

CASE STUDY

the ROAD BECKONS

BEST PRACTICES FOR BYWAYS

LEVERAGING RESOURCES

INDUSTRY AND ENVIRONMENT: FINDING COMPATIBILITY
HOLCIM CEMENT INTERPRETIVE FACILITY/CLARKSVILLE REFUGE

Missouri



Bounded by the mighty Mississippi to the east and limestone bluffs to the west, the *Little Dixie Highway of the Great River Road* stretches 30 miles through a region rich in historic, natural and cultural resources.

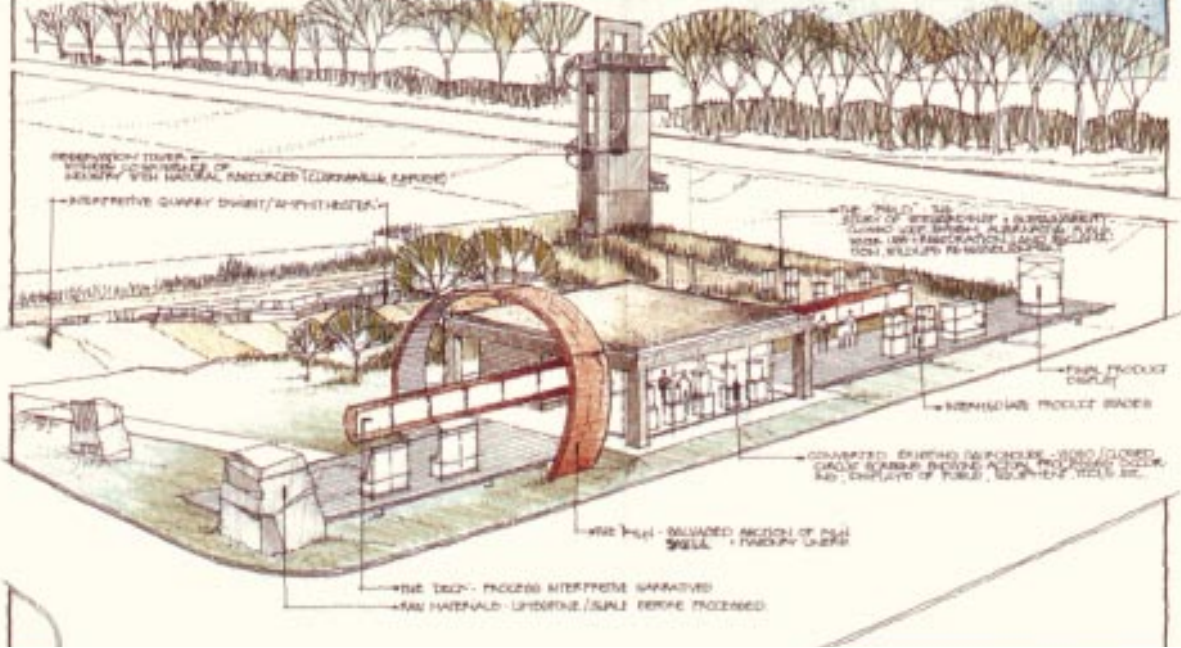
Once the edge of a vast untamed wilderness, the Mississippi River has played an important role in the history of the nation's commerce. Recognizing the importance of chronicling the tale, byway supporters identified interpretation of this relationship as an important priority. Enthusiasm for the project has resulted in a unique public-private partnership to construct an interpretive center and provide access to a wildlife refuge adjacent to the byway. Holcim, Inc., one of world's largest cement manufacturers, has joined the byway community to educate residents and visitors on the relationship of the river and its resources to the region.

WINNING ELEMENTS:

CREATING CONNECTIONS. At first glance, the manufacture of cement wouldn't appear to have any relation to a scenic byway. But scenic byways are characterized by their intrinsic qualities, not the least of which includes natural resources unique to the area. Rich in minerals, the geologic profile of the Holcim, Inc. site is ideal for the manufacture of cement. Recognizing the possibility of sharing their story with the public, Holcim, Inc. approached byway supporters to discuss opportunities to share the



Holcim, Inc., near Clarksville, Missouri, taps rich resources to manufacture cement (right). In partnership with the Little Dixie Highway, a new Interpretive Center will explain the manufacturing process (opposite).



company’s rich history. Designed to provide visitors insight into the relationship of the river to commerce and commerce to the land, visitors to the Holcim Interpretive Center will have the opportunity to follow the manufacturing process from raw materials to completed project.

Rich in wildlife, the Mississippi basin is the flight corridor for approximately 40 percent of all North American waterfowl and a premier viewing spot for the American Bald Eagle. Located on a spit of land jutting into the river, the Clarksville Refuge will provide enthusiasts a “bird’s eye view” of both local and migratory wildlife and a peaceful vantage point to rest and look out over the river.

ATTRACTING COMMITTED PARTNERS AND LEVERAGING RESOURCES. Support of a major industrial force, whose product represents a direct tie to the richness of the region’s geologic resources and the river, provided a unique opportunity for collaboration. An enthusiastic supporter of the

byway, Holcim, Inc. provided funding for the first phase of the project, creating the impetus for the leveraging of additional funds. The company also has signed-on to donate land, raw materials, a building and expertise towards the development of the Interpretive Center.

Donations from the Missouri Department of Conservation will help leverage funds for phase II of the interpretive plan. In addition, this agency’s role as caretaker of the properties owned by the U.S. Army Corps of Engineers, who will also help leverage funds, is crucial for the continued development of the Clarksville Refuge.

DESIGNING FACILITIES THAT CREATE A VISUAL TIE TO THE SUBJECT MATTER.

As visitors approach the Interpretive Center they’ll pass raw materials, walk through a graceful arch representative of the kilns used to cure concrete and cap off their tour with a visit to the observation tower that will rise high above the



Mississippi. Looking down at the waterway and the barges that continue to ply its waters, the connection between commerce and the Mighty Mississippi will be readily apparent. Across the byway, adjacent to the river, the Clarksville Refuge will provide a pleasant spot for workers from the plant, residents and visitors to take pause and enjoy the view and abundant wildlife. A walking trail complete with interpretive plaques will lead visitors to observation shelters designed to be evocative of the wingspan of the many migratory birds that make their way over the area each year.

ENCOURAGING RESOURCE STEWARDSHIP.

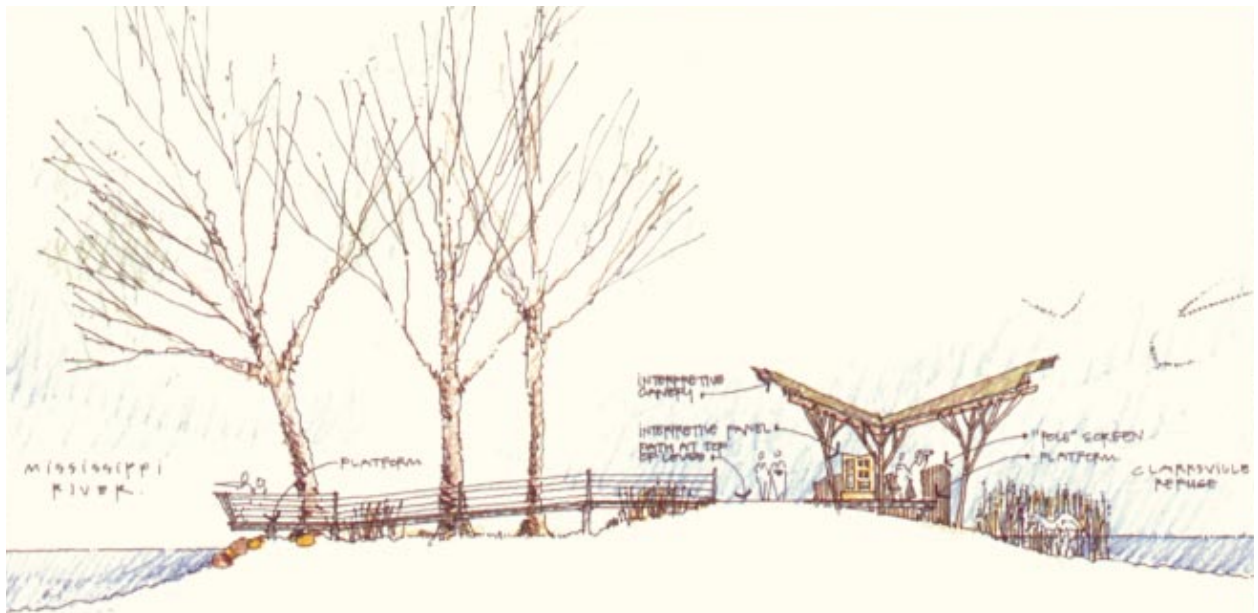
The Clarksville Refuge will be used to tell the story of the U.S. Army Corps of Engineers' and the Missouri Department of Conservation's role in protecting both the wildlife and the ecosystem.

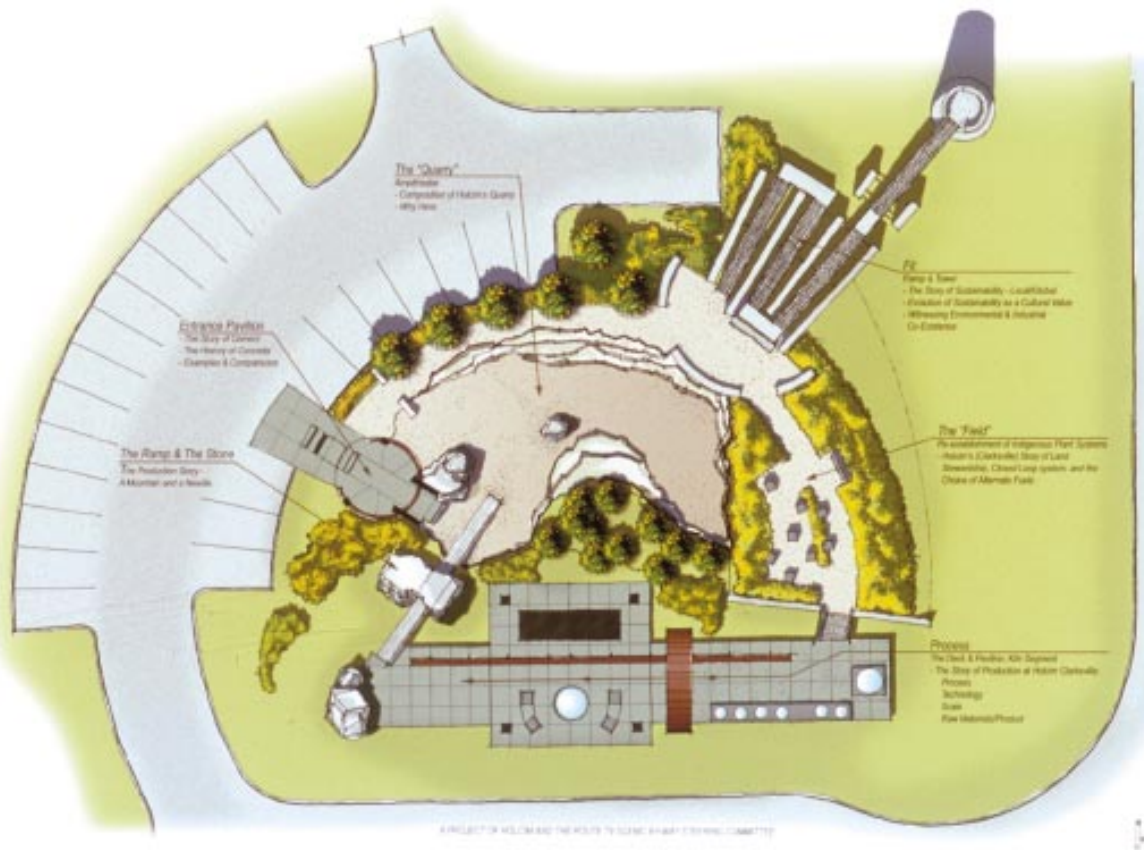
INROADS TO SUCCESS

RECOGNIZING AND ACTING ON

THE POSSIBILITIES. This project benefits from a unique partnership between the byway steering committee and a local manufacturer. Holcim, Inc. has been an enthusiastic supporter of the byway. The success of the partnership has fostered a sense of the potential gain in developing similar public-private partnerships and encouraged the steering committee to more actively search for opportunities to establish relationships with other area industries and businesses.

MATCHING NEEDS. Understanding that the interpretive project advances the interests of all parties is key to building a strong, continuing





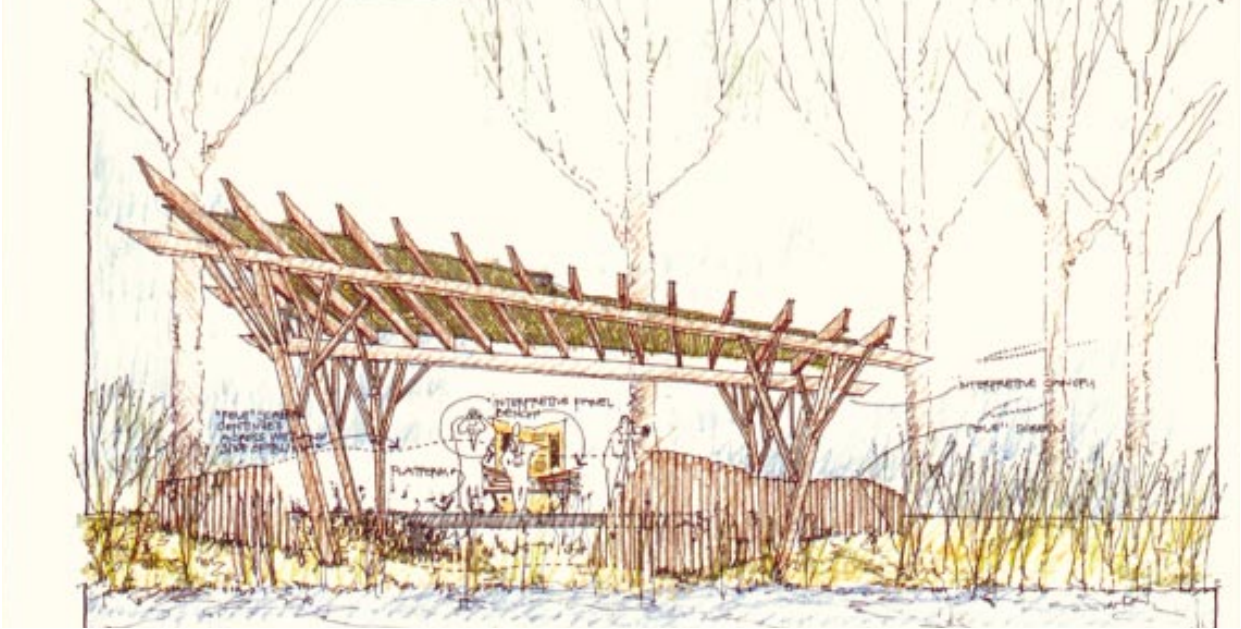
partnership. All of the players in this project recognized the opportunity to fulfill separate but complementary needs. The byway group took the time to identify the benefits of the project to potential partners.

PLANNING FOR THE LONG-TERM. The exhibit structure and viewing shelters in the Clarksville Refuge were designed with an eye towards ease of maintenance. Similarly, the Interpretive Center was designed for ease of use and maintenance. The tour will be self-guided and the materials employed, namely concrete and steel, will be both durable and easy to maintain.

PROVIDING MULTIMODAL ACCESS.

A series of improvements will enhance access to the 2 facilities. An interpretive trail within the refuge will provide visitors a chance to experience the river and its ecology firsthand and better understand the river's importance as a major transportation route (Holcim port lies directly across the trail). Bicycle lanes along the byway, running from Clarksville north to Louisiana, will provide bike access to the facility (bike racks are planned to encourage cyclists to stop and stay awhile). Parking also will be provided at both the Interpretive Center and the Clarksville Refuge.

An observation shelter will overlook the Clarksville Refuge and the Mississippi River (left). Visitors are often curious to learn about local industrial sites (opposite above). An architect's rendering of the Interpretive Center (above).



FUNDING SHARE & SOURCES	DOLLARS	PERCENTAGE
PRIVATE SHARE:		
Cash	\$150,000	36%
In-kind	\$30,000	7%
FEDERAL SHARE & SOURCE OR PROGRAM CATEGORY:		
Transportation Enhancements Program	\$229,000	55%
Other		
MO Dept. of Conservation	\$10,000	2%
TOTAL COST	\$419,000	100%

INTEGRATING COMPLEMENTARY ACTIVITIES.

Wayfinding signs, crafted by local artisans, have been erected and a brochure is being developed to further guide visitors to interpretive attractions along the byway, including the Interpretive Center and Clarksville Refuge. Two additional pull-offs between Clarksville and Louisiana also have been created. Interpretive plaques are planned for both sites. Additionally, a river center is being developed in Clarksville and an additional interpretive site is planned at the southern entrance to the City of Louisiana. Both of these projects will help direct visitors to interpretive sites along the byway.

LESSONS FROM THE ROAD: “IN THEIR OWN WORDS”

During this project we learned:

- How to better form partnerships between the byway organization, industry and environmental organizations

If we were to do it again, we would:

- Develop these partnerships earlier. It has been such a fruitful partnership that we wonder what types of opportunities we have missed in the past



*The shelter design mimics the wingspan of migratory birds (above).
The area is a premier viewing spot for the American Bald Eagle (below).*

ASSESSING YOUR EFFORTS

This project was successful because of a number of factors. Is your byway implementing similar best practices?



The roadway stretches out along the river creating striking views (right). PHOTO: RALPH HUESING.

ASSESSMENT
1 2 3 4

1: Never 2: Sometimes 3: Frequently 4: Always

1. We have identified potential business and industrial partners.
2. 2. We have identified potential partnerships with environmental and natural resource organizations.
3. Before approaching potential partners, we clearly identify the benefits to these partners.
4. We take advantage of local, state, and national opportunities to promote our byway.
5. We interpret the industrial and business sites along our byway.
6. Byway facilities are designed to complement the surrounding landscape and setting.
7. Our byway plans incorporate opportunities for multimodal access (e.g., bike trails, walking paths, etc).

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RESOURCES

An overview of the interpretive materials being developed for both the Interpretive Center and the Clarksville Refuge.
Design renderings developed for the Interpretive Center and the observation shelter.

ROAD WORK AHEAD

1. What upcoming projects or events do we have on our byway that would benefit from the help of a particular business along the byway? What do we want the business to do? Who is the best person involved in our byway to approach and work with the business?
2. Have we overlooked any organizations, businesses or other entities—big or small—along our byway, which could help preserve, enhance, improve, or interpret a special place along our byway?
3. What can we learn from this case study?
4. Are there aspects of this case study that we would like to incorporate into our byway plans and initiatives?
5. What are our success stories in *leveraging partners and funding*?
In what ways do we make the most of our organizational resources?
6. What steps would we like to take to improve and expand our partnership and funding base?
7. What would we like to know more about related to this case study?



A gateway sign welcomes visitors.



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MAY 2003

Case studies are drawn from the 2001 and 2003 Best Practices for Byways competitions.