# OLD CANADA ROAD NATIONAL SCENIC BYWAY CORRIDOR MANAGEMENT PLAN





# OLD CANADA ROAD NATIONAL SCENIC BYWAY

# CORRIDOR MANAGEMENT PLAN

Adopted:

**Board Members Signatures:** 



# **Executive Summary**

Old Canada Road National Scenic byway Corridor Management Plan Update

2023

#### Introduction

Seeking adventure? Need to relax? Want to discover rural culture? Connect with history? Whether you venture a few minutes or a few miles from your vehicle, the Old Canada Road National Scenic Byway provides an opportunity for all of these experiences. Fondly known as the Old Canada Road or OCR, this 78-mile (126 km) long byway begins at the Robbins Hill Scenic Overlook in Solon, Maine on Route 201 and ends at the Canadian border above Jackman, Maine in Sandy Bay Township. This section of Maine highway was designated as a national scenic byway in 2000 by the Federal Highway Administration. Beyond this byway, one can extend any of these experiences in other Somerset County towns along the Kennebec River. The Board of Directors of OCR invite those who are interested to join in sustaining these experiences as we plan the byway's next ten years.

#### Mission

Old Canada Road National Scenic Byway will strive, with broad civic and business partnerships, to educate residents and traveling public about the area history, culture, and natural features while promoting traditional scenic integrity.

#### Vision

Old Canada Road National Scenic Byway will be a destination where people can participate in and enjoy intriguing cultural and historical interpretation and diverse recreational opportunities and hospitality amid spectacular Maine scenery.

#### **Recent Key Milestones**

**2020** - Created a new website with domain name <u>https://oldcanadaroadbyway.org/</u>

**2020** - Partnered with Maine Grains in Skowhegan to showcase crops at the Robbins Hill Scenic Overlook

**2019** - Jackman Kiosk completed; wayfinding signs installed on trails system in the West Forks

**2018** - Advocated for the integrity of OCR at the Massachusetts PUC regarding the CMP Transmission Corridor; ongoing advocacy

**2017** - Interpretive panels installed; two telescopes installed at Attean Lookout on Johnson Mtn

**2016-17** - MeDOT project to design, construct and complete an approximately 6.80 miles ofrecreational trail for hiking and biking and snowmobile use (Kennebec River Trail)

**2016-17** - MeDOT - improved access and amenities at three rest areas, including rest room improvements.

**2015-16** – A kiosk design for the Ball Field in The West Forks - promotes the wildlife, river drives' history & culture and historical aspects of the Kennebec River; establishes a trail hub



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#### **Commonly Used Abbreviations:**

OCR- Old Canada Road National Scenic Byway FHWA- Federal Highway Administration MaineDOT- Maine Department of Transportation KVCOG- Kennebec Valley Council of Government KVTC- Kennebec Valley Tourism Council MOT- Maine Office of Tourism

#### Introduction:

The purpose of the Old Canada Road Scenic Byway Corridor Management Plan is to:

- > Inventory the intrinsic qualities of the Old Canada Road National Scenic Byway;
- Document and describe the many agencies, organizations, and municipalities responsible for the Old Canada Road;
- Provide guidelines and strategies for monitoring, maintaining, and improving the visual appearance of the roadway while ensuring a safe driving experience;
- Provide guidelines for anything which may have short- or long-term effects on the Old Canada Road, such as vegetation management, rest area upkeep and maintenance, and signage;
- Serve as written document of the accomplishments and future goals of the Old Canada Road Board of Directors.

This updated plan will build upon the foundation created over the last 20 years. The Byway continues to offer exceptional rest stops and scenic areas all contributing to the history and flavor of the corridor. Over the next ten years, the Old Canada Road will continue to grow as a prime destination for outdoor experiences with a revitalized focus on municipal participation and regional collaboration. These efforts will help to transform the Old Canada Road National Scenic Byway to become more regionally focused while building on additional entity inclusions by setting forth a vision and goals for the Byway's future. Due to past work OCR will be trying to expand its presence in the region. Accompanying those goals are practical steps to make its special features more apparent and accessible to visitors.

In 2000, the Old Canada Road Scenic Byway became a part of the National Scenic Byway Program as part of an initiative led by the Maine Department of Transportation (MaineDOT). Designation as a National Scenic Byway provided many benefits, including:

- ✓ Increases visibility and awareness of the Old Canada Road's historic and natural resources;
- ✓ Positively affects the economics in town's along to corridor;
- ✓ Provides additional preservation tools for the OCR's intrinsic qualities;
- $\checkmark$  Offers both natural and history-based experiences for visitors and residents; and,
- ✓ Overall enhancement of the driving experience for all.

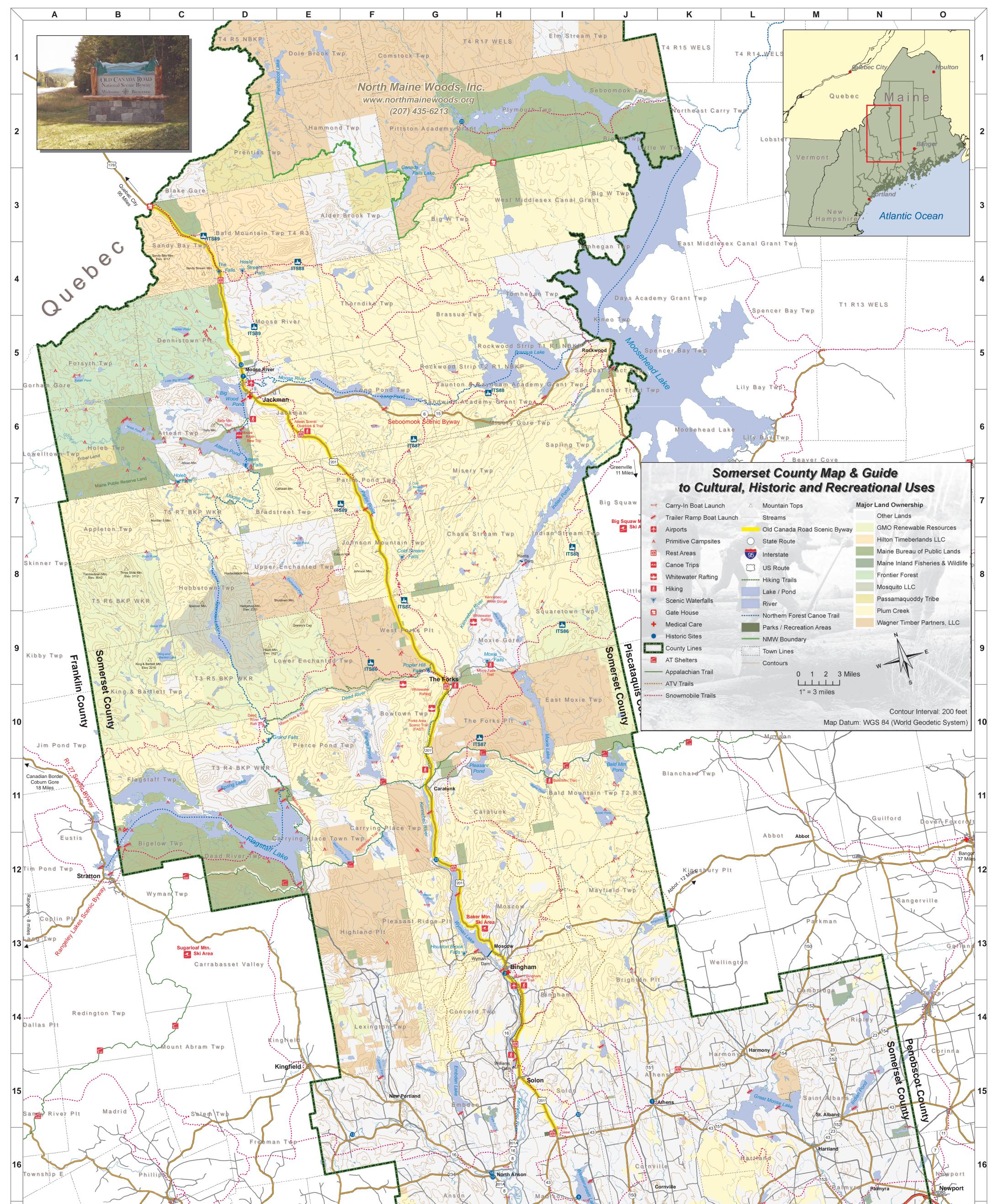
#### Vision / Mission:

**Vision**: Old Canada Road National Scenic Byway will be a destination where people can participate in and enjoy intriguing cultural and historical interpretations, diverse recreational opportunities, and hospitality amid spectacular year-round, natural Maine scenery.

**Mission**: Old Canada Road National Scenic Byway will strive, with broad civic and business partnerships, to educate residents and traveling public about the area history, culture, and natural features while promoting traditional scenic integrity.

Future Goals for the Old Canada Road National Scenic Byway include, but are not limited to:

- Preserve the scenic, natural, historic, and cultural character of the Byway.
- Enhance the visitor's enjoyment, safety, and comfort while visiting the Byway.
- Increase awareness of the region's history and culture through interpretive and educational signage and programs for varied audiences.
- Create community and visitor interest and community pride.
- Partner with public agencies, communities along the Byway, interested organizations, and the business community to promote four-season outdoor recreation and tourism throughout the Byway corridor.



# OLD CANADA ROAD NATIONAL SCENIC BYWAY

Sandy Bay Township

Jackman

Dennistown Moose River

> Parlin Pond Township

> > Johnson Mountain Township

Rockwood

Greenville

West Forks

The Forks

Key Visitor Experiences

- 1 Robbins Hill Scenic Outlook
- 2 Arnolds Way Rest Area
- 3 Benedict Arnold Crossing
- 4 Appalachian Trail Crossing

Conserved Land

5 Moxie Falls

Ν

ANADA

6 Attean Overlook

OCR National Scenic Byway Legend

Old Canada Road Scenic Byway
Maine State Roads
Mooseh

10

10

Moosehead Lake Scenic Byway

Rest Areas

20 Kilometers

20 Miles

Caratunk

Moscow

Solon

Bingham

#### **Plans and Partners:**

Public involvement, participation, and buy-in is essential for the ongoing efforts of the Old Canada Road. Partners and supporters include local businesses, The Old Canada Road Board of Directors, the Old Canada Road Historic Society, MaineDOT, the various towns the Byway travels through, Kennebec Valley Tourism Council, Maine Office of Tourism, Explore Maine, Visit Maine, numerous local outdoor outfitters, and many more.

The Old Canada Road is more than just a Byway to those who live and work in the adjacent town. Long term plans to promote the Byway and tourism will be beneficial to all involved partners.

The purpose of the Corridor Management Plan is beyond just meeting the federal requirements; the purpose is to serve as a guiding document for future projects and other decisions relating to the Old Canada Road. All projects should align with the vision and mission statements and meet the goals of the Corridor Management Plan (CMP).

The Corridor Managements Plan, however, is intended to be slightly fluid and flexible to changing conditions and unforeseen circumstances, such as project funding. Future evaluation and implementation may lead to adaptation and shifting priorities and goals of the plan based upon changing conditions, including but not limited to natural events.

Nevertheless, the essence of the vision and mission of the Old Canada Road National Scenic Byway will not change: sustaining, enhancing, and preserving a safe Old Canada Road through growing partnerships, educating the public and promoting the scenery.

To ensure continued public participation, the Board of Directors should utilize the advisory committee that quarterly evaluates the progress made on the goals and strategies outlined in this plan and reports these findings to the Board.

Additional goals and strategies to promote continued public participation can be found in the 'Goals and Strategies' Section.

#### Stakeholders and Commitment:

Even before receiving recognition as a National Scenic Byway, preservation efforts for the corridor, the historic sites, and natural and scenic qualities had been in progress for quite some time.

The Byway's designation into the National Scenic Byway program was part of an initiative led by the Maine Department of Transportation (MaineDOT). The MaineDOT hired a consultant to draft a Corridor Management Plan (CMP) for Old Canada Road, as required by the Federal Highway Administration (FHWA). Federal designation as a scenic byway led to more funding for infrastructure updates including scenic turnouts, interpretive signage, and roadway maintenance. Upon approval of the (2001) management plan and application to the FHWA, the Byway was expanded to the current 78 miles and became one of 45 National Scenic Byways throughout the country and one of six National Scenic Byways in Maine.

The Old Canada Road Scenic Byway, Inc., a 501(c)(3), oversees the Old Canada Road National Scenic Byway. Established in 2000, this organization works with MaineDOT on maintenance and infrastructure planning, supports existing and emerging businesses, and coordinates fundraising and the continued growth of the Byway. This group has worked diligently over the last two decades to build out rest areas and scenic turnouts. They have created detailed signage throughout the Byway that cover local ecosystems, geographic features, and historically important locations and features. Furthermore, the Board of Directors have continued to implement a collection of short-term and long-term projects aimed at growing and maintaining the Byway.

The initial plan developed in the 2001 focused on three major findings: first, the Old Canada Road Scenic Byway Corridor lacked any formal group to make cooperative decisions among landowners, communities, and state agencies regarding resources and development; second, local comprehensive plans and land use regulations could not support growth along the Old Canada Road; and third, the backcountry character and industrial forests are the most threatened by change and remain the foundations of the local economy. With those guiding principles, the original Corridor Management Plan identified nine action items:

- 1. Establish an ongoing Corridor Committee
- 2. Advocate to Strengthen and coordinate land use plans and regulations
- 3. Develop more state-level incentives for landowners
- 4. Work with landowners on conservation
- 5. Expand, improve, or create scenic turnouts
- 6. Install directional, informational, and interpretive signage, and attractive guard rails
- 7. Seek volunteers to adopt facilities or segments of highway

- 8. Develop a booklet to promote appropriate backcountry etiquette and responsibilities
- 9. Work with willing landowners to upgrade visually degraded structures

Over the next two decades, the Old Canada Road Board of Directors sought to build upon the history of OCR and the diverse opportunities for outdoor recreation and sightseeing available in the vast, undeveloped working forest that surrounds the small towns of the region. The Board, volunteers, and state offices continuously invested in infrastructure including extensive signage (town signs, gateway signs, and Old Canada Road signs), improvement of scenic turnouts (Robbins Hill and the Attean Overlook), and a variety of smaller and maintenance-related projects.

In review, the original Corridor Management Plan created a strong foundation for projectfocused agenda items, stewardship, conservation, and highway maintenance. The corridor grew as an outdoor recreation, scenic viewing destination, boasting both historic and natural features. However, the communities along the Old Canada Road Scenic Byway remain distanced from active participation while regional partners play a minor role in planning and support. The focus of this Corridor Management Plan is to describe and document the intrinsic resources, facilities, and recreation activities that define the Old Canada Road Scenic Byway and the surrounding corridor. In addition, this plan also captures the current planning goals and projects of the local byway leaders while providing an outline for management, maintenance, and fundraising.

#### Board of Directors

The Board of Directors are responsible for a significant amount of planning, policy, and active engagement in Old Canada Road related projects and activities. The Board can have anywhere between 7 to 15 members who serve voluntarily. Fifty percent of the Board's membership are required to be town officials, businesses, or residents from municipalities along the Byway. The duties of the Board of Directors include, but are not limited to, organizational management (annual meeting, membership, Board meetings every 2 months, et cetera), infrastructure concerns (maintenance, capital projects), and finances (budgeting, payments, fundraising).

Furthermore, the Board of Directors serve as the primary voice of the Old Canada Road National Scenic Byway. They advocate for critical improvements and policy changes that support the vision of the Byway. The Board receives and reviews feedback from visitors regarding their experiences during their visit. Most importantly, the Board leads important conversations with stakeholders and interested organizations on all matters related to the Old Canada Road National Scenic Byway. The success of the Byway – as both a tourist destination and a major factor in local life – relies on the work of the Board of Directors.

This Corridor Management Plan describes the achievements of the Board of Directors over the last 20 years including completed projects, successful fundraising, and overall growth of Byway activity. Recently, the Board of Directors has had unfilled vacancies that should be filled with new members. A larger Board will allow for more work to be completed while spreading the existing work across more membership. The Board of Directors needs to select a Board Member to sit on the Kennebec Valley Tourism Council (KVTC) Board.

The Board employs 2 part-time employees for bookkeeping and coordination.

The Board of Directors should look into the creation of an official Advisory Committee. This would enable greater regional representation that is key to the success of the byway.

# **Public Participation**

Beginning with the creation of the original plan in 2001 and this update, efforts have been continually made to engage the public for input. The main conduit for this is via the organized municipalities within the Byway who are able to host meetings and present drafts of the plan for public comment. General publicizing of the OCR and Board meetings (usually at least 6 a year) have also been in place, allowing any interested members of the public to participate at meetings and make any comments at any time.

There was specific targeted outreach to municipalities in the early part of 2021 as the plan was being developed. All this being said, there is only around 3,000 people in the OCR Byway Corridor so direct public input has been and will always appear to be limited.

OCR Representatives met with the following towns along the Byway to present the final CMP. All meetings were favorable regarding what OCR has done and what we anticipate doing. Each community also communicated its desires in regard to the OCR:

*Jackman* - Really want to move ahead on the purchase of the Attean overlook and Eastern View. To date the OCR have not heard back from Weyerhaeuser on willingness to sell. Other finding opportunities will need to be explored with the Somerset County Commissioners once there is a price - FHWA may not be a viable option based on current activity. The selectmen were appreciative of the kiosk in the town park, however active management by them is missing. One selectman mentioned another possible rest area location that is not in Jackman but in Johnson Mountain and looks at Sugarloaf from the south lane of 201.

*Bingham* – There is little activity in Bingham besides keeping the rest area open. Steve Steward (town manager) has cleared out the 45th parallel sign so that is more visible. The Town recreation manager discussed a new trail that would benefit the town, located north of Austin Stream and go to Wyman Dam (was an old railbed during construction). This will be considered and could be put in a future trail package with Robbins Hill, Kennebec Gorge,

and finish the connector of the Kennebec River Trail as well as the Owls Head Trail, should the sale happen at Attean.

*Solon* - The turn lane was the big item for the Town if any winter activity is to be contemplated. This is however ultimately up to the DOT. The winter trail system idea was received positively. Another improvement they would like to see is hand carry access below Williams's dam. This will involve cooperation from Brookfield as they own the property. The new information booth was moved to the library parking lot, and all seemed well, however input from a library stalwart has resulted in the building to be moved to the Town office parking lot. The OCR has provided a source of funding to purchase the building from the Skowhegan Area Chamber of Commerce and the OCR will lease the building to the Town and OCR will be responsible for maintenance. (This has nothing formally to do with the CMP except that is an asset for OCR and will need to be in the plan for operation and maintenance.)

*Caratunk* - River access was mentioned with regard to making it more noticeable to the traveling public. The town maintains the site (tables, shelters, and rest rooms) and they would like to keep it as advertised. IF&W provides the dock. There is a museum downtown that we may be able to advertise with input from the owner. It may be just a collection of historic log drive items that need explanation by the owner- which may work well as we could provide some lasting signage as to use of equipment.

*Moscow* – Unfortunately, the town has never been involved with the Byway and does not have a commercial area to benefit from our efforts.

*The Forks* – The community has just gone through a government shuffle and work in that town is hampered by the lack of funding to complete the Kennebec Trail and the associated kiosks. This will again be the priority for an FHWA application.

*West Forks* – Just like the Forks, trail and kiosk completion has been an issue as well as maintenance funds to keep the trail in good shape particularly where it is close to the river, where washouts occur. Completion of a trail beginning at the Moxie Falls parking lot and continuing downstream to the old landfill has been discussed for years and that property is now all owned by Parks and Lands, who do not seem receptive to trail development at this time. Should funds be available interest may change.

#### Byway Coordination

Partners and participants with the Old Canada Road National Scenic Byway include municipal governments, businesses, and community organizations along U.S. Route 201. Although the Board of Directors and the Advisory Committee are composed of a diverse membership, everyone along the Byway has a stake in varied areas of interest. Municipal governments and state agencies manage land and right of ways along the Byway while community organizations and businesses typically interface directly with tourists and residents. These partners provide perspectives and skillsets lending to the success of the Byway's development.

However, a partnership bringing together agencies along the Old Canada Road National Scenic Byway requires significant coordination. The Board of Directors continues to serve as a strong communicator between the potential major stakeholders along the Byway.

See Goals and Strategies section for further details.

Partner / Participants	Role/Responsibility
Municipalities and Unorganized Territories	Provide information about local regulations and requirements, provide financial or in- kind support to Byway activities, coordinate projects or activities along the Byway.
<b>Chambers of Commerce</b> (Forks Area Chamber of Commerce, Jackman Chamber of Commerce, Skowhegan Chamber of Commerce, Mid Maine Chamber of Commerce)	Provide information regarding local/regional businesses and community events, provide financial and in-kind support to Byway events and projects.
Kennebec Valley Council of Governments (KVCOG)	Provide consulting on larger projects and organizational support, identify grant opportunities, assist with economic development program and land use planning along the Old Canada Road.
MaineDOT	Provide financial support for OCR projects and maintenance, assist directly with maintenance, identify opportunities for state and federal transportation funding, coordinate between Maine and National Scenic Byways.
USDA Rural Development	Provide information regarding grant opportunities for rural development related to the Old Canada Road.
Maine Office of Tourism	Assist with marketing campaigns, collaborate on tourism events, provide data regarding tourism.
Kennebec Valley Tourism Council	Assist with local, regional, and in-state marketing of OCR, collaborate on regional events and outreach opportunities, provide financial or in-kind support for projects and events.
Land Use Planning Commission	Works with communities within Unorganized Territory regarding permitting, planning, and growth

# STAKEHOLDERS (EXISTING AND POTENTIAL) PARTNERS OF THE OLD CANADA ROAD

#### Marketing:

This chapter presents recommendations for establishing and strengthening tourism partnerships, promoting the Byway brand, boosting awareness and interest in the Byway, and expanding the services available to visitors. This initiative will require broad partnerships, commitment, and collaboration with the local business community, towns, MOT, MaineDOT, KVTC, and more.

#### Key Marketing Messages:

- Enhance the traveler experience through education, interpretation, and promotion of the Byway;
- Promote existing recreational opportunities for both residents and youth; and,
- Preserve, protect, and conserve the Byway and surrounding areas.

The Key Marketing Messages revolve around the natural, cultural, scenic, and historical intrinsic qualities- including, but not limited to:

- Wildlife, birds, fish, trees, plants, and mushrooms;
- Scenic viewsheds;
- Historical locations, Arnold's journey up the Kennebec, and native peoples;
- History of the logging culture and life, working forests; and,
- Geology and present-day rock formation, the Kennebec River.

#### Target Audience:

- Visitors and future visitors;
- Residents;
- Local and regional tourism promoters;
- Local stakeholders; and,
- Local Chamber of Commerce.

#### Marketing goals:

- Partner with public agencies, neighboring jurisdictions, interested organizations, and businesses to promote four-season outdoor recreation and heritage tourism.
- Determine ways in which the Byway can provide opportunities to expand and enhance the visitor experience serving to result in repeat visitors and attract new ones.
- Leverage marketing funds through partnership and cooperative ventures with other organizations, such as travel and tourism organizations.

- Enhance and promote existing resources which complement the natural and historic qualities of the Byway.
- Expand recreational opportunities.
- Create a mutually beneficial Byway business partnership program.
- Provide information on social media, informational brochures, and on the website about the Appalachian Trail in proximity to the Byway.

# **Objectives of Goals:**

- Increase awareness amongst residents and visitors of the Old Canada Road National Scenic Byway's existence, designation, and its numerous natural and historical intrinsic qualities.
- Work with towns and businesses along the Byway to improve the economic health and encourage new businesses to stabilize the economic base.
- Promote tourism and economic development in balance with preservation of the natural amenities of the Byway and area's traditional economy.

# Strategies:

The main strategy of marketing is to create awareness among local businesses and organizations of the assets of the Old Canada Road, so those businesses and organizations can include OCR in their marketing and promotions. This awareness includes the importance of preserving the integrity of the Byway. This strategy includes the creation of an Advisory Committee for the Board of Directors.

# Marketing Funding for the Byway:

Old Canada Road does not have a dedicated source of revenue for marketing. The Old Canada Road Board of Directors has collaborated with Maine's Department of Tourism as well as local tourism agencies to raise Byway awareness. The Board of Directors can continue to also seek grant funding for marketing. Federal grants are a possible source.

For more information on the Old Canada Road Nation Scenic Byway, visit: <u>https://oldcanadaroadbyway.org/.</u>

Additional goals and strategies can be found in the 'Goals and Strategies' Section.

#### Interpreting the Scenic Byway:

One goal of this plan is to increase awareness of the Byway's importance and preserve the Intrinsic Qualities which will enhance the driving experience for both visitors and residents traveling the Byway.

Strategies to achieve this goal include:

- ✓ Increasing awareness of the Byway branding.
- ✓ Partnering with local communities, businesses, agencies, and organizations along the Byway, such as MaineDOT, Maine Office of Tourism, Maine Huts and Trails, Kennebec Valley Tourism Council, local businesses, and other organizations.
- ✓ Focus on the Scenic, Historical and Natural Intrinsic Qualities of the Byway, through preservation, education, and interpretation.

This section describes the chief interpretive themes recommended for the Byway, the programs and resources already in place, and recommended strategies for expanding them.

#### Strategies for Interpretation

#### Web Presence:

The Old Canada Road has its own website (<u>https://oldcanadaroadbyway.org/</u> and Facebook page. Under the 'Adventures' tab on the website are activities such as golfing, ATVing, biking, birding, foliage viewing, fishing, hunting, snowmobiling, hiking and more. The website also has a 'History & Heritage' tab with information on the numerous historical buildings and site along the Byway. Other tabs include 'Arts & Culture', 'Communities', 'Events', and 'Our Story'.

Travel byways website.

In addition to a website and Facebook page, the Byway has a presence on the following websites: Explore Maine, Visit Maine, Northern Outdoors, Trip Advisor, AAA, Maine Tourism Association, National Scenic Byway Foundation, Skowhegan Regional Chamber of Commerce, Pinterest, America's Scenic Byways, Visit Kennebec Valley and many more. In addition, there is a website for the Old Canada Road Historical Society: <u>https://www.oldcanadaroad.org/</u>.

#### Promotional Events:

Robbins Hill Scenic Overlook in Solon is available to be rented as an outdoor venue. The facility features covered picnic tables, fields, trails, a clean outhouse, and breathtaking views. Additionally, there are seasonal events throughout the year, some held regularly, others as one-time occasions all along the byway. The events are hosted by towns, business, and other organizations along the Byway.

#### Photos and Videos:

Due to its inherent photographic nature, there are numerous photos taken from various locations along the Byway available on multiple web sources, taken by private parties and as promotional material by outfitters or other organizations. In addition to photographs on the Byway's website, Explore Maine, Trip Advisor, Visit Kennebec Valley, and Pinterest are just few websites that feature Old Canada Road photographs.

#### Public Relations:

The Old Canada Road Board of Directors hold several meetings a year that are open to the public. The Board also meets with officials of towns along the Byway periodically to promote communications. Additional public communication can be found on the Byway's Facebook page and website. Newspapers are still a good place to advertise meetings.

# Use of Scenic Byway Design and State Logo:

The Old Canada Road National Scenic Byway State logo and general design is featured in wayfinding signs along the roadway, on materials relating to the Byway, and prominently on the website.

#### Other Existing Interpretive Resources along the Byway:

- Wayside interpretive information at strategic locations along the Byway including historic landmark directional signage leading to areas with interpretive panels with information on historic and natural features;
- Informational kiosks at pull offs and rest areas;
- Informational and interpretive kiosk in Jackman;
- Numerous hiking trails;
- Historic buildings open to the public;
- Outdoor recreational opportunities;

• An online interactive map showing locations of prominent features along Byway that can be accessed via cell phone while visiting the Byway.

#### Recommended Enhancements:

#### Short Term

- Increase the number of Old Canada Road National Scenic Byway signs along route;
- Plan for expansion at Robbins Hill Scenic Overlook to accommodate the recently purchased sawmill and accessories;
- Evaluate current signs, their locations, and styles to ensure continuity; and,
- Evaluate turn outs and rest areas in each town and create a comprehensive list of necessary improvements.

#### Long Term

- Improve visibility of trails along byway;
- Create moose viewing/birding blind on Pooler Pond;
- Collaborate on more projects with Maine Huts and Trails;
- Explore options for signage about Spencer Lake POW WWII Camps; and,
- Provide information on the geological history that resulted in the formation of the Kennebec River and mountains surrounding it on an interpretive panel.

Additional goals and strategies can be found in the 'Goals and Strategies' Section.