

COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

A Regional Partnership Network Initiative

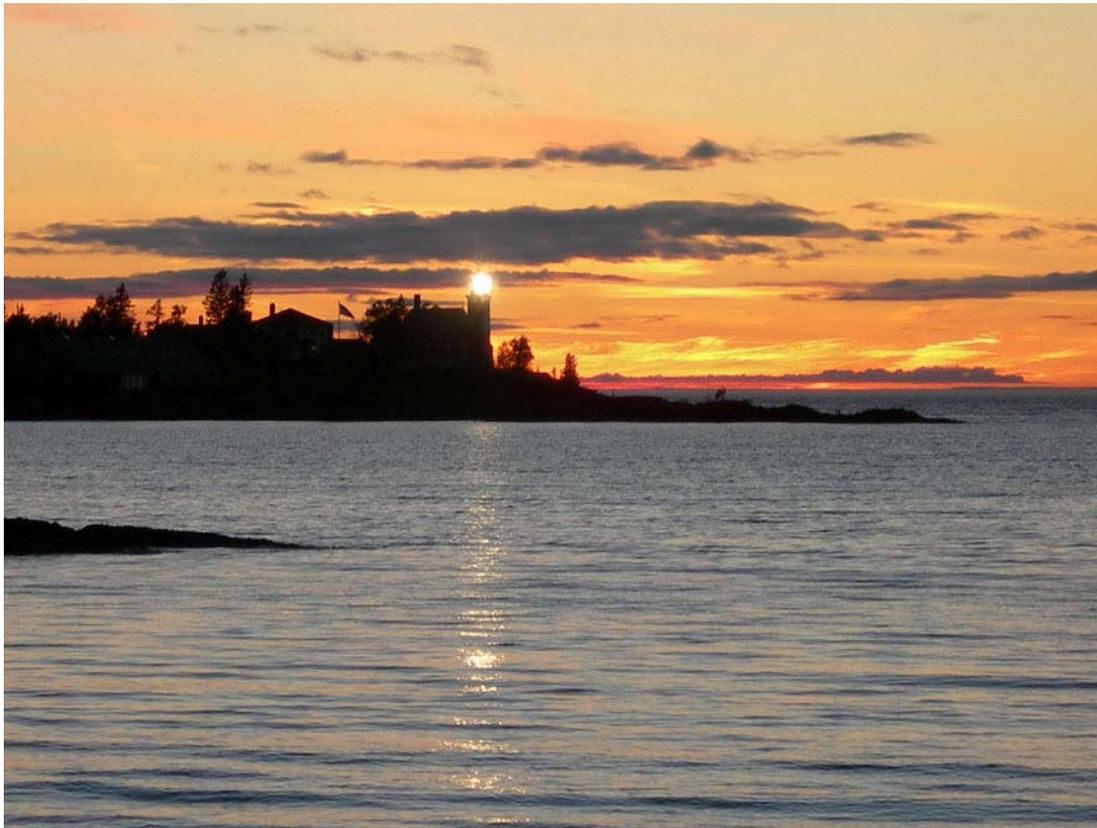


Thomas M. Baker
Park Ranger (Management Assistant)
Keweenaw National Historical Park
National Park Service
September 22, 2011



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

- ❖ Copper Country Trail National Byway (CCT) is located on the Keweenaw Peninsula in Upper Michigan's Copper Country



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

- ❖ Copper Country Trail National Byway (CCT) is located on the Keweenaw Peninsula in Upper Michigan's Copper Country
- ❖ The Committee is a collaborative organization guiding the region in the stewardship of this vibrant four-season destination where land, people, and the stories of this place attract residents and visitors alike



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

- ❖ Copper Country Trail National Byway (CCT) is located on the Keweenaw Peninsula in Upper Michigan's Copper Country
- ❖ The Committee is a collaborative organization guiding the region in the stewardship of this vibrant four-season destination where land, people, and the stories of this place attract residents and visitors alike
- ❖ The Committee works with community partners to enhance the byway experience through stewardship of natural and cultural resources and sharing the Keweenaw Story
- ❖ The NPS works with the Committee in a technical assistance capacity, providing a broad range of guidance, including preservation ethics, interpretation, outreach, project development, and board governance



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

- ❖ The Copper Country Trail National Byway Committee is a network of
 - regional government agencies
 - local planning commissions
 - historic preservation organizations
 - land conservation groups
 - business organizations
 - recreational users

- ❖ There are currently eleven (11) occupied Governing Board positions as well as technical advisors from
 - National Park Service at Keweenaw National Historical Park
 - Michigan Department of Transportation
 - Michigan State Parks



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE





NATIONAL BYWAY



www.coppercountrytrail.org

America's Byways

America's Byways® is a collection of routes recognized by the U.S. Secretary of Transportation as some of the most significant roadways in the nation. The character of America's Byways® is defined by six intrinsic qualities—historic, cultural, natural, archeological, recreational, and scenic. Visit www.byways.org for more information.

Copper Country Trail National Byway

Copper Country Trail National Byway, first designated as a Michigan State Heritage Route in 1994, joined the America's Byways® collection in 2005. Defined by its historic significance, Copper Country Trail National Byway highlights the triumphs and tragedies associated with copper mining. The 47-mile stretch of US-41 from Houghton to Copper Harbor follows the copper lode that lies deep underground and is the basis of our exciting and turbulent history.

Disclaimer:

This map is intended for illustrative purposes and does not represent all roadways in the region. Some of the drives are seasonal and may not be open during winter months. Additionally, some towns on the map may not offer amenities. Visitors are encouraged to contact an information center for details.



	Copper Country Trail National Byway
	Picturesque Route
	Town
	Information Center

PICTURESQUE DRIVES

You will find that the Keweenaw Peninsula offers a variety of scenic routes. Young and old alike will be captivated by the dramatic views, outstanding sites, and rich history they will see unfolding from their windshield.

Copper Country Trail National Byway traverses the length of US-41 from Houghton to Copper Harbor on the Keweenaw Peninsula, passing through numerous former mining communities and winding through dense forests that transform the roadway into a tunnel of trees.

M-26 Spur Route, from Hancock to Lake Linden, brings motorists through the heart of historic smelting and stamp mill sites, including our nation's last remaining 19th century smelting works.

M-203 Spur Route connects Calumet to Hancock via the Portage Lake Shipping Canal, beautiful any time of the year, but particularly at peak fall color.

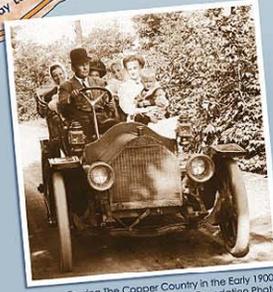
Lakeshore Drive along M-26 between Phoenix and Copper Harbor parallels the rugged coastline of Lake Superior offering expansive vistas, spectacular sunsets, and in winter the chance to view majestic ice formations.

Brockway Mountain Drive near Copper Harbor greets motorists with a panoramic view of the wild Keweenaw—from forest-covered mountains to the deep blue waters of Lake Superior.

Cliff Drive connects the communities of Ahmeek and Phoenix, traveling past rugged forested escarpments, small silvery lakes, and the largest known lava flow on Earth.

Gay Lac LaBelle Loop brings travelers along the peninsula's sandstone eastern shore where remnants of an old stamp mill cradle the landscape and mountains rise up from the water.

Boojack Road leads explorers from Lake Linden to Jacobsville traveling through serene rural settings and forested glens. Jacobsville sandstone, another popular local resource, can be seen in many of our downtown buildings today and was used in the original Waldorf-Astoria Hotel in New York City.



Touring the Copper Country in the Early 1900s
Nara Foundation Photo

- 1 Keweenaw Peninsula Chamber of Commerce**
906.482.5240 or 1.866.304.5722
www.keweenaw.org
- 2 Keweenaw Convention & Visitors Bureau**
906.337.4579 or 1.800.338.7982
www.keweenaw.info
- 3 Keweenaw National Historical Park Headquarters**
906.337.3168
www.nhps.gov/kewe
- 4 Copper Harbor Improvement Association**
906.289.4274 (summer only)
www.copperharbor.org



Lakeshore Picnic Site
Bill Fink, GalleryOnADLine.com



Oseola #13 Mine Shaft
Dan Johnson, National Park Service



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Committee Goals

- ❖ Promote the intrinsic scenic and historical values of the CCT



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Committee Goals

- ❖ Promote the intrinsic scenic and historical values of the CCT

Committee Objectives

- ❖ Work with partners to assess current and identify additional CCT resources by December 2011



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Committee Goals

- ❖ Promote the intrinsic scenic and historical values of the CCT
- ❖ Strengthen CCT's role with stakeholders in the region
- ❖ Work collaboratively with private and public entities in the byway corridor to advocate for 'hidden treasures' that are important to telling the byway story

Committee Objectives

- ❖ Work with partners to assess current and identify additional CCT resources by December 2011
- ❖ Identify stakeholders and communicate CCT's purpose and goals through monthly outreach
- ❖ Identify, research, and provide interpretation of three byway 'hidden treasures' annually



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Formal Agreements

- ❖ A standardized MOU is used to formalize the relationship between each Governing Board member/organization and the Committee
 - outlines purposes, roles, and responsibilities
- ❖ The Governing Board is restricted to 15 positions
 - the Governing Board has, at times, operated at full capacity and has ebbed to as few as nine
 - eleven seats are currently filled with active members

Informal Agreements

- ❖ A Memorandum of Intent (MOI) has been developed to indicate philosophical support and right to vote by General Members, which elect the Governing Board
- ❖ Additional members (partners) are continually being identified and sought out for support



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Stages of Network Development

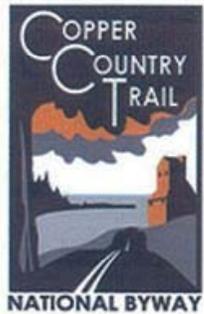
❖ Visioning

- CCT was conceived through the joint vision of the regional development agency's monthly meetings and a broad variety of groups working toward similar goals
- The group has worked through numerous facilitated visioning sessions and annually reviews and reaffirms (or revises) its vision for the Copper Country Trail

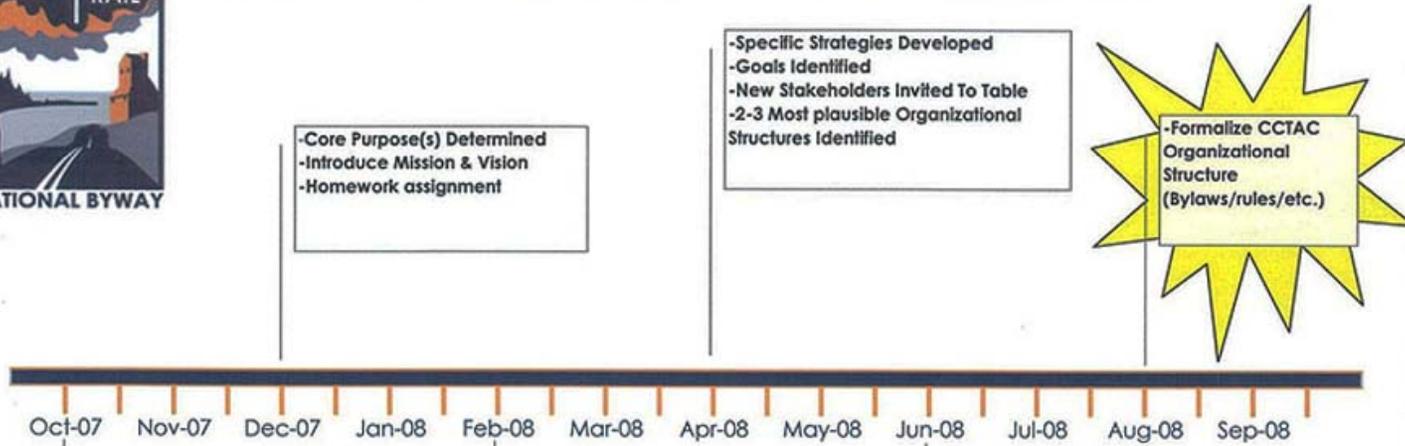


COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Stages of Network Development



CCT Advisory Committee-Milestones



-Meeting Schedule Determined
-Milestones/Timeline Established
-Top 5 Purposes Established

-Core Purpose(s) Determined
-Introduce Mission & Vision
-Homework assignment

-Mission established
-Vision established
-Additional Key Stakeholders/Strategic Partnerships Identified

-Specific Strategies Developed
-Goals Identified
-New Stakeholders Invited To Table
-2-3 Most plausible Organizational Structures Identified

-Best Organizational Structure Determined
-Homework assignment

-Formalize CCTAC Organizational Structure (Bylaws/rules/etc.)



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Stages of Network Development

❖ Visioning

- CCT was conceived through the joint vision of the regional development agency's monthly meetings and a broad variety of groups working toward similar goals
- The group has worked through numerous facilitated visioning sessions and annually reviews and reaffirms (or revises) its vision for the Copper Country Trail

❖ Conceptual

- A Byway Corridor Management Plan was developed as an element of the application process to America's Byways

❖ Research & Development

- The Byways Resource Center, NPS, and MDOT provide technical assistance through a variety of disciplines that are pertinent to accomplishing the Committee's mission
- A Byway signage inventory and viewshed analysis have been undertaken and documented



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Stages of Network Development

❖ Implementation Planning

- CCT developed a marketing plan in-house through the marketing expertise that existed on the Governing Board and with assistance from the Byways Resource Center
- An Interpretive Master Plan has been contracted for development; strong interaction with interpretive specialists on the Governing Board and the community is key

❖ Active

- CCT is mid-stream in actual implementation of prepared plans; several projects funded through grants are either in process or completed

❖ Evaluation

- There has been an ongoing evaluation process as the Committee works to achieve sustainability, successful projects, and continued momentum toward its goals



Network Geography

COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Communities of Place, Identity, and Interest

- ❖ Where does the network operate?
 - The defined area of CCT includes Highway U.S. 41 north of the Lift Bridge at the historic Portage Shipping Canal, State Highways M-26 and M-203, Jacobsville Road, the Gay-Lac LaBelle Road, and the infamous Brockway Mountain Drive
 - Byway communities include historic copper mining placenames such as the city of Hancock; the villages of Calumet, Dollar Bay, Mason, Tamarack City, Hubbell, Lake Linden, Kearsarge, Ahmeek, Copper City, Allouez, Mohawk, Gay, Bete Gris, Eagle River, Eagle Harbor, Delaware, and Copper Harbor; and Finlandia University (née Soumi College)
 - The effects of the CCT effort spreads organically south of the Portage Lift Bridge to include the city of Houghton and points south and west to include all of Upper Michigan's Copper Country – some 800,000 acres – the virtual boundaries of Keweenaw National Historical Park



Network Geography

COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Communities of Place, Identity, and Interest

- ❖ Who benefits from the development of the network?
 - Beneficiaries include the tangible and intangible natural, cultural, and historic resources of the Copper Country – everything from the cultural landscapes, historic structures, and heritage-based accounts of those that came before us to fragile ecosystems and nature-based recreational opportunities



Network Geography

COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Communities of Place, Identity, and Interest

- ❖ Who benefits from the development of the network?
 - Beneficiaries include the tangible and intangible natural, cultural, and historic resources of the Copper Country – everything from the cultural landscapes, historic structures, and heritage-based accounts of those that came before us to fragile ecosystems and nature-based recreational opportunities
 - Human beneficiaries include the residents and visitors of the Copper Country, enjoying the aesthetic and intellectual connections to the land, the people, and the stories that attract them to this place
 - Local governments, businesses, nonprofit organizations, and community groups benefit from the economic impact of cultural heritage tourism, stewardship for the natural and cultural resources, and the preservation ethic that is nurtured through the efforts of the Copper Country Trail National Byway Committee



Benefits of the **COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE** Network

❖ Current benefits

- Consolidation of the efforts of multiple, diverse organizations result in efficient utilization of finite volunteer resources
- Collaboration provides an environment conducive to the synergistic creativity necessary to resolve complex issues
- Specific resource projects that could never gain traction without this concerted effort are being funded and completed
- The successful collaborative processes experienced by member organizations are inspiring them to renew efforts to pursue relationships that will provide mutual benefits

❖ Future benefits

- Revitalization of a long-depressed area resulting from the collapse of a 125+ year old single-industry economy
- Long-term preservation of one of our nation's premier treasures – Upper Michigan's Copper Country



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Evaluating Network Potential & Performance

	Evaluation Criteria	Comments
1	Advance strategic priorities of the agency	CCT is promoting preservation stewardship and advancing the values of the NPS & Keweenaw NHP
2	Leverages funding	CCT projects have been able to leverage Byways funding with local funds to complete projects
3	Demonstrates big-picture thinking	The group has been addressing issues with a holistic view – complex land acquisition for conservation; accessibility; and stewardship
4	Demonstrates entrepreneurship	New avenues are being explored to further the goals of CCT; creative thinking is becoming infectious!
5	Management of formal agreements and contracts	The NPS has been able to provide excellent guidance in crafting agreements, managing contracting processes, grants, etc.
6	Demonstrates effective external and internal communication	There has been excellent internal communication, and the group is starting to aggressively advance its community outreach efforts
7	Demonstrates accountability	Particularly aware of yet greater need for community buy-in, the group is hyper-sensitive and proactive about accountability, to both its own goals and objectives and to transparency to the community
8	Potential as a network management model	CCT has high potential as a network model, as it has taken years of tenacious effort to advance to its current stage of network development, which is fully functioning yet proceeding with caution



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

Lessons Learned About Network Management

❖ Lessons Learned to Share

- Managing a network doesn't mean having to **own** the network – the best 'management' can often (perhaps even *typically*) be achieved through key participation rather than control
 - Federal agencies have a propensity for total control when full partnership participation may be the best strategy
- Organizational models that are 'out of the box' sometimes need to be employed for the best operational fit
 - it may take an extreme amount of time and effort to reach that determination and follow the appropriate path

❖ Lessons Learned that Changed Interaction

- Actually reinforced my personal convictions for how agencies should interact with partners
 - when community representatives are 'allowed' – even **welcomed** – to participate actively in the network effort, you achieve equality of ownership and responsibility, which equals **stewardship** – the primary, underlying goal



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE



COPPER COUNTRY TRAIL NATIONAL BYWAY COMMITTEE

A Regional Partnership Network Initiative

**Thomas M. Baker
Park Ranger (Management Assistant)
Keweenaw National Historical Park
National Park Service
September 22, 2011**

