

MANAGEMENT & MARKETING PLAN 2010–2020

**EXECUTIVE SUMMARY** 

A Roadmap for Growth & Sustainability of Quality Kansas Byways Experiences

# **KANSAS BYWAYS PROGRAM**

## Background

Kansas Byways are a collection of authentic road-based experiences that preserve the natural beauty and heritage of the state, stimulate economic prosperity through tourism, and enhance the positive image of Kansas.

This program—directed by the Kansas Department of Transportation (KDOT) with assistance from the Department of Commerce's Division of Travel & Tourism (Travel & Tourism), the Department of Parks & Wildlife, and the Kansas State Historical Society—is part of a national movement initiated by the Federal Highway Administration (FHWA) in 1991. Today, the national program continues to "identify and develop scenic byways that offer outstanding scenic, historic, natural, cultural, recreational, and/or archaeological values for the traveling public" throughout America. As of this report, 150 National Scenic Byways or All American Roads have been designated in 46 states to recognize their significant intrinsic qualities. Two of these nationally designated byways are in Kansas: Flint Hills National Scenic Byway and Wetlands & Wildlife National Scenic Byway.

The state program currently includes 10 designated byways.

- **1) Flint Hills National Scenic Byway (47 miles)**Destinations: Cassoday, Matfield Green, Cottonwood Falls, Strong City, Council Grove
- **2) Frontier Military Scenic Byway (167 miles)**Destinations: Leavenworth, Olathe, Louisville, Pleasanton, Fort Scott, Pittsburg, Baxter Springs
- **3) Glacial Hills Scenic Byway (63 miles)**Destinations: White Cloud, Troy, Atchison and Leavenworth
- **4) Gypsum Hills Scenic Byway (42 miles)** *Destinations: Coldwater, Medicine Lodge*
- **5) Native Stone Scenic Byway (48 miles)**Destinations: Alma, Eskridge, Lake Wabaunsee,
  Keene, Dover



- **6) Post Rock Scenic Byway (18 miles)**Destination: Lucas
- 7) Prairie Trail Scenic Byway (56 miles)
  Destinations: Canton, Lindsborg, Marquette
- 8) Smoky Valley Scenic Byway (60 miles)

  Destination: WaKeeney
- 9) Western Vistas Historic Byway (102 miles)
  Destinations: Scott City, Oakley, Wallace and Sharon
  Springs
- 10) Wetlands and Wildlife National Scenic Byway (76 miles)

Destinations: Claflin, Ellinwood, Great Bend, Hoisington, Hudson, St. John and Stafford

### Some program successes achieved over the past decade include:

- KDOT and the Flint Hills National Scenic Byway receives 2007 Scenic Byway Award from American Association of State Highway Transportation Officers, FHWA, and America's Byways Resource Center
- Wetlands & Wildlife National Scenic Byway receives 2009 Scenic Byway Award for Planning sponsored by American Association of State Highway Transportation Officials, Federal Highway Administration, and America's Byways Resource Center
- The 2009 state "Painted Byways" promotion in partnership with the Kansas Lottery included plein air painting events along the byways, a special game to promote Kansas Byways and Kansas Arts (the first time a lottery offered original artwork as prizes), and an opportunity for local byway committees to generate revenue from sales of specially designed gift cards.

"The Smoky Valley Scenic Byway designation has brought awareness of the beauty of the area to both the local communities and the travelers on I-70. Western Kansas is no longer flat and boring! Increased tourism means more dollars spent at the local businesses and additional sales tax for the communities."

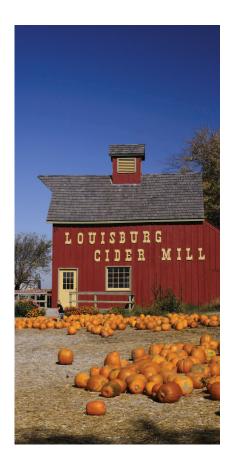
– Smoky Valley Byways Committee

# State Program Administration

An advisory committee representing multiple state agencies has oversight for the Kansas Byways Program. Duties of the committee include reviewing nominations, evaluating the current collection, and identifying opportunities to help enhance the program through funding, technical assistance and agency support. Current membership of the Kansas Byways Committee includes representatives from:

- Kansas Department of Transportation
- Kansas Department of Commerce Travel and Tourism Division
- Kansas Department of Wildlife and Parks
- Kansas State Historical Society
- Federal Highway Administration

KDOT operates the state byways program. Initially, KDOT hired an independent contractor to serve as the program's outreach coordinator and to oversee an information clearinghouse. In 2009 KDOT internalized all Kansas Byways program duties, with two departments sharing responsibility for administration and outreach. The Bureau of Design, Environmental Services Section, administers the program and employs the state byway coordinator; the Public Information Office houses the outreach liaison for the program.



### Advancing the Kansas Byways Program

The state program began more than a decade ago as a bottom-up, grass roots led agenda with voluntary designation to protect, enhance and promote the scenic drives of Kansas. The initial state management plan and subsequent updates (1996, 2004, 2005) focused on developing the system and tools for local entities to attain designation. A dedicated state program marketing plan and guide for multi-byway marketing outlined more specific activities to increase awareness, especially with targeted audiences—mature travelers and niche audiences (cultural heritage travelers, birders, bicyclists, motorcycle clubs, and antique car clubs). These plans also provided instruction for the state committee to facilitate interest in and support of the byways program through public outreach and partnerships, specific signage guidelines and marketing strategies.

With a collection of both state and nationally designated byways, the Kansas Byways program now needs to focus on maintaining the integrity of the byway brand, strengthening local capacity and marketing the collection. This shift, in part, is due to the need for quality assurance—to deliver the desired experiences along the designated byways—that travelers want and expect. As the program matures, local byway committees must take ownership of the development, interpretation and stewardship of their respective byway—using current corridor management plans as the road map for successful implementation and measurement.

As local committees more strategically oversee the responsibilities of byway designation and fulfill the brand promise, the Kansas State Byways Committee and their respective agencies can focus on leveraging resources to lead the program into the next phase of growth. The byways program can then demonstrate its contribution to the state's triple bottom line with a positive economic, social and environmental impact for Kansans derived through increased tourism and stewardship.

"The Wetlands & Wildlife National Scenic Byway is an economic tool that connects and unifies all seven corridor communities. Each community has a distinctive story to tell about their relationship to the wetlands. The Byway communities have captured stories of the past that will be shared with travelers to entice them to come, stay, and explore the prairie wetlands. Continuing the development of business to business marketing will make the Byway designation a success story for the region."

– Kirby Krier, Chairman, Barton County Commission

### Planning for 2020

In 2009, KDOT secured a grant from the National Scenic Byways Program to update its 1994 management and marketing plans, and contracted with Travel & Tourism to oversee the process. The planning process had two purposes:

1) Review other state programs and national trends to make the Kansas Byways program more competitive; and





2) Identify the policies, procedures and strategies required to realize the full economic potential of the state byways program.

Travel & Tourism engaged a consulting firm to assist with an independent program assessment, conduct appropriate research and facilitate discussions about the program's future. The consulting team worked with local and state byways committees to identify needs, opportunities and desired outcomes for the next decade. In addition, the consultants conversed with other state and national stakeholders, and surveyed consumers to determine issues and opportunities for advancing the state byways program.

Research and planning findings revealed that to be competitive and attract both out-of-state and resident travelers, the Kansas Byways Collection–having accomplished the important task of designation–must now turn its attention to enhancing its experiential impact.

Kansas Scenic Byways renamed Kansas Byways: To represent the quality and diversity of the designated road-based experiences, the state byways committee elected to adopt a name change that is more reflective and inclusive of the various (current and potential) designations—scenic, historic, and backroads. This name change also follows the national program's evolution.

#### 2020 Vision

To affirm this growth strategy, the Kansas State Byways Committee articulated the following 2020 Vision:

This nationally recognized and valued collection of designated byways empowers Kansas' residents, communities, business and government to jointly:

- Preserve the natural beauty and heritage of Kansas
- Deliver authentic, quality experiences that stimulate economic prosperity from tourism, and
- Enhance the positive image of Kansas.

To realize this vision in the next 10 years, the State Byways Program must embark on its updated mission "preserve, enhance and interpret the intrinsic qualities of the state through a designation system of quality road-based experiences that provide social and economic benefits to visitors, local businesses, government and residents alike."

With state and local partners, the Kansas Byways Program provides leadership and assistance to local byway coordinators and communities to manage, sustain and enhance the byways, their assets and experiences. Guiding the program into the future are five principles.

# The Kansas Byways Program and its Collection of Designated Byways...

### **Inspire Residents and Visitors to Care About Kansas**

The Kansas Byways program inspires residents and visitors to support and engage in stewardship (including conservation and preservation) of the state's natural, historic, and cultural assets.

#### **Demonstrate a Worthy Investment in Our Future**

Through visitor spending and leveraged resources, the Kansas Byways program invests in the preservation, conservation, interpretation and management of its unique assets to produce a positive economic, environmental and social impact on the state and its residents.

#### **Involve Partners for Quality Experiences**

The Kansas Byways program provides a system and forum to engage businesses, government, civic organizations, residents and other stakeholders in the development, management and marketing of road-based scenic, recreation, historic and cultural experiences.

### **Interpret Authentic Kansas Stories**

Kansas Byways collectively identify and share the stories of the state's geology, history, industry, agriculture, ranching, and other important and unique assets.

#### **Are Based on Integrity**

The collection of Kansas Byways represents a standard of excellence and quality that is respected and recognized, with specific emphasis on scenic or historic integrity of the road-based experience as defined by the National Scenic Byways Program/FHWA.





# STRATEGY FOR BYWAYS PROGRAM SUSTAINABILITY IN 2020

Three key outcomes are desired to realize the state byways program vision and focus on the mission. The Kansas State Byways Program Committee and its member agencies, constituent groups, and designated byways committees, will implement specific strategies to help stimulate and sustain the state byway program in the next decade:



The following table presents a summary of strategies and measurement benchmarks for the desired outcomes of the 2020 Byways Vision.

Outcomes	Strategies Needed to Achieve Outcomes	Measurement Benchmarks
1. INCREASED EFFICIENCY, EFFECTIVENESS AND GREATER CAPACITY	A pro-active communication strategy is vital to ensuring collaboration among the byways and with the state byways committee members. The need for better and more pro-active communication with the state, especially since the transition from contract personnel back to KDOT, is a priority identified during the research phase.  Articulating the process and schedule for relaying information, identifying roles and responsibilities, and clearly articulating the expectations of each stakeholder is critical to implement and manage a sustainable byways program.	More efficient use of technology, resources at the state and local level     Greater consistency in byways program administration and management     More effective communication among state and local byways committees, constituents and partners     Increased recognition for the program's impact and state leadership

#### 2. ENHANCED BYWAY To maximize the opportunity of • Pro-active implementation of **EXPERIENCES AND POSITIVE** designation, strong, sustainable designated byway CMPs **IMPACT** organizations will need to manage the individual units of · Greater local capacity, leadership, the collection and earn income funding and support of byway to independently and collectively program enhance local products and services, offering more authentic Increase in types and number of and diverse travel experiences. experiences to market to and offer visitors interested in the Kansas The state byways program will Byways collection provide the technical assistance, leadership, outreach and program Additional benefits and increase evaluation to ensure quality in defined impact of byways and diversity of the collection, collection collaborative partnerships/ programming and marketing initiatives that will result in greater visitation and tourism spending along the byways. 3. NATIONAL LEADER AND Local leaders will utilize updated · Additional agencies, non-SUSTAINABLE PROGRAM corridor management plans to progovernment organizations (NGOs) and private sector engagement in actively implement the necessary policies, procedures and programs byway program to protect, enhance and promote the byways and intrinsic qualities. Greater recognition for program, The local byway committees will benefits, experiences continue to learn and grow, attract new partners and collaborate with More visitors to Kansas due to business, government, and civic quality and diversity of Byways groups to ensure goals are met Collection and outcomes delivered. Recognized benefits to local The state program will expand residents because of increased and deepen its outreach and spending by visitors along collaboration among and with designated byways state agencies, private sector partners and other nongovernmental organizations to leverage resources and increase national impact.

# These specific actions are recommended to help the state byways committee realize the desired program outcomes:

- Facilitate collection of designated byways accomplishments for evaluation
- Provide an on-line and printed "tool kit" with specific byways program forms and instruction to manage and market the local byways
- Clearly and pro-actively outline requirements for maintaining designation
- Consistently and frequently communicate with local constituents to ensure appropriate program action and engagement
- Provide, and update bi-annually, a Byways Resource Directory as an information source for state, regional and federal financial and technical assistance
- Articulate designation benefits and responsibilities
- Encourage byways stewardship and interpretation to protect and promote the intrinsic qualities

along the designated byways

- Protect the Kansas Byways brand through a more transparent designation process, and introduction of a de-designation process (voluntary and involuntary procedures)
- Foster brand recognition of the Byways Collection with a comprehensive signage program
- Market the Byways Collection to increase visitation and spending.

### Sustainable Funding

Identifying sources for funding, both at the federal level and as a local/state match, is critical to the continued growth and sustainability of the program.

The appeal of byways—as evidenced by increasing numbers of inquiries received by the Kansas Department of Commerce, Division of Travel & Tourism—provides a case for investing in the human and financial capital to manage and market these state assets. With two nationally designated byways, Kansas also has the potential to attract additional funding and recognition from other public and private partners, federal agencies participating in and supportive of the byways program, and to leverage resources through networking and peer collaboration.

An important 2020 goal is to identify winning strategies that allow Kansas to bundle its financial needs into national funding packets and applications for both state and local byways benefits. Recent awards–such as the 2009 digital media grant–demonstrate the viability of this approach. It can also enhance Kansas' ability to capture a greater share of the national funding available and be more competitive among state programs.

TOP 10 STATES TO RECEIVE AWARDS—(2000-2009)					
State	Total Funds				
ILLINOIS	12,761,908				
WASHINGTON	11,690,728				
FLORIDA	11,182,834				
MARYLAND	11,110,368				
NEW YORK	10,551,569				
WYOMING	10,541,400				
CALIFORNIA	9,647,144				
OREGON	9,535,132				
MASSACHUSETTS	8,849,901				
ALABAMA	8,399,449				
Kansas	2,257,791				

NEIGHBORING/COMPARABLE STATES:					
State	Total Funds				
SOUTH DAKOTA	3,359,514				
IOWA	6,850,727				
NEW MEXICO	5,048,350				
MINNESOTA	6,868,682				
COLORADO	6,788,881				
NEBRASKA	4,542,646				

Source: FHWA

The implementation of strategies suggested in the updated Management & Marketing Plan, and regular monitoring of results, will help the state secure appropriate and consistent funding.

# MARKETING THE COLLECTION

The Kansas Department of Commerce's Travel & Tourism Division reports that "Driving Tours/Scenic Byways" tops the list of interests by requesters of the State Visitors Guide (Source: Travel & Tourism, 2009). A conversion study shows that "Driving Tours/Scenic Byways" is also the top activity for people actually traveling in Kansas (52%), followed closely by shopping (51%) and visiting museums (43%). These statistics are good news for byways. The research also demonstrates the need/desire for local communities located along the byway to offer items for purchase as a way to increase the economic impact from tourism.

The volume of requests for driving tours/scenic byways information is also increasing year-over-year. Travel & Tourism shows a steady increase of inquiries from 2003 to 2009:

Year	Contacts with SB Interest	Opting to offer Email Address	Contacts with any Interest indicated	% of Contacts with SB Interest	Enhanced Data Available	% Enhanced
2003	3,342	31	13,419	24.90%	2,030	61%
2004	2,343	19	9,647	24.29%	1,477	63%
2005	1,424	2	6,673	21.34%	997	70%
2006	11,817	40	18,902	62.52%	6,884	58%
2007	18,558	3,215	27,173	68.30%	11,140	60%
2008	16,658	5,171	22,263	74.82%	8,957	54%
2009	17,856	8,412	24,474	72.96%	9,701	54%
<b>Total Contacts</b>	71,998	16,890	122,551	58.75%	41,186	57%

Source: Kansas Department of Commerce, Travel and Tourism Division

Research also profiled the Kansas Byways inquirer as more affluent than previous byways' travelers: 46% report income of \$50,000 or more (compared with 42% in 1996.) The current traveler is often more frequently married (78% vs 72%); 74% are between 35 – 64 years old; and 48% completed some college or advanced degree.

In November 2009, a consumer e-survey was sent to more than 15,000 qualified e-mail addresses of households requesting information from Travel & Tourism with a particular interest in scenic drives and byways. Of the 522 respondents completing the survey before December 1, 84.7% say they visited Kansas in the past three years. Of these travelers, 38.9% visited a scenic byway.

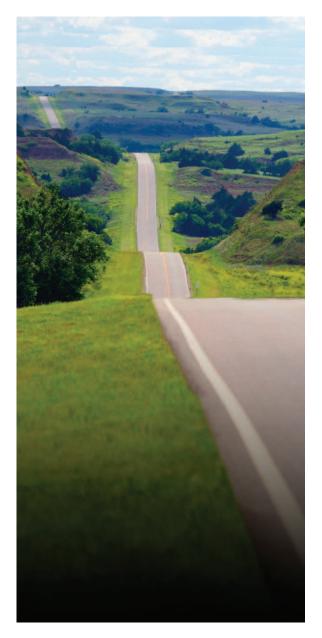
### 2020 Marketing Plan

As demonstrated by the research statistics above, the Kansas Byways represent a collection of unique assets to lure visitors and their spending to the state. Travel & Tourism already markets the Kansas Byways collection through its targeted advertising campaigns, via print materials, media outreach, domestic trade and consumer promotions, and on-line strategies. Several byways are also

independently marketing their road-based experiences, gateway communities, thematic activities and itineraries for visitors. These combined marketing efforts have helped Kansas realize a steady growth in interest in, and awareness of, the state's designated byways collection.

Strategic marketing plays a huge role in realizing the 2020 Vision for Kansas Byways. Compelling marketing strategies and messages are key to enhancing the positive image of Kansas and stimulating economic prosperity from tourism. Targeting information to the most appropriate audiences is also important to leverage resources for the greatest return on investment (ROI): more visitors spending time and money in Kansas.

As referenced in the existing state byways marketing plan, niche markets provide the greatest potential for increasing visitation and spending. However, as recent market research shows, the traveler profiles for visitors to byways have changed in the past decade. Therefore, the new marketing plan recommends utilizing the following niche market information to make sound research-based decisions regarding advertising, promotions, media/public relations, on-line marketing, and development of collateral materials for Kansas Byways.



### **Targeting Niche Markets**

Kansas Byways will draw additional visitors to the region most effectively through targeted marketing to niche audiences. This means identifying special interest travel groups whose motivations for travel and desired activities align with the assets and experiences offered by the Kansas Byways collection. Based on the initial analysis of the current byways collection, the niche markets most relevant for Kansas Byways—the markets that appeal to/are attracted by the assets of more than one byway—are:

- Bird Watching Enthusiasts
- Cyclists
- Cultural Heritage Travelers
- RVers/Campers

<u>Selection</u> of a niche market is based on its ability to help realize the state's program mission: provide economic and social benefits to visitors, businesses, government and residents. A niche market is selected for statewide promotional activities if it appeals to or can benefit the majority of the

designated byways collection (by increasing visitation and spending). The 150th State Anniversary provides a great opportunity to promote the cultural and historic qualities of Kansas' designated byways.

Travel & Tourism, and other members of the Kansas State Byways Committee, will include research and evaluation in its niche marketing process to determine the impact and future opportunities for the byways program. Niche market research may be conducted independently or integrated into other planned or existing research activities, and scheduled at various stages of the process (baseline, preliminary, response to information, as exit surveys, or after visitation.) Evaluation will be based on performance of the niche market against byways program mission and potential for future growth.



### **New Media**

Perhaps one of the most landmark changes for the updated Kansas Byways Marketing Plan focuses on the utilization of new media. Since the previous plan was created, new media–particularly social media–have become the primary trip-planning tool for most consumers. The Internet has allowed smaller destinations and individual attractions to reach global audiences and provide real-time information. However, this new media also affords consumers unique opportunities to generate content and offer opinions about particular places and experiences. The Internet is a new marketing strategy that requires constant updates and connectivity. By not being on-line, byways risk loss of market share and are missing potential target market opportunities.

### Recommended State Byways Marketing Strategies

Bundling information into easy-to-use formats, making tools and data more accessible to wider audiences, and designing simple processes for evaluating activities will all contribute to the successful implementation of future byway marketing activities. Outlining policies and procedures, with a defined schedule of annual deadlines, can also help Kansas' designated byways plan and budget more pro-actively for "collective" state byways marketing. Communicating consistently and frequently provides the greatest potential to leverage resources so that all stakeholders are engaged and informed in the marketing strategies and understand desired outcomes. Targeting niche audiences will enhance the opportunity for matching byways experiences with visitor interests or motivations.

The Travel & Tourism Division of the Kansas Department of Commerce—the state travel office—is recognized as the lead agency to direct and deliver state marketing strategies for the entire byways collection. Individual designated byways marketing efforts should work in tandem with Travel & Tourism's marketing strategies to ensure compatible messages and complementary, rather than duplicative, outreach to external audiences. Working together, the state and local byways committees can leverage resources by identifying focused approaches to increase visitation and tourism spending.

# Specific Marketing Policies Recommended to Realize the Byways Program Outcomes:

- At minimum, KDOT will promote its designated byways three ways:
  - 1) Identification on the Kansas Official Transportation Map (beginning with the first map published after the route is officially designated)
  - 2) Production and distribution of a state-branded brochure created jointly by the state and local byway committees
  - 3) Via the state byway website (www.ksbyways.org). Additional state marketing efforts will be conducted pending funding and resources
- All state and local byways program marketing plans should identify goals linked to the state program mission and outline measurable objectives to implement each goal with a target date for completion and evaluation, assigning specific roles and responsibilities for each task
- Marketing updates are required as part of the designated byway's annual work plan. All state and local byway marketing plans should be maintained by KDOT and available for download as a PDF
- The state will market the entire byways collection to consumers by leveraging the technical expertise and resources of Travel & Tourism
- To enhance the promotion of the overall byways collection, the state byways marketing policy is:

   a) Inclusive of all designated byways, if marketing activity is paid for by the state, or
   b) Individual opportunities for designated byways to participate in specific marketing activities
   (such as state advertising media purchases, public or media relations activities, trade promotions, etc.) as a cost-effective strategy to leverage local resources and complement state marketing efforts
- Travel & Tourism will coordinate all marketing strategies for the Kansas Byways (cultivating in-state, domestic and international visitors.) KDOT and other members of the State Byways Committee will support and contribute to the successful implementation of these efforts
- Where appropriate, the state will leverage resources to market the byways program by fostering collaborations among state agencies (both represented on the state byways committee and others)



Currently, product development has been the responsibility of locally designated byways. As the Kansas Byways program focuses on enhancing the collection's brand value in the next decade, and the need to offer consistent quality experiences, the Travel & Tourism Division—in partnership with other members of the Kansas State Byways Committee—may choose to take a more pro-active role in assisting byways with tourism product development. This assistance can take form as technical assistance, resources and training, on-site assessments, education and building partnerships. Should the state identify the need for greater involvement in developing new byways travel product, additional Travel & Tourism staffing or resources may be required to implement these tourism product development strategies.

# **MEASURING SUCCESS**

The Kansas Byways Program has accomplished a great deal since its inception, although the specific impact has not been fully demonstrated in tangible terms of resource protection, experience enhancement, visitor spending, business growth, and overall satisfaction. These metrics are important benchmarks for Kansas and its designated byways to track and measure the positive impact of the byways, but also to identify trends and areas for improvement.

Demonstrating an impressive return on investment through a measureable increase in visitation, an increase in tax revenues for byway communities and government, and increased community pride is important to program stakeholders and elected officials. The state byways program can also produce a priceless benefit for the state and future generations through the conservation of Kansas' natural, cultural and historic resources.

The 2020 vision focuses on strong, sustainable organizations that are earning income to independently and collectively enhance local products and services, offering more authentic and diverse travel experiences. Periodically reviewing the organizational capacity of designated byways is important to ensure sustainable fiscal management and adequate program leadership to achieve this vision.



# Taking Action: Roles & Responsibilities

Delivering the byway's "brand promise" of exceptional travel experiences that result in visitor spending is the responsibility of the local byway committee. Key to this program oversight is the empowerment of local committees to assume the responsibilities of individual byway preservation, interpretation, enhancement, development, management and marketing. The state's role has now

shifted to ensuring that the byway committees have the tools and ability to carry out these responsibilities. The state's investment in providing the appropriate administrative, technical and financial assistance should strengthen local committee leadership and result in greater implementation of local byway activities, increased local funding for management and marketing.

### State Actions Needed for Program Sustainability and Increased Impact

#### A. Pro-Active Program Management

- A.1 Fostering Stewardship
- A.2 Telling Our Stories: Authentic Interpretation
- A.3 Enhancing the Byways Quality Experience Development

#### **B. Funding**

### **C. Protecting Brand Integrity**

- C.1 Byway Designation
- C.2 Byway Signage
- C.3 Byway De-Designation

### D. Marketing the Collection

#### **E. Measuring Success**

In partnership with the local committees managing the respective Kansas designated byways, the state can advance the program into becoming a national byway leader and model program. With mutual respect and understanding of the important stewardship, experience enhancement and marketing responsibilities, the Kansas Byways community will journey together toward realizing the 2020 vision. Recognizing the potential to leverage funding and technical expertise, Kansas and its byway collection



can become a national program leader offering superior road-based experiences enhancing the state's image and providing positive benefits to local residents, resources and visitors.

"The Western Vistas Historic Byway, Kansas' first such route, designated in July of this year, will absolutely prove to be a phenominal asset to the residents and businesses alike of those communities effected in that it affords a unique opportunity to offer a wide range of historical and cultural resources to a considerably wider spectrum of Kansans, U.S. citizenery and international travelers."

- John Foster



### 2020 Management & Marketing Plan

Kansas State Byways www.ksbyways.org

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> Kansas Department of Commerce, Travel & Tourism Division 1000 S.W. Jackson, Suite 100 Topeka, KS 66612-1354 Telephone: (785) 296-4922 http://www.TravelKS.com

Kansas Department of Wildlife & Parks 1020 S. Kansas Ave., Ste 200 Topeka, KS 66612 Telephone: (785) 296-2281 http://www.kdwp.state.ks.us

Kansas State Historical Society 6425 SW 6th Avenue Topeka, KS 66615-1099 Telephone: (785) 272-8681, ext. 240 http://www.kshs.org

Federal Highway Administration 3300 SW Topeka Blvd. Topeka, KS Telephone: (785) 228-2544 http://www.fhwa.dot.gov

