway rep. (*& access to contacts for future one-on-one meetings*)

- Nov 5 — PL retail committee (Brainerd Lakes Chamber)
- Nov 5-6 — Minnesota Byway Workshop (Montivideo, MN)
- Nov 12 — Byway Annual Dinner/Meeting (Breezy Point)
- Nov 20 — CHOW Time, Brainerd (Brainerd Lakes Chamber)
- Nov 21 — one-on-one with Jon Henke (CL Park & Rec) & Debby Floerchinger (CL Comm) regarding geocaching efforts along the Byway

3) Building Awareness for the Byway

- Paul the doll at the Holiday Village (Westgate Mall, Brainerd/Baxter) — Media coverage:
 - Friday, Nov. 14 (front page photo and jump to story)
 - Monday, Nov. 17 (news segment on Lakeland PTV)
 - Restocked marketing materials at the mall (12/3/08)

Activities Expected for December 2008 – January 2009

1) Continue one-on-one contacts to EDUCATE businesses/residents

- Contacts to include: new prospects, old prospects, current members, WALA members
- Maintain database (current contacts; input old records/references, as it is shared)

2) Continue to participate in select meetings & events as Byway representative

- Attend Business Expo at Madden's (Brainerd Lakes Chamber), Dec. 11
- Speak to Central Lakes Rotary, Dec 16
- Ice Fest Committee Meeting, Jan 5
- CL Retail Committee Meeting, Jan 6
- PL Retail Committee Meeting, Jan 7
- CHOW North, Jan 7 (Tasty Pizza)
- Ice Fest, Jan 9-10 — involve Paul?
- BAH North, Jan 13 (Sandelin Law, Ed Jones, etc.)
- Business Before Hours, Jan 21 (Northway Construction, Baxter)
- Antique Snowmobile Rendezvous, Jan 23-25 — involve Paul?
- Ice Fishing Extravaganza, Jan 24 — involve Paul?
- Lumberjack Jaunt Ski Race, Jan 25 — involve Paul?
- CL Winterfest — Feb 6-8 — involve Paul?

3) Other Activities

- Adv/\$: map— attend mtgs, drafted sales letter/ad agreement; mock-up map for sales effort; begin calls to businesses about adv
- PR/Event: Continue logistical conversations regarding possible geocaching event for 2009
- PR: Finalize story & gather photos for American Road Magazine (Fall 2009 edition)



January 2009

PBSBA Sustainability Plan Implementation

Progress Report For Activity during December 2008

Activities

1) One-On-One Contacts

- Contact list (continuing to develop/maintain electronic record of conversations/meetings)
- Began contacts with area civic groups

2) Participation in Meetings/Events as Byway rep. (*& access to contacts for future one-on-one meetings*)

- Dec 11 —Business Expo at Madden's (Brainerd Lakes Chamber)
- Dec 16 — presentation to Central Lakes Rotary (AmericInn)

3) Building Awareness for the Byway

- Paul at the Mall: Restocked marketing materials at the mall (12/3/08)
- Developing initial plan for geocaching event
- Map Sales -- attend mtgs, drafted sales letter/ad agreement; mock-up map for sales effort;

Activities Expected for January & February 2009

1) Continue one-on-one contacts to EDUCATE businesses/residents

- Contacts to include: new prospects, old prospects, current members, WALA members
- Maintain database (current contacts; input old records/references, as it is shared)

2) Continue to participate in select meetings & events as Byway representative

- Ice Fest Committee Meeting, Jan 5 (assisted Bzy Pt city staff with publicity efforts)
- CL Retail Committee Meeting, Jan 6
- PL Retail Committee Meeting, Jan 7
- CHOW North, Jan 7 (Tasty Pizza)
- Ice Fest, Jan 10 —snow sculpture contest (created Paul-themed entry)
- BAH North, Jan 13 (Sandelin Law, Ed Jones, etc.)
- CL Winterfest — Feb 7 — possible soup contest entry at USACE
- BAH, Feb 10 (Northern Nat'l Bank, Bxt)
- CHOW, Feb 26 (YMCA, Brd)
- CL St. Pat's Parade – Mar 14 – involve Paul? Float?

3) Other Activities

- Move Paul the doll back to his home (Jan 9)
- Adv/\$: map—finalize calls to businesses about adv
- Attend Sustainability Conference at Initiative Foundation (Jan. 27)
- PR/Event: Continue logistical conversations regarding geocaching event (June-Aug 2009)
- PR/Event: Planning for Paul Bunyan Day, June 2009
- Need to figure out how to be involved in the "retail" tours planned in CL and PL/Bzy Pt



PBSBA Sustainability Plan Implementation

Progress Report For Activity during January 2009

Activities

1) One-On-One Contacts

- Contact list (continuing to develop/maintain electronic record of conversations/meetings)
- Began contacts with area civic groups

2) Participation in Meetings/Events as Byway rep. (*& access to contacts for future one-on-one meetings*)

- Ice Fest Committee Meeting, Jan 5 (assisted Bzy Pt city staff with publicity efforts)
- CL Retail Committee Meeting, Jan 6
- PL Retail Committee Meeting, Jan 7
- CHOW North, Jan 7 (Tasty Pizza)
- Ice Fest, Jan 10 —snow sculpture contest (created Paul-themed entry)
- BAH North, Jan 13 (Sandelin Law, Ed Jones, etc.)
- Park & Trails Council of MN workshop, Jan 31

3) Building Awareness for the Byway

- Planning of geocaching event
- Map Sales/coordination efforts

4) Other

- Attend Non-Profit Sustainability Conference at Initiative Foundation (Jan. 27)

Activities Expected for February & March 2009

1) Continue one-on-one contacts to EDUCATE businesses/residents

- Contacts to include: new prospects, old prospects, current members, WALA members
- Maintain database (current contacts; input old records/references, as it is shared)

2) Continue to participate in select meetings & events as Byway representative

- CL Winterfest — Feb 7 — soupfest (at USACE)
- Presentation at the City of Jenkins council meeting, Feb 9
- Presentation at the Barclay Township meeting, Feb 10
- BAH, Feb 10 (Northern Nat'l Bank, Bxt)
- CL Chautauqua (workshop) on GPS/geocaching, Feb 11
- Presentation at the City of PL Park board meeting, Feb 12
- CHOW, Feb 26 (YMCA, Brd)
- Legacy Amendment info meeting (MPC), Feb 25

3) Other Activities

- Winter newsletter – print and mail out
 - Including a small note to non-members on the list explaining their courtesy mailing
- MAP — finalize ads/listing text; info to Pleins; proofing
- PR/Event: Continue logistical conversations regarding geocaching event (June-Aug 2009)
- PR/Event: Planning for Paul Bunyan Day, June 2009
- Community Info books — collecting info; plans to distribute at the “retail” tours (CL and PL/Bzy Pt)
- Community Info/Byway facts books for all lodging properties (distribute early May)

PBSBA Sustainability Plan Implementation

Progress Report For Activity during February 2009



Activities

1) One-On-One Contacts

- Contact list (continuing to develop/maintain electronic record of conversations/meetings)
- Continue contacts with area civic groups

2) Participation in Meetings/Events as Byway rep. (& access to contacts for future one-on-one meetings)

- CL Retail Committee Meeting, Feb 3
- PL Retail Committee Meeting, Feb 4
- CL Winterfest — Feb 7 — participated in Soupfest (at USACE)
- Presentation at the City of Jenkins council meeting, Feb 9
- Presentation at the Barclay Township meeting, Feb 10
- BAH, Feb 10 (Northern Nat'l Bank, Bxt)
- CL Chautauqua (workshop) on GPS/Geocaching, Feb 11
- Presentation at the City of PL Park board meeting, Feb 12
- Legacy Amendment info meeting (MPC), Feb 25

3) Building Awareness for the Byway

- Newsletter (Inkslinger) mailed out
- Planning of geocaching event (meeting 2/17; many emails)
- Map: sales/coordination efforts
- T-shirt vending sales -- logistics

Activities Expected for March & April 2009

1) Continue one-on-one contacts to EDUCATE businesses/residents and maintain database

2) Continue to participate in select meetings & events as Byway representative (“??” = not confirmed yet)

- Presentation at the City of Breezy Point council meeting, March 2
- Presentation at the City of Pequot Lakes council meeting, March 3
- CL Retail Committee Meeting, Mar 3
- PL Retail Committee Meeting, Mar 4
- CHOW North (Mayson's Grille, PL), March 4
- Presentation at the City of Crosslake council meeting, March 9
- Presentation at the City of Pine River council meeting, March 10
- Business After Hours (Tom's TV, Brd), March 10
- Presentation at the Timothy Township meeting, March 12
- CL Retail Committee Meeting, Apr 1
- CHOW North (Hearth Room, CL), March 1
- Presentation at the Mission Township meeting, Apr 6 ??
- PL Retail Committee Meeting, Apr 7
- Presentation at the City of Manhattan Beach council meeting, Apr 7 ??
- Presentation at the Pelican Township meeting, Apr 9 ??
- Presentation at the Ideal Township meeting, Apr 13 ??
- Presentation at the Jenkins Township meeting, Apr 14 ??
- CL Spring Auction, April 24 (Whitefish Lodge & Suites)

3) Other Activities

- MAP — proofing; finalize distribution (Discover Racks)
- Crosslake St Pat's parade — finalize how to be involved (Paul walk with PL float?)
- PR/Event: Continue logistical conversations regarding geocaching event (June-Aug 2009)
- Community Info/Byway facts books for all lodging properties (distribute early May)
- Also make available at the “retail” tours (CL and PL/Bzy Pt)



April 2009

PBSBA Sustainability Plan Implementation

Progress Report For Activity during March 2009

Activities

- 1) One-On-One Contacts
 - Contact list (continuing to develop/maintain electronic record of conversations/meetings)
 - Continue contacts with area civic groups
- 2) Participation in Meetings/Events as Byway rep. (*& access to contacts for future one-on-one meetings*)
 - Presentation at the City of Breezy Point council meeting, March 2
 - Presentation at the City of Pequot Lakes council meeting, March 3
 - CL Retail Committee Meeting, Mar 3
 - PL Retail Committee Meeting, Mar 4
 - CHOW North (Mayson's Grille, PL), March 4
 - Presentation at the City of Crosslake council meeting, March 9
 - Presentation at the Timothy Township meeting, March 12
- 3) Building Awareness for the Byway
 - Geocaching Event: Paul & Babe's GeoHunt

Activities Expected for April 2009

- 1) Continue one-on-one contacts to EDUCATE businesses/residents and maintain database
- 2) Continue to participate in select meetings & events as Byway representative ("??" = not confirmed yet)
 - CHOW North (Hearth Room, CL), Apr. 1
 - Presentation at the Mission Township meeting, Apr 6
 - CL Retail Committee Meeting, Apr 7
 - Presentation at the City of Manhattan Beach council meeting, Apr 7
 - Presentation at the Pelican Township meeting, Apr 9
 - Presentation at the Ideal Township meeting, Apr 13
 - Presentation at the Jenkins Township meeting, Apr 14
 - Brainerd Lakes Chamber Tourism Summit, Apr. 22 (Whitefish Lodge & Suites)
 - CL Spring Auction, April 24 (Whitefish Lodge & Suites)
- 3) Other Activities
 - MAP — proofing; finalize distribution (Discover Racks)
 - PR/Event: Continue logistical conversations regarding geocaching event (June-Aug 2009)
 - Fact sheet for sales; finalize budget; begin sales
 - Community Info/Byway facts books for all lodging properties (distribute early May)
 - Also make available at the "retail" tours (CL and PL/Bzy Pt)

Report Addendum: Sustainability and the Board of Directors

As the sustainability coordinator of the Byway for nearly a year, I would be remiss in not addressing the issue of sustainability as it relates to the Byway Association and its Board.

To effectively pursue its mission, the Association must be well managed, accountable, and transparent, now and into the future.

Sustaining a vibrant and healthy Association may require a strategic and philosophical shift of the role of the Board of Directors from an advisory posture to one rooted in the tripod of recruiting new members, evangelizing the mission of the Association in the community, and actively fundraising to meet the organization's needs.

Though it is understood that Board members are volunteers, they also must commit to being accountable to the needs and goals of the organization. Association members who do not serve on the Board should be solicited to volunteer their time and talents to relieve Board members of tasks not directly associated with, membership, awareness, and fundraising.

As with any non-profit, the Association should use its resources in a responsible, effective and efficient manner to achieve results in furtherance of its mission. Financial transparency and accountability are essential elements in gaining the trust of the donating public. Accurate and easy-to-read financial statements that track both source specific income from all fundraising, as well as expenses both administrative and project-by-project should be readily available to members, donors and potential granting sources. An easy-to-follow reporting of membership and the best prospects should also be available, at least quarterly, to keep the Board abreast of membership changes and opportunities.

Following guidelines established by the Charities Review Council, the Board should approve an operating budget prior to the beginning of each fiscal year and receive financial reports, at least quarterly, comparing actual to budgeted revenue and expenses.

Achieving any true measure of sustainability will require the Association to continue to use its resources prudently and maintain a healthy financial picture. When making a contribution, donors want to know that the organization has the financial strength to pursue its mission on a long-term basis. Refocusing the board on these core principles will be a necessary element of sustainability for the Association.

The Paul Bunyan Scenic Byway Association Sustainability Plan: Year-end Report for Year TWO

FINAL DRAFT: June 2010

Executive Summary

In an effort to become financially sustainable as a non-profit organization, the Paul Bunyan Scenic Byway Association — with continued support from a federal Byways grant — undertook year two of a five year Sustainability Plan. Year two focused on strengthening public awareness and perception of the Byway Association, and the development and execution of a new geocaching event.

The Sustainability Plan outlines a three-prong tactical approach to generate revenue for the organization — all of which involve expanding the marketing and public efforts of the Byway and its Association. This strategy involves:

- Developing, maintaining and strengthening the membership of the Association through local public awareness, education, understanding and, ultimately, involvement
- Seeking out and securing one consistent, stable source of income for the Association while expanding the awareness and exposure of the Byway outside of the market area and
- Participating in and attending other existing events/organization meetings to increase public awareness (and membership!), as well as strengthening ties with the communities

During year two, the following was accomplished:

- Maintained involvement in community events and activities, as well as individual representation at local community committee meetings, networking luncheons and workshop/seminars.
- Continued mass communication exposure (newspaper: Byway Bylines, radio: Byway Minutes)
- Continued Association newsletter (printed/mailed piece)
- Furthered relationship-building with a potential, secure revenue source via the Whitefish Area Lodging Association's lodging tax funds
- Monitored donation boxes at Kiosks
- Continued communication with all of the jurisdictions along the Byway
- Executed a new promotional event/concept (geocaching)
- Assisted with the re-launch of the Association's web site and development of online sales/donations
- Supported new fundraising efforts, including:
 - Tupperware sales through area churches via a partnership with local Food Shelves
 - Solicitation of a state grant for a new Art Crawl event
 - Assistance with possible sales of mailboat electronic equipment and dock sections
 - Explored ideas/options for membership blitz mailing
 - Developed and executed menu of Paul Proud solicitation efforts (round up, tip jar, etc)

Community awareness and understanding about the Byway Association continues to build. Paul & Babe's GeoHunt (a geocaching event) proved to provide a significant turning point in the Association's relationship-building process: people are passionate about things, activities and events, not organizations. Therefore developing project or events, or partnering with other groups to reach out to these new audiences may gain better revenue potential than trying to solicit membership or donations, one person at a time. Any new project or event or partnership would need to support the Association's goals of "promoting, protecting and enhancing" the Byway driving route.

Year two was also set against a depressed economy in the region during a time that many local non-profits were struggling to maintain their fundraising efforts. The Byway Association is no exception. Even membership renewals from businesses and individuals who have been supporters for years are down.

Review of the Goals and Anticipated Outcomes for Year Two

The Byway Association's Plan addressed the sustainability of the organization with a three-prong tactical approach, all of which involve the expanded marketing and public awareness of the Byway:

- 1) Develop, maintain and strengthen membership of the Association through local public awareness, education, understanding and, ultimately, involvement. Through a stronger membership base, it is expected that eventual major donors will develop. With potential members and donors, we need to **inform, invite, involve, and then ask.**
- 2) Seek out and secure one consistent, stable source of income for the Association while expanding the awareness and exposure of the Byway outside of the market area
- 3) Participate in and attend other existing events/organization meetings to increase public awareness (and membership!), as well as strengthening ties with the communities

The objective of the fundraising is to:

- Strengthen and grow the membership base
- Develop consistent forms of revenue from projects that also increase awareness or exposure of the Byway
- Draw from the strengths of businesses and individuals within the Byway to develop unique projects that are of value to the membership and greater region

Year Two Financial Goal = \$10,500

Membership -- \$7,875

Group of 54 (30 @ \$200 = \$6,000)

General membership (25 @ \$75 = \$1,875)

Jurisdictions -- \$1,000

Misc/Other (firewood, cards, paintings) -- \$125

To increase awareness, the Byway Association needed to create more understanding and exposure within the marketplace, not only of the Byway and its assets/amenities, but also of that of the Association — what it has accomplished and what more can be done. During Year Two, it was proposed to utilize the following:

- 1) Evolve the role of the board related to fundraising
 - Create a fundraising committee
 - Develop forms/templates for sharing information about projects/promotions
 - Execute new fundraising plans
- 2) Expand and strengthen communication efforts in and around the region
 - Web Site (redesign to update/freshen look and strengthen “donate/give” portion of site)
 - Newsletter (begin a bi-annual distribution system, strengthen content; develop an e-newsletter option)
 - Social Networking Tools (develop a Facebook page and encourage fans — from vacationers, residents and seasonal residents (to develop an online community of support for the region & the Association))
- 3) Expand participation in Events to increase awareness and strengthen brand identity
 - Paul Appearances (strengthen, ie: have Paul have a purpose at the events, not just walk around)
 - GeoHunt (expand volunteer pool, continue event; solicit more sponsors)
 - Paul Party (begin planning a major annual event – to occur fall '10 or spring '11)
- 4) Build relationships within the communities
 - Business networking events/activities (including joining the Chambers)
 - Jurisdictions (continue to visit to talk about Byway)
 - Civic & social clubs/organizations (branch out into these groups more to find common projects/ideas)
- 5) Continue to investigate merchandising options (and possibly tie to web site relaunch)

Summary of Implementation Activities, Year Two

The second year of the sustainability plan brought a variety of new opportunities and continued challenges.

Year Two Goal #1: Evolve the role of the board related to fundraising

The Byway Association Board did make good strides in evolving three new committees: Grants Task Group, an Annual Meetings Task Group and a Fundraising Task Group. The intention of each was to have the group leader be a board member to not only streamline some of the discussions at the monthly meeting, but also delegate away some responsibility from the board chairperson.

The Grants group has set in place the first steps for this process by developing a more streamlined approach for seeking out grant funding.

The Annual Meeting group was intended to help grow this “traditional” meeting + dinner into a full-fledged fundraising event. Excitement did surge during and after the annual meeting, but the event has not yet grown into a true fundraising project (ie: large crowd with high ticket fee, silent auction, etc.)

The last committee, probably the most important, struggled to gain leadership and eventually the board chair took on the task. The group did meet, and forced with the potential of losing ground on the sustainability grant, made a plan with a mission to generate a minimum of \$15,000 between Jan and April of 2010. Ideas included:

- Selling mailboat electronic equipment and dock sections (est. \$1 – 1,500)
- Seek Legacy Grant for year 2 GeoHunt event (est. \$5,000)
- Seek Legacy Grant for new Art Craw event (est. \$3,000)
- Develop merchandise item (est. \$500)
- Developed Paul Proud campaign (round up, tip jar, etc, at point of sale) (est \$500)
- Coordinate Tupperware fundraiser with local Food Shelves (est. \$2,000)
- Membership blitz mailing (goal of 47 new \$75 members for est. \$3,500)

Other ideas considered were a regional coupon book and furthering discussion with the County to become a part of the Highway Dept budget.

Of the ideas, only one was successful – securing a Legacy grant for the 2010 GeoHunt. Much discussion arose about a possible membership mailing and the best way to drive new memberships. (My recommendations on this are in the “Suggested Next Steps”.)

Year Two Goal #2: Expand and strengthen communication efforts

The relaunch of the Byway Association’s Web Site was the most significant communications change during year two of the Sustainability Plan. The primary purpose of the redesign was to establish an online donation feature to the site, as well as to strengthen the organization of the content, freshen the site’s look, and also transform the site into a simple-to-edit system. All of these goals and more were accomplished. The site does not now require a web designer to make simple text edits, and it’s equipped with the capabilities to receive membership (or merchandise sales) online.

In addition, the Inkslinger, the Byway Association’s printed newsletter continued to evolve. The Fall 2009 edition maintained the coverage and content established in the winter and spring of 2009 (during year one of the grant), and expanded the content and consistency in the spring 2010 edition. This newsletter was also distributed beyond the list of paid members, donors and supporters. Nearly 300 businesses and individuals have now received this newsletter for two years.

It was hoped an e-newsletter edition of Inkslinger could have been developed and executed, but this did not happen.

Year Two Goal #3: Expand participation in Events to increase awareness and strengthen brand identity

To generate more public awareness of the Byway and its Association, the Association was represented in the following events during Year Two:

□ **Haunted Hallway (OCT 09)**

Live Paul appeared at the AmericInn's Haunted Hallway Halloween event. A "mini" logging camp was set up in a hotel room, and live Paul greeted kids and passed out coloring books, stickers and candy. It offered a fun promotional visit for residents.

□ **Breezy Point's Ice Fest (JAN 10)**

The Byway Association assisted in the organization of this weekend event, and the Byway's logo was included on the promotional posters and newspaper ads for the event.

□ **Soupfest in conjunction with Crosslake's Winterfest (FEB 10)**

The Byway Association served soup to tasters at the Paul Bunyan Scenic Byway Association's Paul Bunyan Exhibit Room at the COE.

In addition, the Byway's own geocaching event – **Paul & Babe's GeoHunt**, proved to be both financial successful and a strong awareness builder. Geocaching is an electronic scavenger hunt, and is an ideal sport for a Byway due to the fact that people have to drive around to participate in the activity. It's such a natural tie to what the Byway is and provides, efforts were sped up to develop a promotional event for the 2009 summer season. The outdoor sport is a growing trend, offers a multi-generational activity and is free. Though many within the region may not currently participate in the sport, many know someone who does, and the Byway Association is ahead of the trend curve in creating sponsorship for this type of event — Paul & Babe's GeoHunt. Approx \$500 was generated from the event (with that matching amount donated to Crosslake's Park & Library Foundation), but a tremendous amount of PR coverage was generated for a minimal investment.

Being the title sponsor of this event will help further the sustainability goal of increasing awareness for the Association and Byway in and out of the Byway Area and even the greater Brainerd Lakes Area. And, the 2010 event was even supported by a state grant (a Legacy Amendment grant via the Minnesota Historical Society), ensuring the financial success will be even greater in 2010.

Actions are also underway to expand the presence of Paul Bunyan in Crosslake. A new weekly summer event, Big Fun Tuesdays, was developed and executed with the support of the Paul Bunyan Scenic Byway Association. Special activities, set at Crosslake's Town Square, have been themed around Paul Bunyan and will offer visitors and residents alike free fun event that also builds on the Byway's brand.

Year Two Goal #4: Build relationships within the communities

Participation in the Crosslake and Pequot Lakes "retail" committees (which are coordinated by the Brainerd Lakes Chamber) has continued which has resulted in increased exposure and awareness of the Byway and the Association. The Byway has also been represented at nearly every Chamber/business networking event (CHOW Time, Business After Hours, monthly Chamber meetings, etc.) that has occurred within the Byway region.

Contact with the major cities was maintained through the year, and the townships were communicated with via email and mail. Increased involvement was pursued through the Crosslake Park & Rec department and the Pequot Lakes Park Board.

Participation and involvement with the Whitefish Area Lodging Association (WALA) continued during year two. WALA has also been the largest sponsor of the 2010 GeoHunt. The fundamental marketing goals of WALA and the Byway Association are very similar, but it appears that neither organization wants to sacrifice their own identity for what could be the collective greater good for the region.

Year Two Goal #5: Continue to investigate merchandising options

Initial merchandise options were explored during the year one grant cycle, but efforts stalled after it was clear an external funding source would need to drive the initial purchase of any merchandise inventory. During year two, a new opportunity arose. During the fundraising Task Group's meeting, it was brainstormed to develop a Paul Bunyan-like charm that could be sold to MS Tram riders. (MS Tram is a group of 1,000+ bicyclists that are slated to ride through Pequot Lakes in late July.) Based on previous biking events, small merchandise items

that pack easily and are memorable to the community sell well. So, a connection was made with a local jeweler to develop a unique charm that could be sold and the profits split between the Association and the retailer. The project stalled before completion, but the concept of merchandising through existing retailers has expanded due to this idea.

Other Activities during Year Two

□ Membership and Prospects management via a Database

The Byway Association database continues to evolve. Many email addresses were added to the database, as well as the logical annual upkeep that needs to happen as businesses close or change ownership.

□ Whitefish Area Lodging Association

The Byway Association was represented at both the spring and fall WALA annual meetings. WALA was also the largest supporter of the 2010 GeoHunt. Goodwill was also continued with the lodging properties through a donations of “informational” booklets. In spring of 2009, each WALA member received a Menu booklet (with copies of menus from the majority of the restaurants along the Byway), as well as a “do see eat” guide (which included information about the byway, walking trails, beaches, activities, etc. – a detailed “what to do along the Byway” booklet. This information was also updated in 2010. (Neither activity was at the expense of the Byway Association, but labeled the organization as the creator to build a positive community perception.)

□ Distribution of Marketing Materials

Brochure holders at each kiosk located were maintained with a supply of brochures. Area Chambers and lodging members were kept in stock of the Byway’s marketing materials, including tear off maps, Birds of the Byway brochures, and Tour Guides. Birds of the Byway brochures and Tour Guides (inserts) were also assembled, as needed.

Contractor Contributions

Nearly \$2,500 in value of mileage reimbursement was donated by Moore Consulting during year two, as well as additional financial contributions for misc marketing materials and support. (More than 4,500 miles were logged in representing the Byway Association during year two.) Much of this donation during year two was continued creative services time (writing, web site edits, etc.), but others were costs that should be integrated into the Byway’s budget, such as admission to promotional networking.

Financial Summary, Year Two

Year Two Fundraising Goals

	<u>PROJECTED</u>	<u>ACTUAL</u>
Membership -- \$7,875		
Group of 54 (30 @ \$200 = \$6,000)	\$6,000	\$
General membership (25 @ \$75 = \$1,875)	\$1,875	\$
Jurisdictions	\$1,000	\$
Misc/Other (firewood, cards, paintings)	\$125	\$0 <i>firewood broke even in 2009</i>
		\$500 2009 GeoHunt
Total	\$10,500	\$_____

Year Two Grant Budget

	<u>PROJECTED</u>	<u>ACTUAL</u>
Consultant Compensation	\$24,000	\$24,000
Marketing Materials (\$6,850 itemized below)		
Web Site — redesign/dynamic format	\$6,000	\$5,512
Newsletter (BW, 500)	\$600	\$723.64
E-newsletter /edatabase ?	\$400	--- <i>didn't do</i>
BL Chamber Mbrship (non-profit)	\$150	--- <i>didn't join</i>
Pine River Chamber Mbrship	\$100	--- <i>didn't join</i>
		\$17.85 <i>brochure holder/kiosk</i>
		\$74.67 <i>spring fundraising</i>
		\$457.60 <i>1,040 forever stamps</i>
Total	\$31,250	\$30,785.76 + \$464.24 <i>unused grant dollars</i>

Suggested Next Steps

The goal of financial sustainability for this organization involves generating \$30-50,000 annually. This would allocate enough funds to hire a part-time staff person, as well as cover the basic administrative expenses. Current membership revenues are between \$5- 7,500 annually. This currently supports marketing support (web site, misc PR/writing, etc.), a few office expenses and postage for the organization. Volunteers (notably the board chairperson) “covers” an extraordinary amount of financial expenses (including administrative coordination time) to maintain this organization.

In the Sustainability Plan, it was noted that:

“If, at the end of year three, the majority of jurisdictions have not committed at least nominally to the Byway, and/or WALA as a group does not see a benefit to partner with the Byway Association to promote the region through a shared public relations effort, the long-term financial sustainability of this organization should be revisited. These two core groups, especially WALA, have the most to gain from the success of the Byway Association, and if they cannot agree in theory (and in practice) to financially support the Byway Association, then it may be unrealistic to assume a large enough core of residents and the business community will either. If this is the case, and the Association still wishes to be viable, it should pursue a partnership with an already existing organization, such as the Brainerd Lakes Chamber.”

In light of the denial for year-three funding at the federal level, it is recommended that the Byway Association re-evaluate its need and purpose as an organization for the region.

Thousands of volunteer hours and dozens of wonderful projects have been generated by a group of talented and caring individuals, organizations and businesses over the past 15+ years. Amazing collaborations have strengthened the communities in the region, and a study is underway to quantify the economic impact of the driving route. But, only 3 of the 14 jurisdictions consistently consider contributions to the Association and overall membership renewals are down. And while great strides have been made with marketing partnerships with WALA, neither organization wants to give up their ownership and direction for the best way to market the region.

All of this begs the question: if the Paul Bunyan Scenic Byway Association went away, would anyone know?

“BEST” FUTURE FUNDING OPTIONS TO CONSIDER

The Paul Bunyan Scenic Byway has several options for future funding, but only a few are truly viable.

1) Lobby for inclusion in the county’s highway department budget

In the light of the tremendous cuts currently underway in the county’s budget, though it is highly unlikely that a new line item would ever survive.

2) Lobby for annual funding from every jurisdiction of the Byway

(based on a percentage of road miles in that jurisdiction)

Only one jurisdiction consistently contributes to the organization. Another 2-3 do occasionally. The townships are focused on roads, but not on marketing the roads, on road construction and maintenance. The cities may offer a glimmer, but they, too, like the county (and the state) are facing historic budget deficits.

3) Merge the Association into another self-sustaining organization

This would evolve the organization into more of a “committee” of another organization, but may offer the best long-term suitability for the programs and marketing efforts. Ideas for potential organization include:

- Brainerd Lakes Chamber or Pine River Chamber
- WALA
- Lake Assoc/Watershed Districts
- COE – though we’ll need to wait out the seemingly never ending list of wars

- Historical Societies (which traditionally have little/no money, but do have volunteers and can now tap into Legacy Amendment grant funds)

It should be noted that none of these organizations are currently seeking a partnership with the Byway Association, but with the Byway's long list of accomplishments and small handful of financial supports (as well as the history of securing significant grant dollars), a partnership could be appealing to some groups.

4) Evolve the Association into an event/project-focused organization ONLY and seek out grants that can be tied to events/projects

Grant or advertising for project/event would consume approx 75-80% of revenues generated for coordination, but the remaining 20-25% would be Byway Association profit. The event coordinator would also act as community spokesperson and generate/continue positive awareness for future growth/donations.

- Legacy Grants (History-based, Art-based)
- Advertising Revenue
 - Existing marketing: tear off map, web site, newsletter/e-newsletter
 - Potential marketing: new TV or radio show, new publication/magazine
- Bi or Triathlon, biking event or other sporting event (sponsorships of sporting events are usually easier to secure than sponsorships of meetings, social events or nono-traditional activities)

5) Instigate an aggressive merchandising campaign

It's not out of the question to think that a significant revenue stream could come from Paul Bunyan merchandise. Only a handful of retailers currently tie into the brand. But, this effort would need to be coordinated by a person who has a strong retail background, as well as web site support that could ensure that the site is optimized for high-ranking search engine results. The logistics of shipping merchandise purchased online would also need to be figured out. I suspect many retailers who currently have Paul Bunyan-like merchandise would also consider paid placement (or consignment sales) on the Byway site if it was marketed as the place to shop for such items.

In the Brainerd market, the non-profit Bridges of Hope turned to retail sales as for a more secure income model and established a thrift store in Baxter (Uncommon Goods).

Another merchandise-related option would be to seek out a book deal (like Cathy Wurzer's book "Tales of the Road: Highway 61" (<http://www.amazon.com/Tales-Road-Highway-Cathy-Wurzer/dp/0873516265>) or video/TV/movie deal where the Byway would receive a portion of the proceeds from sales, as well as benefit from the PR of the item.

Where the rubber hits the road with this concept, though, is with the idea of investing in future profits. The Association needs to be willing to gamble with its own dollars (instead of always looking for outside funding sources) when it comes to potential merchandise sales. It's estimated that it could take \$10-15,000 to establish the inventory and supplies needed to begin full fledged online sales efforts. If the organization isn't willing to take the financial risk, this revenue tactic should not be attempted.

6) Scale down expectations and outcomes and continue as a volunteer-driven organization

This, of course, is the most realistic option. If it is decided the organization should continue, the following are my recommendations for marketing/fundraising. Each of these items, though, will **require a new level of commitment from the volunteer board**, or require seeking out a new volunteer to help execute. It's unrealistic to continue to assume that one person, or even two, can fulfill all of these basic communication efforts.

1) Membership

At issue for increased memberships are the limitations of businesses to see how the Byway Association's efforts can affect their bottom line. For individuals, a more personal reason needs to be uncovered to instigate their passion and commitment to the organization, be that due to their love of birds, fascination with history, or general fondness of the Byway region and its amenities (lakes, trails, etc.).

A membership blitz campaign was one of the fundraising strategies brainstormed by the Fundraising Task Group. The concept of this is good – soliciting memberships from people who are affected or touched by the organization. The fault in the plan was trying to execute a one-time shot. No marketing professional would recommend running only one newspaper ad, one radio announcement or sending out one direct mail piece. **Reach** (meaning soliciting only your target market) and **frequency** (the number of times you talk to this audience) are the keys to most effective advertising campaigns.

A mailing list has evolved over the years and does offer a good opportunity for membership recruitment. It does not, though, include many seasonal home owners. These home owners, through the relationships they already have with other organizations (lake associations, a church, alumni assoc., etc.) could catapult the organization's membership if connections are made with the right groups (about topics they're passionate about).

It would be a tedious process, but if a residents list could be sorted down by higher income levels (by only selecting property values of \$250,000 +, for example), and then reviewed by hand to find key stakeholders in the region, a frequency campaign could be targeted at these people to motivate a giving response.

Direct mail can be highly effective, if done well. But a random group mailing will have little or no result. Contract with a professional service to coordinate this effort, offering them a percentage of the revenue generated.

I also feel that a unique member gift could be a trigger for membership, even if the overall membership is short-lived. (ie: People may only join the Association to get the cool gift.) Awareness and exposure of the Association, though, would be increased and those aspects of membership recruitment are the biggest hurdles to overcome.

2) Communication

- **Web Site:** Though the site is now easy-to-edit, a dedicated volunteer or board member still needs to be placed in charge of updating and maintaining the site (to avoid marketing expenses). Such a task is not unthinkable, but it takes the right type of person to be detailed and consistent. With web sites, content is king, so having continually updated text on the pages will only help drive more people to the site. Ideally this person would also take and upload new photos, and possibly video, too.

Advertising should also be solicited for the Byway Association's web site. Thousands of dollars will not be generated from this tactic, but hundreds is possible.

- **Newsletter:** Sending out e-newsletters instead of printed pieces will save printing and postage costs and make the content much more immediate to readers. I would recommend, though, continuing to send out one printed edition annually, and evolve that piece into more of an annual report – complete with a list of members, donors and supporters, as well as a summery of the projects accomplished during that year. Ideally, this piece would be produced PRIOR to the annual meeting and distributed first to those attendees.

Like the web site, the newsletter and/or E-newsletter could also include advertising. This does require a person to solicit, invoice, and track the ads, but this is a service that could be contracted out (though this would reduce the potential revenue from the project).

- **Byway Bylines/Byway Minutes:** These PR tactics are a gift and the Byway Association should cherish them. Editorial content through the mass media is a great awareness builder, but content of these projects could be strengthened. Each should reiterate the Byway Association's mission, should use terms consistently like "driving route" and

“collaboration between communities”. Sometimes, the story is more about the story and less about how it relates to the Association and to have these tactics truly working to build membership, each story should have the reader/listener thinking “Wow, that Byway Association.. they do so much. What incredible projects. I want to be a part of that.” By increasing the interest level, the organization will increase the effectiveness.

This, too, though, takes dedicated time and some writing talent. The space has been “fought” for and won, but now the Association needs to utilize it smarter and better.

- **Social Networking Tools:** Social networking via Facebook, My Space or other online tools could really unlock a hidden audience for the Byway Association. But, like every other communication tactic already noted, this one requires dedicated time to execute. It’s conceivable that a page could be developed that ties into the resorts and their connections, into the lake associations and even seasonal and year-round residents’ families. Such a page could offer a true snapshot and sounding board for all things happening along the Whitefish Chain region. But, consistency, accuracy and timely content is critical. Having a person who is also up on the latest technology (to incorporate in Flickr and/or YouTube for photo/video sharing of the Byway, an RSS feed for the exposure/usage of the Paul Bunyan image, etc) would also be important. Without these key volunteer attributes, though, the Association is better NOT diving into this communication black hole.

3) Events

- **Paul Appearances:** This component is completely dependent upon the two volunteer’s schedules. When they’re available, it’s great. When they’re not, it’s not so great. The organization has become dependent on people volunteering their time. I feel a sponsor needs to be sought for this individual visibility piece to reimburse volunteers for the time and mileage. Then, the appearances can be scheduled like a regular job and counted on.
- **Geocaching:** Paul & Babe’s GeoHunt was launched in during Year Two. During this fiscal year, a grant was also sought to continue the event/promotion and sponsorships maintained the first year level. Assuming that food/Tshirt sales can be similar to 2009, the event is slated to generate additional revenue. For 2010, the revenue sharing with PAL (Parks & Library Foundation of CL) changed. During the first year, event proceeds were split 50/50. For year two, the proceeds will be split 67% Byway/33% PAL. The promotion will never be a huge fundraiser, but it offers a very unique way to engage residents and travels in and around the Byway.

For the year 3 and beyond, a group should be sought to coordinate and maintain the event, donating profits (after expenses) to the Byway. It should not be assumed that a grant could support this event every year.

- **Paul promoted:** Through involvement in local community committees, the legend of Paul continues to be felt throughout the Byway region, even if the money trail has not caught up with the publicity. Pequot Lakes now promotes “bobber bowling” with Paul Bunyan-sized bowling pins as their primary summer weekly event. Crosslake is launching a new summer weekly event – Big Fun Tuesdays – where all the activities are also connected to Paul Bunyan. (Ideas include selling tatoos, offering free stickers and coloring books, or finding a “fish”-related craft to coordinate at these events.) Through Board or other volunteer exposure at these events, the Byway Association is positioned to gain from this travelers market – be in through merchandise sales, donations or just expanded awareness of the driving route. But, it takes having a person(s) at the events and working the crowds to maximize the effort.

4) Personal Meetings/Relationship Building

In an effort to continue to network within the community and build relationships, it is recommended that the Byway representative have:

- Continued presence at business networking activities/events (via the Chambers) – by Byway board or other volunteers – but they need to state that they're representing the Byway Association (not just their business) and be actively thinking of how the non-profit can tie to or support community activities
- Continued presence with jurisdictions – if even only by personalized letters and random visits to monthly meetings. The Byway spokesperson must offer a positive outlook for the region and it's activities, and try to connect the communities efforts together to (ideally) help the region.
- Increased presence/participation in civic clubs/organization's meetings, activities and/or events – again, this could be done by Byway Board members who area already attending these meetings. . but the Byway Association needs to be top-of-mind with whomever is attending the meetings to make this effort effective.
All of these involvements continue the role of educating and informing these important groups on what the Byway is, what projects have been completed and what future activities are planned.