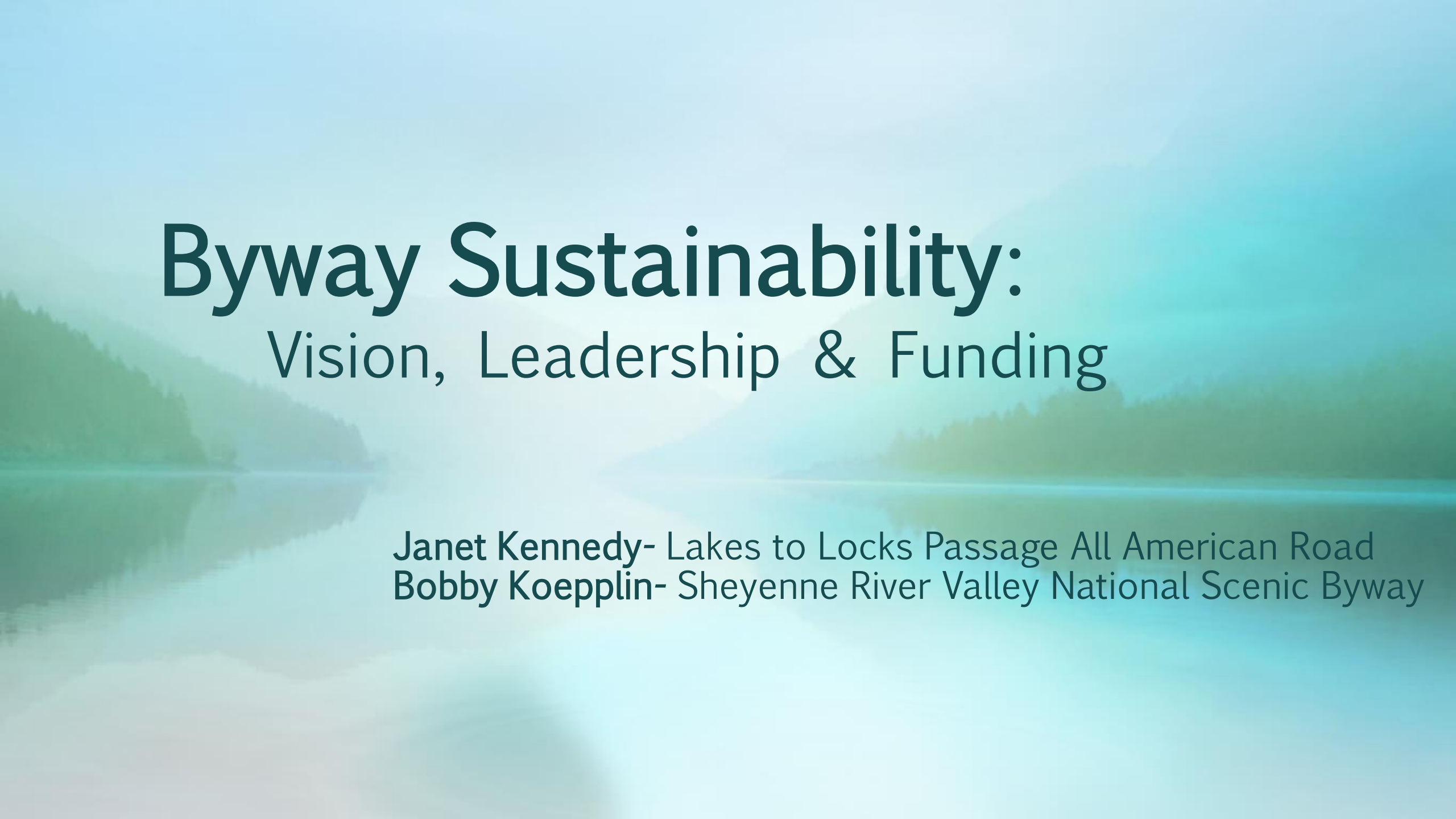




# Byway Sustainability:

## Vision, Leadership & Funding

Janet Kennedy- Lakes to Locks Passage All American Road  
Bobby Koepplin- Sheyenne River Valley National Scenic Byway

# SUSTAIN -- to maintain or to endure

## SEVEN KEY ELEMENTS FOR SUSTAINING A VIABLE ORGANIZATION:

1. **Organizational Identity:** Vision, Mission, Values, Brand, Message
2. **Long-Range Strategic Plan:** Goals, Objectives, Actions with benchmarks for evaluation



# SEVEN KEY ELEMENTS FOR SUSTAINING A VIABLE ORGANIZATION:

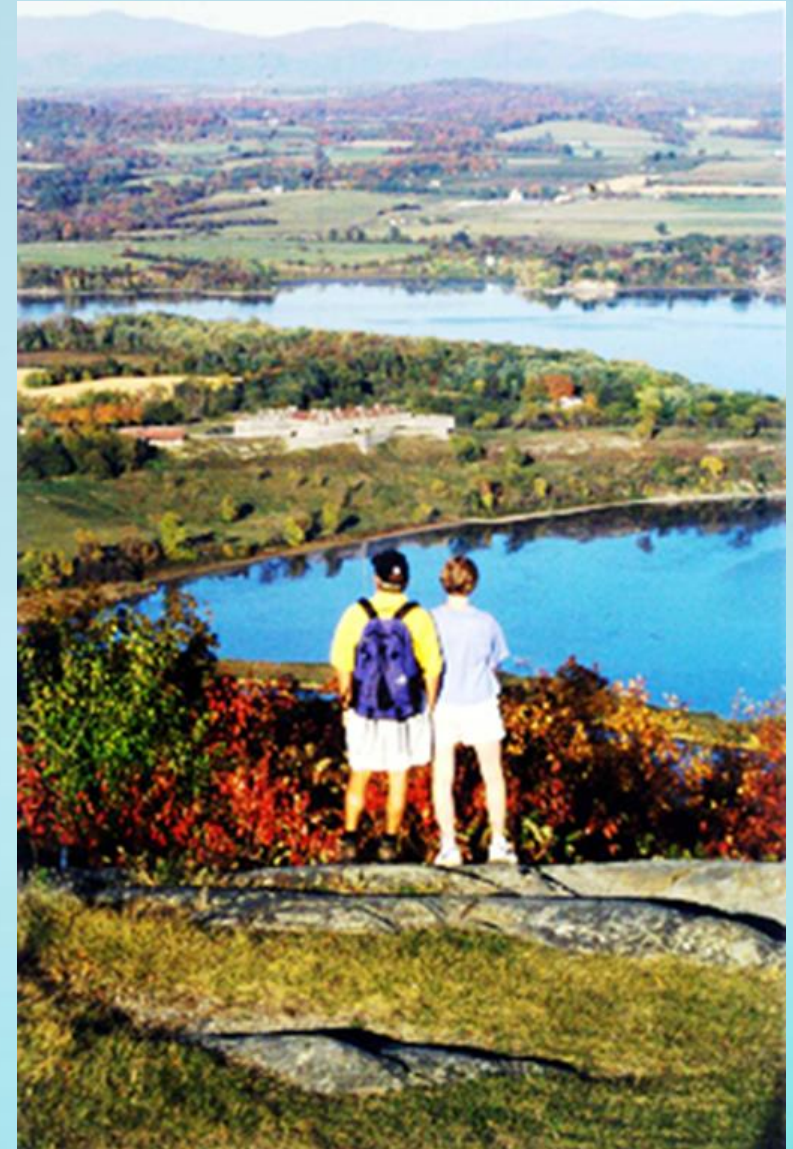
3. Board Development Plan:  
Needs assessment,  
Evaluation, Recruitment,  
Appreciation -- *Use them!*
4. Staff (Volunteer) Development:  
Needs, Evaluation & review,  
Training, Team building,  
Appreciation





# SEVEN KEY ELEMENTS FOR SUSTAINING A VIABLE ORGANIZATION:

5. **Annual Operational Plan:** Objectives, Activities with timelines, Staff and program needs
6. **Financial Administration:** Budget, Cash flow analysis, Audit, Reporting
7. **Development/Fundraising Plan:** Needs and priorities, Donor cultivation, Grant writing, Fundraising events, Membership, Entrepreneurial activities



# Stewardship Drives Sustainability

- Cycle of good Governance – Programs – Community Involvement
- Driven by a continuum of increasing awareness – appreciation – participation – leadership and commitment to the byway
- Programs evolve -- build partnerships and foster collaborations.
- Cross political borders to engage and unite organizations and communities as members of the “byway family.”



# It Takes Time and Persistence

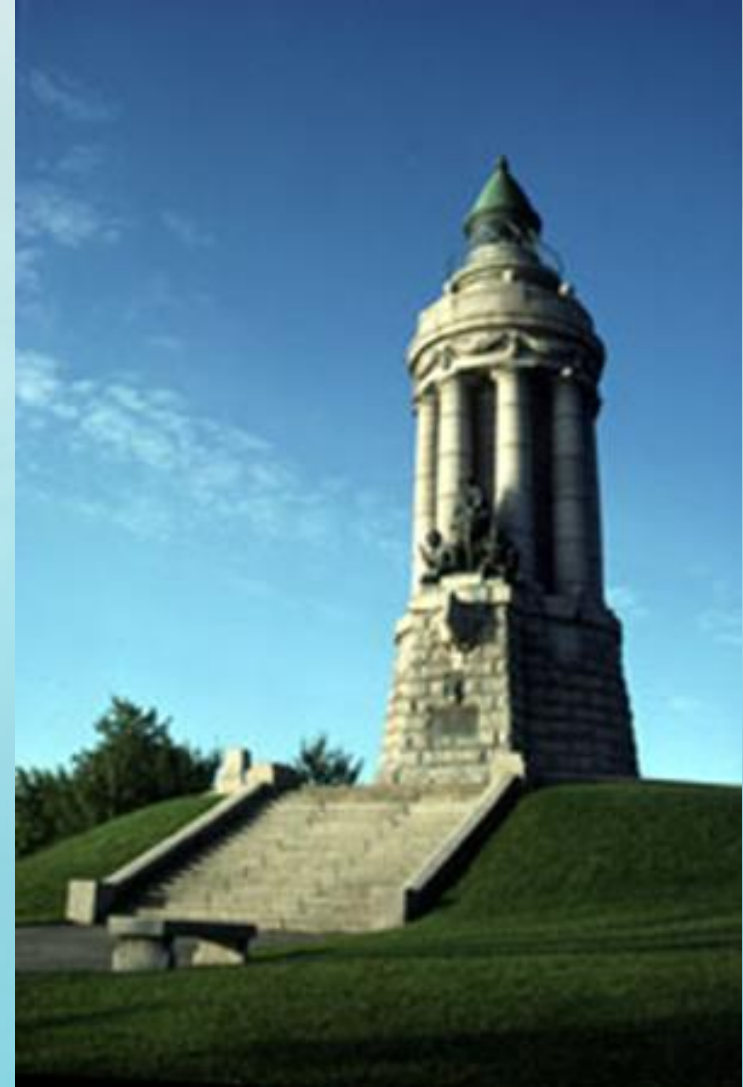
- Constant work for sustainable organization
- Built over time, through steps of increasing engagement.
- Create a critical mass of people who are at various levels of engagement.





# Vision + Leadership = Funding

- The byway needs to demonstrate value to the community.
- Do something others cannot or do not do.
- People give money to people and for projects they care about – establish relationships and build collaborations.
- Without articulating a vision, and providing leadership, *you will never get the money.*



# Funding:

## ➤ Leverage

Don't spend your first dollar until...

## ➤ If You Don't Ask You Won't Get

Know the needs of the community





# Persistence

- Applied 3 times for TE grants-Rosebud Visitor Center
  - \$128,000
  - \$225,000
  - \$251,583 Received \$345,000
- Rule to Live by:
  - Don't Take “No” For An Answer



# Unique Funding Sources



- Walker Family - \$7,025
- MN Dept. of Natural Resources - \$5,000
- ARC – Concrete pads for interpretive panels
- PDI-Wine Fundraiser - \$5,329.25

# Unique In-kind Funding Sources

(document hours & value)

- National Guard ~ site work
- ACT ~ Litchville Active Community Team
- County Forces ~ sign installation & road work
- Beyer family ~ Visitor Center concrete
- Community Service ~ tree planting, other labor



# Funding Alternatives

(Create your own)

- Home Rule Charter
- Food & Beverage
- Lodging
- Merchandising
- Sharing-stealing ideas!!!

# Lets Make A Deal!

- KLJ-CMP & National Application \$2,747  
~Owe \$2,333 if we ever have money???
- Three projects/multiple partners in one grant ~ ride on someone else's coat tails! Rec Trails
- Play politics ~ Township Gravel & County Park Cleanup
- Learn to Give and Take ~ Garrison Grant ~ Gave up a grant to get a \$90,000 grant



# Saving Money



- Corridor Management Plan
- State & National Designation Application
- Concept Reports
- Grant Applications
- RFP's versus bids
- Slave Labor/Volunteerism
- Dream, live, eat, sleep, and breathe Byways

# Grant Writers Roundtable

- Resource Development Specialist
- Ladies' & Gentlemen's Agreement
- Share tips and grant opportunities
- Suck the system for every dollar we can get
- Write your own grants
- Credibility is important ~ pick your grant coordinator, applicant and/or sponsor



# Grant Writing Tips

- Know grant contacts
  - What they like to see- annual reports
  - Cause for denials-learn from other's mistakes
  - Size of grant
    - Match ~ be selective 80/20 versus 60/40 versus 50/50  
In-kind versus cash
    - Odd numbers
  - Proof for errors- use team members and others
  - Review committee
    - Inside information
- Produce in color
- Hand deliver if applicable
- 501C3 ~ Don't have one? Partner for one!

# Economic Impact

- Café saw a 30% increase in business
- Barnes County Parks
  - 2004 - 67% increase in camping registrations
  - 2005 - Another 15% increase
- Valley City Convention and Visitors Bureau-increase in accommodation taxes

# Funding:

## ➤ Integrity

Always follow through on what you say

## ➤ Partnerships & Networking

Local, State, Federal



# Over 41 Funding Sources & 75 Partners

- ND Natural Resources Trust - \$10,000
- Food & Beverage Tax Funds-Valley City - \$199,359
- Valley City/Barnes County Development Corporation - \$104,583.50
- Barnes County Commission - \$4,000
- Fort Ransom Fire Department - \$100
- Fort Ransom Community Club - \$200
- Citizens State Bank - \$300
- Sodbusters-Ft. Ransom - \$1,000
- City of Lisbon - \$3,000
- Minnesota Department of Natural Resources - \$5,000
- Valley City Convention & Visitors Bureau - \$247,400
- Ransom County Development Authority - \$550

# Funding Sources

- Cass County Electric - \$10,500
- Hi-Line Wine Sales - \$5,329.25
- Barnes County Soil Conservation District - \$3,929
- Burlington Northern/Santa Fe - \$1,000
- Barnes County Historical Society - \$500
- T.J. Walker Family - \$7,025
- Lake Agassiz Regional Council - \$1,000
- Barnes County Park District - \$14,359.96
- ND Department of Tourism - \$25,000
- Ransom County Commission - \$5,000
- Garrison Conservancy District - \$48,590



# Funding Sources

- NDDOT-Special Road Funds - \$7,769.38
- VCHS All Forties Reunion - \$100
- Bridges Project - \$1,333.47
- Kathryn Centennial Committee - \$4,594
- Barnes County Wildlife Federation - \$3,500
- Barnes County Pioneer Daughters - \$2,700
- \*Transportation Enhancement Grants - \$425,000
- \*U.S. Army Corps of Engineers - \$5,775
- \*National Recreational Trails - \$10,859.44
- \*FHWA-National Byway Grant - \$192,738

# Funding Sources

- Valley City Area Chamber of Commerce - \$12,854.88
- North Dakota Winter Show - \$921.95
- Sheyenne River Valley Chapter NCTA - \$1,478
- RC&D - \$500
- Sheyenne Valley Growth Alliance - \$9,796
- Barnes County Ag Committee - \$1,000
- KLJ Engineers - \$540 +
- ND Forest Service - \$25,000
- Misc. Small Grants - Private Donations - Numerous

# Byway Sustainability:

## Vision, Leadership & Funding

**Janet Kennedy-** Lakes to Locks Passage All American Road  
P.O. Box 65  
Crown Point, NY 12928  
518-597-9660 or 518-637-4687  
[janet@lakestolocks.org](mailto:janet@lakestolocks.org)

**Bobby Koepplin-** Sheyenne River Valley National Scenic Byway  
1105 7th Street SE,  
Valley City, ND 58072-4164  
701-845-2251  
[bkoepplin@kwh.com](mailto:bkoepplin@kwh.com)