

VISTAS



AMERICA'S BYWAYS™

SEPTEMBER/OCTOBER 2003

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Sell a License Plate, Donate a Truck or Get a Grant *Funding Your Byway's Future*

Building a strong financial foundation is an important goal for all byways. Raising money is an essential—and often the most difficult—task for grassroots organizations. Fundraising success is directly linked to other success factors—a clear vision, a healthy organization, active partnerships and sound planning.

In "*Building Your Nest Egg*," author Beverly Heinze-Lacey suggests that a bird building its nest provides a good model for volunteer groups that want to "build their nest eggs." It's really a process of planning, organizational development and relationship building. Heinze-Lacey offers this advice:

• Your group needs a plan.

For the bird, the nest is not the goal in and of itself. Similarly for your group, raising money is not the goal; it's what you can accomplish with the money that's important. You'll need to clearly understand and communicate why you need funds, what you hope to achieve and what success will look like.



Is your byway building an adequate nest egg? Creating a successful organization depends, in part, on raising enough funds to accomplish your goals. Photo: Creole Nature Trail, LA

Fundraising success is directly linked to other success factors—a clear vision, a healthy organization, active partnerships and sound planning.

• Your funds must come from a variety of sources.

Strong nests are made up of a variety of materials (grass, mud, yarn, feathers, twigs). By diversifying your funding sources, you build stability for your group. It's a good rule of thumb that no more than 30 percent of funds should come from one source (e.g., individual, foundation, corporation). If any one source dries up, you'll still have many others from which to draw, and you won't have to worry about your group dissolving because your primary source of funds has disappeared.

• Your organization must be solid.

Consider that the "nesting materials" for your organization include such things as a good management structure, programs, relationships, volunteers and public relations. All these "materials" come together to create an organization that has credibility, visibility and strength. As a result, the organization will attract more members and donors, each of whom will bring new talents and opportunities to the group. Together, this mix of people, plans, funds and

management creates a solid organization worthy of ongoing support.

• You need to cultivate positive relationships.

Birds pair up and so should you. Fundraising is "friend" raising. The more friends you have (members, community partners, public officials, businesses, etc.), the more resources you'll have to support your goals. Your friends bring their talents, funds and their own relationships to the group. They help to expand your sphere of influence and can gain support for your group from places you'd never imagine.

• You need to tend the organization with care.

A bird keeps its chicks warm and well fed. Likewise, donors want to know that they are giving to a group that can successfully accomplish its goals and not squander their money. Sound financial practices, planning and careful implementation of programs, attention to details, and nurturing relationships are all important steps in showing your members and donors that the organization is worthy of their continued support.

Roadside Reflections by Michelle Johnson, Deputy Director, America's Byways™ Resource Center

My favorite kind of money is found money. Well, OK, I'll be honest. It's my second favorite, right after free money. Found money is the small thrill of finding a twenty-dollar bill in an old winter jacket, or \$10 in the glove compartment. Or maybe the found money is more significant, perhaps enough to buy that expensive treat you've been eyeing for months.

As much as we wish it were so, we can't exist on found money. Unfortunately, we have to earn money. And worse yet, we have to plan for our money. I'm not talking about the planning we sometimes do to catch a check before it bounces; I'm referring to real financial planning. The kind we do for our future or our family's future. It's hard work, but in the end the rewards are worth it. Just as we save, invest and secure funds for retirement, a child's education or a new house, your byway also needs to do those things, too.

A smart, realistic financial plan will pay off tremendously for your byway's future. The byway financial plan should include a summary of income (grants, matches, in-kind and cash donations, investment income, etc.), a detailed spending strategy (projects, other expenses) and a sustainability plan.

Once you have identified your byway's mission and future, you'll be able to identify projects that will help you meet goals and fulfill your vision. Take a look at the projects listed in your corridor management plan. Each should contribute to the accomplishment of your mission.

It is critical to have a carefully considered, comprehensive, realistic, and detailed strategic plan for your byway that includes goals, objectives, tasks and timelines.

Now you know where you are going and the steps you need to take to get there. It's as if you've decided which car to buy

or which house to purchase. Now the question is: How will you pay for it? Do you know your funding sources? Research and understand your potential donor before you prepare your grant application. Walking into a bank to ask for money to buy a car goes much smoother when you have all your facts straight and you understand your bank.

It's also important to think about how to maintain projects once they are implemented. Let's say you've built a beautiful visitor center or installed interpretative panels. After all the celebration, your plan should address the maintenance of your investment and the source of these dollars. After all, you may have been able to buy that expensive car, but you must cover the gas, insurance and maintenance. It pays to think of the future costs of the project before initiating the investment. Many funders will ask about your plan for ongoing funding—and you aren't likely to find enough money in your coat pockets.



Michelle Johnson, Deputy Director
America's Byways™ Resource Center

In this issue you will find many articles and tips on financial planning for byways. Look them over and give us a call if you are interested in financial planning assistance for your byway. And as we switch over to our fall coats, I hope we each find a twenty in a pocket! ★

America's Byways™: Our Brand, Our Trademark

by Patricia S. McNally



AMERICA'S BYWAYS™

Over the last two years we have strengthened the America's Byways™ brand. We have encouraged State Coordinators, Byway Leaders, Marketing Representatives and FHWA staff to be consistent when using the term "America's Byways." America's Byways™ refers to the distinct and diverse collection of roads designated by the U.S. Secretary of Transportation. America's Byways™ is a term used to promote the All-American Roads and National Scenic Byways. In keeping with the maturity of the brand, we have recently added a ™ to the term America's Byways™ and consider the phrase to be our trademark. Our trademark warns the world to not use America's Byways™ for the same or a similar purpose.

When using the term America's Byways™ *in a logo format*, follow the guidance outlined for approval and usage found on the www.bywaysonline.org Web site.

When using the term America's Byways™ in materials *other than in a logo format* here are a few guidelines to follow:

- The ™ should always be used with the phrase America's Byways™
- America's Byways™ also refers to a subset of the designated Byways as in "one of America's Byways™" but should not be used as "an American Byway" or "an America's Byway"

Also consider the treatment of the term America's Byways™ when used *other than in a logo format*:

- We did not trademark any particular font or logo or color, but prefer that the font not be too fancy
- When using the term America's Byways™ in print or electronically:
 - Always use the trademark
 - Do not separate the term: America's Byways™. It should be treated as one word and kept together as a single phrase, without adding any words or additional white space in-between *America's* and *Byways™*
 - Use the same font, color or treatment on both words

In addition, the National Scenic Byways Program staff follows these few guidelines when using the term America's Byways™ in materials other than in a logo format:

- When referring to one or all of America's Byways™ (the collection of 95 roads), we use the upper case "B" for Byway(s) i.e....traveling along the Byway...
- When referring to a byway that is not one of America's Byways™, we use the lower case "b" for byway(s) i.e....traveling along the byway...
- When referring to a group of byways that includes one or more of the America's Byways™ and one or more state, other designated or non-designated roads, we use the lower case "b" for byway(s) ★

At Your Service

An Overview of America's Byways™ Resources

The mission of the National Scenic Byways Program (NSBP) and the America's Byways™ Resource Center (ABRC) is to provide resources to the byway community that will enable better management of byway organizations and the intrinsic qualities they value and work hard to protect. This article serves as a reminder of existing resources we offer that can help strengthen a byway organization, which can increase the potential for success in areas related to funding, marketing, training, organization and communication. The NSBP and ABRC staffs are at your service, providing a wealth of information, interpretive material, communication aides and direct one-on-one assistance.

Existing resources:

- **A variety of publications are available as educational aides:** *Making the Grassroots Grow: Building and Maintaining Effective Byway Organizations*; *Scenic Byways: A Design Guide for Roadside Improvements*; *The Road Beckons: Best Practices for Byways*; *Stories Across America: Opportunities for Rural Tourism*; *Lessons from the Road* case study collection; *Community Guide to Planning and Managing a Scenic Byway*; *Byway Beginnings*; as well as many individual case studies. To obtain copies of these publications, contact Jeanine Buck at 218-625-3310, or by e-mail at jbuck@byways.org.

Stay "in the loop" by keeping informed of important national- and state-level activities to heighten your effectiveness in championing a byway success story.

- **The National Scenic Byways Program staff and America's Byways™ Resource Center staff** are available via telephone and e-mail to help with questions and provide guidance. Complete contact listings are provided here (see right). They are also posted on the National Scenic Byways Program Web site at www.bywaysonline.org.
- **The National Scenic Byways Program Web site** is an invaluable medium of information, including recent press releases and news, important documents that assist applicants in the grant and nomination processes, archived *Vistas* issues, and a searchable on-line publication library. In particular, the Byway Community section on the Web site provides excellent networking tools such as state and byway contact lists, e-mail list groups, and a contact-an-expert feature. When you have questions, you can solicit advice from a wide assortment of people using the program Web site.
- **Byway peers.** Use the e-mail list groups available on the Web site to increase information exchange, as well as Federal Highway Administration's monthly state scenic byway coordinator conference calls and the America's Byways™ Resource Center's bi-monthly teleworkshops.

We encourage byway organizations to use these vital resources to maximize the impact of their efforts. Information is energizing and empowering. Stay "in the loop" by keeping informed of important national- and state-level activities to heighten your effectiveness in championing a byway success story. ★

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The mission of the National Scenic Byways Program (NSBP) and the America's Byways™ Resource Center (ABRC) is to provide resources to the byway community that will enable better management of a byway organization and the intrinsic qualities they value and work hard to protect.

Feathering Your Nest

Across the country, byway groups are finding unique and creative ways to make their hopes and dreams come true. Here's a small sample of ideas:

Memberships. Many byways have established membership dues. The Indiana National Road Association, a 501(c)(3) not-for-profit organization, offers six membership levels:

- Sunday driver \$15
- National Road Traveler . . . \$25
- Veteran Journeyman \$50
- Drover \$100
- Toll House Keeper \$250
- King of the Road \$500

The byway uses a variety of methods to increase awareness of its efforts and to recruit members—an attractive membership brochure, an annual antique auto tour, special membership events and a newsletter. The group has also produced small byway signs that have been sold at a variety of venues (including on the Internet through eBay).

License plates. In 2003, New Mexico lawmakers approved a special Route 66 license plate. When it's time for state residents to order new plates, they can opt to purchase the specialty plate for an additional fee. The proceeds will benefit the New Mexico Scenic Byways program.

Equipment donation. You've heard of car donation programs, but what about surplus equipment? In Ohio, the Ohio River Scenic Byway (ORSB) has put a new spin on donation programs. They're looking for trucks, graders, rollers, bulldozers and other types of construction equipment. Two trade associations, the Ohio Contractors

**State Route 96
SAMPLE FUNDING WORK PLAN**

Projects	Project Leadership	Funding	Year 1	Year 2	Year 3	Year 4	Year 5	Past Year 5
Interpretive plan	Byway Committee	Scenic byway, XYZ Corp.						
Byway map	Chamber of Commerce	State tourism, local cities						
Public access for lake	County	Cty, FDOT, DEP						
Balloon Lake Interpretive Site	Forest Service	USFS, Scenic byways						
Mud Lake Interpretive Site	Forest Service	USFS, Scenic byways						
Byway gateway and kiosks	FDOT, City, County	TEA-21, local cities and county						

Florida corridor advocacy groups outline a funding work plan, in cooperation with the Florida Dept. of Transportation. For each project, the plan establishes responsible parties, funding sources and completion dates.

Association and the Ohio Flexible Pavements Group, have signed on to help with the byway's efforts. It seems like a good match—those who construct the highways and those who promote highway travel. The trade groups have supplied membership lists and are encouraging member firms to consider donating used construction equipment to the ORSB. The byway gains funds from resale of the equipment and the donors receive a tax benefit.

Endowments. Minnesota's Edge of the Wilderness Scenic Byway has established an endowment fund in partnership with a local charitable community foundation. An endowment is a permanent capital fund established from contributions. Contributions to the fund are invested to earn income and grow the capital. Approximately 50 percent of the "total return"

on the fund will be distributed, with the other 50 percent being retained within the fund to keep it growing for future years.

Business plan. The Illinois Lincoln Highway Coalition is taking a business approach. Over a 13-month period, the byway outlined a business plan to chart a course for long-term financial sustainability. The plan capitalizes on the Coalition's unique position to organize and sell products that enhance a visitor's experience of the Lincoln Highway. For example, one idea is to revive an old "Lincoln Highway Driving Game." The new "Road Trip Game Card" will provide a driving experience facilitated with a game board and a game card that accesses special offers along the corridor.

Local taxes. Sometimes the best funding source is in your own backyard. Along the A1A Scenic & Historic Coastal Highway in Florida, Flagler County residents overwhelmingly approved expanding a tax program for the purchase of environmentally sensitive land along the corridor. It's estimated that the new bond issue will generate \$6.7 million. Likewise in North Dakota, Valley City citizens voted to raise an Accommodation Tax from 2 to 3 percent to help construct a visitor center and market the Sheyenne River Valley Scenic Byway. The same area created a 1 percent

Food and Beverage Tax for tourism development. Taxpayers will support projects that show benefits and produce results.



An annual fundraiser can raise support and money for a byway. People will set aside time and dollars to attend successful events. The Turquoise Trail Association (New Mexico) hosts an annual auction where bidders can buy some of the most unique items in America that have been donated by Association members.

Bequests. It's important to tell people what you're working on. The Lagoon House is an impressive multi-purpose visitor facility that is under construction along Florida's Indian River Lagoon Scenic Highway. An unexpected donation came from a family that had formerly owned a motel on the project site. The byway received a \$97,000 bequest to purchase furnishings for the center after the family read about the project in a local newspaper!



In Ohio, contractors can donate surplus equipment and vehicles to benefit Ohio scenic byways. This innovative donation program has been established by the Ohio River Scenic Byway. Contact Dick Thomas at 740-423-7233 or rivertrails@earthlink.net.

Corporate Sponsors. In Missouri, a large corporate sponsor is partnering with the Little Dixie Highway of the Great River Road to develop an innovative interpretive center. The Holcim Company, one of the world's largest suppliers of cement, has joined the byway community to educate visitors and residents about the Mississippi River's relationship to commerce, explain the cement-making process, and provide an overlook for the adjoining Clarksville Wildlife Refuge. An active byway supporter, Holcim is funding over 40 percent of the project costs. The interpretive project advances separate but complementary needs of the project partners.

"Rental" income. The White Mountains Visitor Center in New Hampshire provides a popular advertising opportunity for local restaurants, hotels, ski areas and attractions. Small display cases (22" x 30") can be rented in the welcome center. The local businesses are responsible for setting up and maintaining the creative displays, which attract attention from visitors to the Kancamagus Scenic Byway and



In fundraising, the effort expended should match the return on investment. A donation box can be a simple, easy way to raise funds. This box is located in the visitor center along Billy the Kid National Scenic Byway in New Mexico. A few quarters and dollars can add up to several hundred dollars a year. Make sure you "seed" the box with a few donations of your own.

range of community organizations (the byway, education, health care, city government, nonprofits, etc.) exchange ideas and information about funding sources, preparing grant applications, and success stories. If a funding source doesn't fit one organization, it may work for someone else.

Merchandising. From T-shirts to postcards and publications, byways are lending their logos and names to products and merchandise. In Iowa, the Loess Hills Scenic Byway

In the end, it's not the money that matters. The dollars are used to implement what's really important—the projects that preserve, enhance and promote the scenic byways.

White Mountains Trail. The shadow boxes rent for \$550 per year and help offset the center's operational expenses. Businesses can also opt to rent wall space for a poster display. Right now there is a waiting list for space. It's a relatively labor-free effort that raises approximately \$25,000 each year.

Grantwriters Roundtable. Collaborating—instead of competing—for grants is the idea behind a Grantwriters Roundtable initiated by members of the Sheyenne River Valley Scenic Byway (North Dakota). At monthly breakfast meetings, representatives from a wide

worked with a winery to produce and bottle a special red table wine called "Loess Hills Red." Proceeds from the wine sales were used to fund an educational program aimed at re-establishing vineyards and wineries in the Loess Hills. Each sale of wine helped to sponsor a series of workshops and seminars for residents interested in learning the art and business of winemaking.

In the end, it's not the money that matters. The dollars are used to implement what's really important—the projects that preserve, enhance and promote the scenic byways. ★



FUNDING SELF-ASSESSMENT

Planning

- Do we take an imaginative look at the resources along our byway to enhance the visitor experience?
- Have we mapped out a byway "investment plan?" Have we established major goals, prioritized them, and sketched out a year-by-year project strategy? Do we plan ahead to determine which projects can best be accomplished in year one, year two, year three, etc.?
- Do we challenge ourselves to find innovative solutions to accomplish our byway's hopes and dreams?
- Do we plan projects that advance the goals outlined in our corridor management plan?
- Do we work with members of our byway organization and other stakeholders to identify possible funding sources, prioritize projects and grant applications?
- Do we employ a wide range of funding sources?
- Do we tap into a variety of in-kind donations and services?
- Have we brainstormed ways to fundraise locally, regionally, or within the state?
- Do we seek in-kind donations to reduce the amount of grant funds that we need to secure?

Organization and Relationships

- Do we keep the community informed and involved in byway efforts?
- Do we cultivate new byway partnerships and work to maintain existing partnerships?
- Do we involve members of our byway organization in preparing grant applications (i.e. recruit people to help with writing, preparing budgets, graphics, data entry, proofreading)?
- Do we have a strong relationship with our fiscal agent?
- Should we seek nonprofit status to be able to accept charitable donations? Or, can we partner with an existing nonprofit organization in our community?
- Should we form a Foundation or Friends Group?

Implementation

- Do we have a regular process of accumulating revenue for match money, promotional purchases or "moments of opportunity"?
- Have we applied for grants under the National Scenic Byways Program?
- Do we seek funding from sources beyond the National Scenic Byways grants program? Byway organizations have successfully secured funds from many other public and private funding sources.
- Do we have a dues-based membership program?
- Do we need to contract with a professional grant writer?
- Do we conduct byway fundraisers (raffles, bake sales, auctions, etc.)?
- Would we benefit from a merchandising program?

A Funding Tale: The Paul Bunyan Scenic Byway

A State Scenic Byway Gets Creative with Funding Opportunities

Minnesota's Paul Bunyan Scenic Byway features its namesake in the byway logo.



"Once upon a time there was a little pot of dollars that wished more than anything to grow big and strong. So, the little pot of dollars set out to seek its fortune in the big world where moxie bucks and funding webs fought and grabbed at every little dollar they saw. But the little pot of dollars was smart. It knew to grow big and strong it would need nurturing and direction, and a place to send down deep sturdy roots. It found the Paul Bunyan Scenic Byway Association. From that moment on, the little pot of dollars started growing and adding strength until it was able to do real work! Sure, it was still small, but it was getting stronger every day and that little pot of dollars knew that someday soon it would be able to support itself and the Paul Bunyan Scenic Byway Association it loved to serve." (Inkslinger newsletter, www.paulbunyan scenicbyway.org)

Along the Paul Bunyan Scenic Byway in central Minnesota, a state scenic byway, tall tales abound. Legendary lumberjack Paul Bunyan is said to have been able to clear a section of trees every morning. When he sat down for breakfast, the camp cook mixed up two barrels of pancake batter—for Paul alone. His axe was so sharp he'd just brush it against a tree and it would fall down. And did you know that Babe, his blue ox, weighed 5,000 pounds?!

What is *not* a tall tale is the creativity and resourcefulness of the Paul Bunyan Scenic Byway Association (PBSBA) when it comes to fundraising. This all-volunteer group has come up with a number of successful and unique fundraising strategies.

Efforts started in 1997 with some enthusiastic ideas for projects that would benefit residents, visitors and local communities. With zero dollars in hand, the group knew they needed to identify some funding sources. Over five years, the association leveraged donations and membership dollars of \$50,000 into working dollars totaling nearly \$185,000. Here are just some of the ways they did it.

Forming the Group of 54. A program offering different membership levels was established. A special membership category called "The Group of 54" was offered for \$1,000. The level is limited to 54 contributors, one for each mile of the byway. This fee can be paid over a 5-year period. Within this category, the first twenty members formed the "Group of 54 Charter Members" to provide input and advice on byway projects and initiatives. In

the future, the names of Charter Members will also be inscribed on a gateway plaque along the byway. The PBSBA quickly raised \$12,000 in this initial membership offering. And their membership continues to grow. They encourage prospective members, "Join today. Let your dollars start doing good things tomorrow."



A winning hand! The Paul Bunyan Scenic Byway is sharing byway stories and raising money by producing collectable decks of playing cards.

Playing the Right Cards. In a unique partnership with a local casino and an area high school, collectible decks of playing cards have been produced that tell byway stories. A local high school student provided 13 pen-and-ink sketches highlighting historic spots along the byway. The project fulfilled the student's school requirements to complete a community service project. The two joker cards feature a byway map, and 55th card provides a biography of the student.

Grand Casino Mille Lacs provided funding to have 1,000 decks printed (a \$3,000 donation). The cards were sold at local shops and resorts for \$6.00. The byway received \$3.50 from each deck sold and the seller received the balance. The project was so successful that a new series of cards is being produced. Another student—a photographer—will provide 13 images for a second deck of cards that, again, is being fully funded by the casino.

Offering Fine Art. Working with a local artist, PBSBA is selling fine art images of the byway. The artist, a byway resident, painted four oils of scenes along the Paul Bunyan Scenic Byway. The byway purchased the original paintings at a discounted price of \$500 each. The four originals were resold for \$1,200 each, netting a nice profit. In addition, the byway obtained 100 limited-edition prints, signed and numbered, of each piece. The popular artist is now working on a second oil series

(four paintings) that will feature the byway in fall, winter, spring and summer. As advice to other byways, PBSBA will tell you that there has been much higher demand for the original paintings than for the prints.

Taking the Show on the Road. Every year, byway representatives make a concerted effort to visit the townships, cities and organizations along the corridor. They make presentations to businesses, local units of government, community clubs, churches and schools. Their purpose is to give an update on the association's activities, to ask for support, and to ask for money. Although it's a time-intensive effort, the annual visits have paid off. Byway Chair Lynn Scharenbroich said there has never been a negative response. "We've raised support and money, and often times both." The group also assists with byway tours, which have increased the level of awareness and support for their work.

A Funding Tale: *The Paul Bunyan Scenic Byway* continues on pg. 7

Do you have a fundraising success story to share?

Seaway Trail, Inc., is producing an interactive CD-ROM for byways called "Financial Sustainability for America's Byways™". The group is looking for proven methods, innovative ideas and workable tools to help byway organizations generate the funds and services they need. To share your ideas, please contact:

Teresa Mitchell
Seaway Trail, Inc.
P.O. Box 660
Sackets Harbor, NY 13685
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Fax: 315-646-1004
E-mail: info@seawaytrail.com

“You have to believe in what you’re doing. I think about my grandchildren using this trail and being able to say ‘my grandmother helped to build this.’ It keeps you going.”

– Byway Chair Lynn Scharenbroich

Leaving a Legacy

This byway group has certainly found a way to implement its ideas. Scharenbroich credits Linda Ulland (Linda Ulland and Associates) for much of the group’s success. Scharenbroich said, “Linda has the ability to pull together multitudes of ideas into cohesive, workable plans. It’s a real gift. With her consultation, we developed our corridor management plan, a cooperative partnership with the Minnesota Department of Natural Resources, a grant for our hiking trails and an interpretive plan.”

Scharenbroich is also one of the group’s sparkplugs. When efforts to complete the Veterans Hiking Trail (a current byway project)

have run into snags, Scharenbroich said, “You have to believe in what you’re doing. I think about my grandchildren using this trail and being able to say ‘my grandmother helped to build this.’ It keeps you going.” This group will leave a legacy for future generations.

Folklore teaches that the giant logger, Paul Bunyan, left some big footprints in this region. In fact, when filled in, his imprints formed the base of Minnesota’s 10,000 lakes. It’s no surprise that the people who’ve named their byway after Paul Bunyan are following in his footsteps—big dreams, big efforts and big results. ★

USEFUL RESOURCES

Building Your Nest Egg by Beverly Henze-Lacey.

Developed as an introduction to raising funds for National Wildlife Refuge Support Groups, this 155-page online guide is highly applicable to byway organizations. The book provides a framework to help groups become successful fundraisers. Available online at www.refugenet.org/new-publications/nest%20egg.html.

Grassroots Fundraising Journal published by Kim Klein.

This bi-monthly publication provides up-to-date information on fundraising techniques and issues. A one-year subscription (six issues) is \$32. Order at (888) 458-8588 or www.chardonpress.com. Chardon Press offers a wide range of fundraising resources.

The Grantsmanship Center offers a free magazine subscription to staff of nonprofit organizations and government agencies at their office addresses. Sign up online at www.tgci.com/publications/magSubscript.asp.

The Foundation Center offers a variety of training and resources for grant seekers. Visit online at www.fdncenter.org.

Treelink offers an on-line fundraising tutorial at www.treelink.org/grants. The tutorial is sponsored by the USDA Forest Service.

Grants.gov is a clearinghouse for information on federal grant programs. See www.grants.gov/pmo.html

TEST YOUR FUNDING KNOWLEDGE

Knowing who donates money, and why they donate it, can increase your fundraising effectiveness.

- 1. Within the United States, who donates the most money?**
 A) Foundations
 B) Corporations
 C) Individuals
 D) Bequests
- 2. How much money is donated annually through individual and foundation giving?**
 A) \$1 billion
 B) \$25 billion
 C) \$50 billion
 D) \$100 billion
- 3. Why do individuals donate? What is the most common reason cited for giving money?**
 A) Those with more should help others
 B) To gain a feeling of satisfaction
 C) Being asked by a friend or associate
 D) To serve as an example to others
- 4. Where does the money go? Which causes receive the most donations?**
 A) Environment
 B) Religious
 C) Arts
 D) Education
- 5. What is the most effective way to reach donors?**
 A) Impersonal telephone call (telemarketing)
 B) Personalized form letter (hand-signed)
 C) Fundraising benefit or special event
 D) Face-to-face request

Answers:

- The correct answer is (C). You may be surprised to learn that 81.2% of donations come from individuals; 7.3% from foundations; 6.8% from bequests; and 5.1% from corporations.
- The correct answer is (D). The United States is a very philanthropic country. Approximately \$100 billion is donated each year through individual and foundation giving.
- The correct answer is (A). It’s important to understand people’s motives in giving money. According to Gallup studies in 1988 and 1992, the most common reasons cited for individual giving were:
 Those with more should help others 55%
 Gain a feeling of satisfaction 43%
 Religious beliefs 41%
 Give back to society for the benefits received 39%
 Being asked by a friend or associate 36%
- The correct answer is (B). Religious causes benefit from the majority of donations. However, there are several “causes” that are related to byway efforts, such as education, arts, public benefits, health, and environmental giving.
 Religious 45.3%
 Education 11.9%
 Human Services 9.9%
 Health 8.6%
 Unclassified 8.4%
 Arts 7.6%
 Public Benefits 4.3%
 Environmental Giving 2.5%
 International 1.5%
- The correct answer is (D). People give to people. Personalized means are always the best.

The Simplified Approach to Grants: Lessons from the 2003 Conference



Our National Scenic Byways Conference in New Mexico was filled with good learning from quality teachers using interesting training materials. We were coached from many quarters. During the Monday morning general session, Dennis Adams from the National Scenic Byways Program used a different teaching style to make some simple points about preparing thorough grants. Attendees learned that one route to better

Shoes
Remember that a person just like you is probably reading and deciding the fate of your grant proposal. Have you stood in the reviewer's shoes? If you've had the experience of participating on a selection committee, we suspect that you tried very hard to be fair to all. What do you recall you liked or disliked about the information you received to make the decision? Remember your feelings as a reviewer when preparing a grant.

Rules
When preparing a grant application, do you read the rules? Is your idea or project really eligible for the grant you are requesting? Applicants who don't take time to read the rules can waste both their time and that of reviewers. Do you understand what types of projects best fit each grant-making organization's requirements? Maybe you should read those rules again. For National Scenic Byways Program Grants, FHWA has provided many

organize your thinking to construct clear arguments supporting each point you make. We encourage grant applicants to remember those outlining lessons when they first start organizing a grant so that the application provides a complete picture of the project. Having a clear project vision is vital. Structure your outline to answer questions. What do you want to do? When do you want to do it? Why does your byway want to develop the project? How does it serve a byway traveler? How will you complete the project?

Calendars & Question Marks
(For those of you who attended this session in New Mexico, you might recall that we talked about shirt buttons, an outstretched arm and neckties, too. Those visual cues didn't translate well to print so we've altered this section a bit.)

Consider the desired projects along your entire byway and the time required to complete them. Visualize a calendar. When you have a long list, you also need time to fit all the projects' components together, locate partners and blend funding sources. Complex projects simply need time to go from concept to completion.

Other variables in strategic planning include the fluid nature of money, moments of opportunity, unanticipated events—both good and bad, and the unknown. Question Marks represent these factors. You can see that these

Attendees learned that one route to better grants might be as simple as thinking about Shoes, Rules, High School English and Calendars & Question Marks.

grants might be as simple as thinking about Shoes, Rules, High School English and Calendars & Question Marks.

Dennis reminded applicants, using visual cues, that they can improve grant applications by remembering these tips. Visualizing these points can help capture the essence of a project proposal and help create a clear, reviewer-friendly application. We've adapted the presentation here.

Is the reviewer going to understand the basic idea behind your grant? Has the reviewer visited your byway or do you need to paint a picture of the project and how it fits your byway's goals, existing facilities and future plans? Have you organized your grant to make your project components as clear as possible? If you were wearing the reviewer's shoes, would the merit of your project be obvious? Stop and think about the reviewer one last time just before you submit your grant.

hints in our grant guidance and on the Web site that outline what we appreciate in an application.

High School English

Whether we liked it or not, virtually everyone took an English class in high school. We learned the theory and value of creating outlines to prepare our theme papers. For some of us, those English lessons were long ago but their value can be applied today. Most of us learned that when you make an outline, it helps you

images are pointing byway leaders to use a planning tool that can be called an investment plan, a capital budget plan or a strategic fiscal plan. Regardless of the name, take a holistic look at the entire route, explore many sources for funding and think strategically about the mix of projects you want to accomplish along the byway.

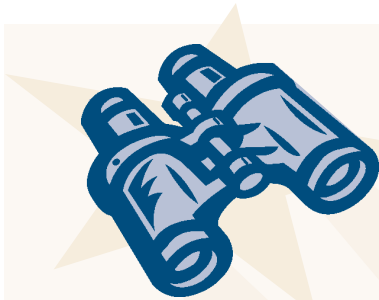
Who Are We Doing This For?

Effective grants include a core value, theme or purpose. The National Scenic Byway Program focuses that purpose on serving or benefiting the travelers on our collection of America's Byways™. The program vision is, "To create a distinctive collection of American roads, their stories and treasured places" and our grant program guidance pushes applicants to consider byway travelers and their experience when crafting

Effective grants include a core value, theme or purpose. The National Scenic Byway Program focuses that purpose on serving or benefiting the travelers on our collection of America's Byways.™

your grant. Maintaining a vision that includes the entire byway is hard work. Byway leaders are encouraged to keep focusing on the common goals, even as individual partners or agencies that support a byway begin drifting toward projects or initiatives that focus too strongly on individual goals. Thinking about what byway travelers experience can make a nice focal point for planning byway improvements.

You can learn more about these simple points by looking at training material provided by the America's Byways™ Resource Center, by contacting your state coordinator or by talking to the National Byways Program staff person assigned to your state. ★



Stay Focused on Your Vision, and Funding Options Become Clear

We've all seen them: Organizations that do a lot of stuff but never really get anywhere. Despite constant activity—meetings, projects, events, newsletters, fundraising and even awards—leaders and members can't describe what they are working to change or accomplish. Their multiple answers confuse the listener.

An inspiring and clearly articulated vision can attract others to your byway efforts. Describe the current situation with a short idea of what will happen if nothing changes. Then paint a picture of the future after a few years of effort. People will begin to see how they fit in to the organization's work, and they see how to help.

This is true for funders of projects as well. They will be drawn into your story if the ending is inspiring yet still realistic. If the vision for your byway is aligned with the

funder's vision for the larger world, they are more likely to listen and act in your favor.

What does this mean as you seek out potential funding sources? Some groups look for available money, then develop projects that might be funded. Should you re-work your vision statement time after time to match up with a variety of funders?

No. Doing that dilutes your group's mission and erodes its integrity. It confuses group members and community stakeholders. It puts organization leaders into a compromising position when describing goals.

Of course, this means a byway group will sometimes pass up an opportunity for funding if the scope of the project does not fit the current vision, work plan and priorities. But remember—the persistent and steady effort toward a common goal holds a group together and gives it

reasons for celebration. An opportunity you pass this time is one that may be a good fit later on.

As projects are completed over time, your group will benefit from revisiting your vision statement and updating it for the next leg of the journey. Look for funding that supports the projects that get you to the future you want and keeps everyone moving in the same direction.

A vision will keep your group on a path to the desired future. It will help you know what ideas to say "yes" to and which to say "no" to. When you think more about what you want to change, the required actions will become clear. You can proactively search for funding rather than react to what randomly falls in your path. You'll be reaching for your vision rather than chasing money.

Like the organizations that came to mind when you started reading this column, organizations with a clear, inspiring and compelling vision also have constant activity. The difference is that all the work is focused on a common destination and everyone has the same picture in mind. They know what the goals are and they get things done. It's inspiring to be part of visionary work. Find support and funding for the byway vision, and the pull to the desired future will be undeniable.

For more on defining and following your vision and mission, see *Making the Grassroots Grow: Building and Maintaining Effective Byway Organizations*, a new publication available from America's Byways™ Resource Center. ★

Payette River Scenic Byway (Idaho)

Byway Length:

112 miles

Driving Time:

2 days

Designations:

Idaho State Scenic Byway by Idaho Transportation Department (June 1977)

National Scenic Byway by FHWA National Scenic Byways Program (June 13, 2002)

Unique Features:

Just outside the state capital of Idaho, the Payette River Scenic Byway rolls north for 112 miles. The scenic drive takes the traveler through the Boise and Payette National Forests. The route climbs high into a mountain valley through resort towns like Cascade, McCall and New Meadows.

The Payette River National Scenic Byway is most known for its recreational qualities. The Payette River, in view along much of the route, is known for its world-class whitewater rafting and kayaking possibilities. Mountain biking, hiking and fishing are also popular in the corridor.

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Another key element in the story of the Payette River Scenic Byway is its natural landscape. The mountains along the corridor contain a formation known as Idaho Batholiths. This unique formation of primarily granite rock was caused when magma pushed up on the Earth's crust and created many of the mountains in this area.



The highway curves along 25 miles of the Main and North Fork Payette Rivers, beginning at the northern end of Horseshoe Bend. Credit: Payette River Scenic Byway Advisory Council

Traces of the last glaciers can be seen in the hard granite. The Idaho Batholiths contains many rare and valuable minerals, including star garnet, jasper and opal. The corridor is a great place to find gems or test your geology skills.

History also plays a key role in the Payette River Scenic Byway story. Fur trappers working for the Hudson's Bay Company named the Payette River in honor of their comrade, François Payette, a French-Canadian who explored much of Southwestern Idaho. Historic sites along the byway include the North Fork Bridge and the city of McCall.

A Plan For All Communities
A motivation behind national designation was to draw attention to this route and lure travelers to the smaller communities for economic development, as well as a desire to preserve a balanced maintenance of the corridor's view-shed. The byway group wanted to accomplish the goals without compromising each community's ability to preserve its heritage and culture.



The Rainbow Bridge, built in 1933, is listed on the National Register of Historic Places for its engineering design. Credit: Marianne Piquet

There are six incorporated towns along the byway, a number of parks (state and municipal) and two national forests. The corridor management plan incorporated existing city and county comprehensive plans, community plans, and state and federal public land agency documents.

In addition, each county has adopted the CMP, and submits development plans to an advisory council, the Payette River Advisory Board. This helps to maximize the economic benefit of decisions affecting the scenic corridor.

Local government groups manage the byway. The Payette River Advisory Board has formed a Memorandum of Understanding (MOU) among the communities, USDA Forest Services, chambers of commerce, county commissioners, Soil Conservation Service and individuals from the private sector.

According to Byway Leader Hugh Somerton, the MOU has worked very nicely for everyone to accomplish respective goals.



Old Tate Barn remains one of the most recognizable man-made landmarks along the byway. Credit: Marianne Piquet

The structure allows for all parties to be involved and share a voice in the byway's future. (For more information on Memorandums of Understanding and other group structures, see *Making the Grassroots Grow: Building and Maintaining Effective Byway Organizations.*)

Projects:

The byway has created an initiative to increase accessibility at all way stops and rest areas along the corridor. The byway already has a fully accessible fishing dock at Tamarack Falls Recreation Area.

Due to the proximity to Boise and the natural and recreational qualities of the byway, byway leaders felt that it was important to provide access to all individuals. The Payette River Advisory Board has been working with its USDA Forest Service partners to use their model as a cost-saving device. The advisory board is also seeking alternative funding options, including partnering with accessibility agencies to fund the projects.

Additional upcoming tasks for the byway group include increasing awareness of the byway through byway signs, a Web site, brochures and completing a new gateway sign in the town of Meadows.

For more information about the Payette River Scenic Byway, please contact:

Tom Kerr
Byway Leader
P.O. Box 853
McCall, Idaho 83638

Hugh Somerton
Byway Leader and
Marketing Contact
P.O. Box 156
Donnelly, Idaho 83615

To view Idaho's guide to byways online, visit:
www.visitid.org/Database/db_pdf/Byways.pdf



The Tamarack Falls Recreation Area features a handicapped-accessible fishing bridge parallel to the road. Credit: Payette River Scenic Byway Advisory Council

A motivation behind national designation was to draw attention to this route and lure travelers to the smaller communities for economic development, as well as a desire to preserve a balanced maintenance of the corridor's view-shed.



Forest Outings: Touring America's National Forest Scenic Byways

by Floyd A. Thompson, III
Travel, Byways and Tourism Program Leader
USDA, Forest Service
Washington, D.C.

Editor's Note: Floyd has been planning and working within the byways movement as a landscape architect, recreation planner, district ranger and administrator for over 20 years. He has developed view-shed corridor plans, mobilized grassroots citizen efforts and worked on nomination for one of the first 10 Chief-designated byways in 1988 (Sandia Crest). He currently heads the National Forest Scenic Byways Program in Washington, D.C.

One of the most popular pastimes at the start of the 21st century is driving for pleasure—seeking relief from the pressures of urban living by heading out on the open road in search of adventure. In 1940, the USDA publication *Forest Outings* foretold of this trend when it said of the hired working class, “if they are wise, the doctors advise them to seek escape, to take the woods, to strike out into the wilderness and get away from it all... So we pack the car, pile in the family, hit out for the woods—with a pile of magazines on the back seat, and the radio blaring full tilt.” Some things just seem to repeat themselves. Today more than ever Americans are taking to the green spaces in their vehicles with all kinds of new recreational equipment to try in the woods. National Forests and Grasslands offer a vast network of highways and roads that access the largest single adventure-travel and nature-based tourism estate in America.

Today more than ever Americans are taking to the green spaces in their vehicles with all kinds of new recreational equipment to try in the woods. National Forests and Grasslands offer a vast network of highways and roads that access the largest single adventure-travel and nature-based tourism estate in America.

Recognizing this trend, USDA Forest Service Chief Dale Robertson initiated the development of a National Forest Scenic Byway system in 1987. Field-employee nominations generated the first ten byway designations in 1988. At the time, these ten byways represented the first (and largest) national system of scenic byways of its kind in the country. The program stressed that its byway nominations must possess scenic intrinsic qualities on a national scale and strongly encouraged grassroots partnerships and community sponsorship (although these were not requirements). Our program has grown from these original ten byways to a system of 138 National Forest Byways, each administratively designated by the USDA Forest Service Chief.

The 1991 ISTEA highway bill created the process for establishing a National Scenic Byways system for our national road system, even though the actual process was not finalized until 1995. On May 11, 1995, the National Scenic Byways Program announced its

official criteria for establishing a designation and a grants program in the *Federal Register*, Section 9 (3), v. 60, no. 96. Due in part to the 1995 Federal Register criteria on eligibility for grant funding, our agency had to either have these administrative designations further designated as State Scenic Byways or have them incorporated into local community nominations and accepted as DOT National Scenic Byways or All-American Roads.

Our goals for the **National Forest Scenic Byway program** are still very supportive and mirror those of the DOT 1995 criteria. They are:

- Showcase outstanding National Forest and Grassland scenery
- Increase public understanding of National Forests as a major provider of outdoor recreation
- Increase public awareness and understanding of all National Forest System activities
- Meet the growing demand of driving for pleasure as a significant recreation use
- Increase use of National Forests by nontraditional users, including minorities and the elderly

- Contribute to the nation's overall scenic byways effort
- Support and enhance rural community tourism economic development

With the Forest Service's increased emphasis on community development, steady downsizing of the federal government, and the new 1998 expanded TEA-21 FHWA Byway program, it made sense to shift the emphasis of the National Forest Scenic Byway program from “inside the boundaries” to one of greater integration. This integration occurs in many ways. We have encouraged integration with the FHWA system through nominations, integration with state scenic byway programs, and integration with local communities and byway-specific support groups. We have found that, over time, our most successful byways are those that have active community involvement. This fosters partnerships, multiple sources of funds, and grassroots support.

Currently, around 80 percent of the 138 designations are now dually designated under state or

FHWA National Scenic Byway program designations. With the last round of designations in 2002, over 42 percent of the 95 FHWA All-American Roads or National Byways have some or a major portion of the byway corridor within National Forest System boundaries.

Our program's goal of enhancing rural community tourism has been one of the most popular aspects of byway designation among communities. The power of brand recognition and a marketing theme for sharing stories from a common destination's many gateway villages have become important catalysts for economic development and unified grassroots efforts.

A good case study is the work underway over the last ten years in Northern California and southern Oregon. In 1996, Professor Emilyn Sheffield, California State University at Chico, and Director Bob Warren, Shasta Cascade Wonderland Association, co-authored the *Strategic Marketing Plan for Northern California Tourism and Outdoor Recreation*.

This marketing plan served as a strategic guide for advancing tourism marketing and outdoor recreation opportunities for northern California communities and counties. The plan was based on the results of a series of focus groups, conducted in 1995-96, representing 24 rural communities. Four goals were established for northern California tourism marketing and outdoor recreation, including expanding scenic byway and highway interpretation programming. In addition, the following recommendation was

made, which specifically focused on the Forest Service and other resource agencies:

The scenic byways are the ideal focal point for rural tourism development.

There are 14 different scenic drives with Forest Service, Bureau of Land Management, California "golden poppy" or California Heritage designations in the area north of SR 20 and SR49. Northern California can become the destination of choice for this type of scenic driving. A unified Byways and Backroads presentation must cross agency and community boundaries. Many of the marketing activities identified in other portions of this document could be developed within the context of the scenic driving possibilities in northern California.

This northern California case study shows how rural community economic development and civic-pride-building aspects of the byways movement have been perhaps the program's greatest benefits to the Forest Service and gateway communities. They have allowed our agency a forum within which to build community collaboration and to link the National Forest system lands with our neighboring gateway community partners in tourism and land stewardship. They have helped to build greater community involvement in preserving the "sense of place" unique to their areas.

The San Juan Skyway in Colorado and the Edge of Wilderness Byway in Minnesota are two other stunning examples of how communities have used byways to build upon the strategic benefit of regional destination marketing.

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A section of the Big Sur Coast Highway US Route 1 borders the Los Padres National Forest and the Pacific Ocean.

From the outset, we knew we could not build a byways program alone. We knew we could best care for the land and serve people if we worked cooperatively across the landscape. Historically, our cooperative spirit has been one of our greatest strengths. So over the last ten years, we formed partnerships with local governments, state agencies, museums and corporate sponsors. Our partners have included Plymouth Corporation, Falcon Press and the American Recreation Coalition, just to name a few. The Forest Service continues to work closely with local communities, state transportation departments and FHWA to align our program with community goals. When requested, we provide technical assistance (as resources allow) to communities seeking cross-designation with state programs

and nominations to the National Scenic Byways Program administered by the state DOT. Today, our Forest Service partnership position in the America's Byways™ Resource Center with FHWA is an important part of our commitment to this effort's success. We will be working with FHWA and the Center staff to refill the recently vacated post at the Center. In addition, our Forest Byways are now linked on the www.byways.org Web site for trip planning and public information, showcasing the country's large network of 585 premier driving routes such as historic roads, state byways, backcountry byways and FHWA national designations. We are a proud partner of the entire byways movement, actively promoting and managing America's Byways™

★

What Is a Foundation?

Nonprofit Organizations Formed to Give and Serve

Note: This is an excerpt from *Making the Grassroots Grow: Building and Maintaining Effective Byway Organizations*, a new publication from America's Byways™ Resource Center. This guide presents basic organizational concepts, case studies and best practices from the National Scenic Byways Program. To request a copy, contact America's Byways™ Resource Center at 800-429-9297, ext. 5 or center@byways.org.

Foundations are nonprofit, charitable, tax-exempt organizations that provide grants to support a wide variety of charitable causes and concerns. There are approximately 70,000

of them in the United States. Foundations are created with endowments—gifts of money, stock or other assets from individuals, families and corporations that choose to dedicate some of their private resources to serve the public good. These gifts or assets are typically invested and the income generated is used to make grants. In fact, foundations are the primary source for grants.

Foundations can be divided into several distinct types:

- **Independent Foundations** are the most common type of private foundation. They are generally founded by an individual, a family or a group of individuals. They may be operated by the donor or members of the donor's

family—a type often referred to as a family foundation—or by an independent board.

- **Community Foundations** are organized to serve specific geographic regions. They receive their support from a variety of donors, rather than a single family or company.
- **Corporate Foundations** are created with gifts from for-profit companies to carry out the company's charitable activities. Some companies may also choose to make direct gifts without using a separate foundation, often through corporate giving programs.
- **Operating Foundations** typically do not make grants. These types of foundations often use funds to conduct research or provide a

direct service, such as operating its own charitable programs.

Foundations are governed by strict Internal Revenue Service (IRS) regulations. For example, the IRS requires that independent and corporate foundations:

- Pay out at least 5 percent of the year-end fair market value of their assets.
- Pay an excise tax of 1 or 2 percent on their earnings.
- Give money only to nonprofit organizations, with a few rare exceptions.
- Refrain from lobbying or political activity.

Any byway organization interested in forming a foundation should seek advice legal advice. ★



Colorado scenic byways have benefited from foundation grants. An important step in seeking foundation grants is to research the foundations' areas of interest. In particular, the Gates Family Foundation and the Bonfills-Stanton Foundation have donated to Colorado projects that are connected to arts and culture, parks and recreation, education, and historic preservation.

New Brochures Offer “Fun Facts about Kansas Scenic Byways”

What kind of crop is that?

What is the story of those big, round hay bales?

How do leaves know when to change color?

Why are the black cattle mixed in with the brown ones?

They're the type of questions that come from the five-year-old sitting in the back seat of the car. Or perhaps, they're the kind of questions you've wondered about, too.

Wouldn't it be fun to know the answers?

That's the concept behind a unique set of booklets created by the Kansas Scenic Byways program. The publications are designed to answer common questions asked by travelers of all ages. Each booklet contains fun details about things seen along the state's byways—cattle, crops, barns, grasses, prairie, wildflowers and birds.

“We're hoping the booklets will help visitors and residents to see the Kansas scenic byways with new eyes.”

— Deborah Divine, Kansas State Byways Program Manager

With funding from the Kansas Department of Transportation and a National Scenic Byways grant, three 20-page brochures have been produced:

- Fun Facts about Farms and Ranches
- Fun Facts about Birds & Wildlife
- Fun Facts about Grasses, Trees, Wildflowers, and Shrubs

Kansas State Byways Program Manager Deborah Divine said, “We brainstormed a list of questions that are often asked as folks drive around the state. Some of the questions sound goofy, but they're the kinds of things that people are curious about. After that, we got assistance from many experts to help us craft answers to the questions. We're hoping the booklets will help visitors and residents to see the Kansas scenic byways with new eyes.”

Each booklet contains photos and brief descriptions of common sights, a Kansas scenic byways map, a game for kids and a statement of scenic byways etiquette. The brochures are distributed in welcome centers, restaurants and visitor facilities throughout the state.

By the way, are some grasses more tasty to cows than others?

For more information, or to receive a copy of the brochures, contact:

Deborah Divine
Kansas State Byways
Program Manager

Bucher, Willis & Ratliff Corporation
c/o BWR Corporation
609 West North Street
Salina, KS 67401-2064
Phone: 785-827-3603
Fax: 785-827-3029
ddivine@bwrcorp.com ★



Volcanic Legacy Scenic Byway Hosts All-American Road Opening Celebrations

The official opening ceremony for the Volcanic Legacy Scenic Byway and All-American Road in northern California was held May 31, 2003 in the Byway community of Weed. Dignitaries from across the nation spoke, including California Congressman Wally Herger.

Several communities along the Byway held festivities to celebrate the designation. Dorris, an agricultural community at the northern end of the Byway, held a ribbon-cutting ceremony under the tallest flag pole west of the Mississippi.

The communities of Burney and McCloud, in the middle section of the Byway, also held ceremonies. Burney's event was part of its '50s Fun Day, Mountain Cruisers Car Show and 9th Annual City-wide Yard Sale. The community printed Volcanic Legacy T-shirts to show its support of the road's new national status. McCloud incorporated its ribbon-cutting event into a dedication ceremony for the new flagpole at the Blue Star Memorial Highway marker on Highway 89. ★

2003 Calendar

Send calendar entries by the 5th of each month to center@byways.org

2003

OCTOBER

October 11-15, 2003

41st Annual Conference of the Urban & Regional Information Systems Association
Atlanta, Georgia
For more information, please visit:
www.urisa.org/annual.htm

October 15, 2003

State Coordinators Conference Call
Time: TBA
Toll-free number and passcode to be announced

October 16-19, 2003

Land Trust Alliance Rally 2003
Sacramento, California
For more information, please call:
202-638-4725 or visit www.lta.org

October 20-21, 2003

North Dakota State Scenic Byway Conference
Valley City, North Dakota
For more information, please call:
701-328-5369

October 22-24, 2003

16th Annual Heritage Conference
Red Lion Inn, Richland, Washington
For more information, please contact:
Mark Vessey at mvessey@wshs.wa.gov or call 360-586-0219

October 27-31, 2003

New Mexico Scenic Byways Workshops
For more information, please call:
Laurie Evans at 505-827-5516

NOVEMBER

November 5-6, 2003

Minnesota Scenic Byways Workshop
Red Wing, Minnesota
For more information, please call:
Holly Slagle at 651-284-3785

November 11-15, 2003

Sparks Your Imagination
2003 National Interpreters' Workshop
Reno/Sparks, Nevada
For more information, please visit:
www.interpnet.com/interpnet/workshops

November 17-20, 2003

Partners in Stewardship Conference
Joint Ventures
Los Angeles, California
For more information, please visit:
www.partnerships2003.org/home.html

November 19, 2003

State Coordinators Conference Call
Time: TBA
Toll-free number and passcode to be announced

DECEMBER

December 3, 2003

Byway Leader Tele-Workshop
Topic: Scenic Conservation
12:00 Noon Central
Toll-free number and passcode to be announced

December 17, 2003

State Coordinators Conference Call
Time: TBA
Toll-free number and passcode to be announced

2004

APRIL

April 22-25, 2004

Preserving the Historic Road in America Conference
Portland, Oregon
For more information, please visit:
www.historicroads.org

Off the Shelf



★ *Now Available!* ★

America's Byways™ and Intelligent Transportation Systems

America's Byways™ Resource Center has prepared a quick, easy-to-read booklet to introduce Intelligent Transportation Systems (ITS) to the byway community. The publication helps to increase awareness of ITS in byway organizations, demonstrates how ITS can address some byway concerns, and provides resources and suggests next steps for incorporating ITS solutions into byway initiatives. The booklet is available on mini-CD and is also available to download on www.bywaysonline.org. To obtain a CD copy of the booklet, contact Jeanine Buck at 1-8004BYWAYS, ext. 5, then press 7.

Note: A CD has been sent to all National Scenic Byway leaders and state coordinators.

America's Byways™ Resource Center
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