

VISTAS



AMERICA'S BYWAYS

SEPTEMBER/OCTOBER 2004

What's Inside:

Roadside Reflections	2
www.indiananationalroad.org: A New Web Site for the 21st-Century Pioneers of the National Road	2
Capital Corner	3
Designation as One of America's Byways™:	5
Power Workshop Participants Deliver Olympic-Style Effort	6
Rogue-Umpqua Scenic Byway Celebrates Community Style	9
Driving the Byways	10
Calendar	12

The Value of Values: *Boundaries for Traveling the Road to Success*

Most organizations have a mission statement. Certainly, many organizations are formed around a mission even before a formal structure is developed. This is a broad statement of the purpose of the organization and what it exists to do.

Some groups regularly take time to describe a vision for the future—an image of what the world will be like as they accomplish goals. This image can inspire people to join the effort to make the vision a reality.

It is quite common for groups to set goals and make action plans to solve specific problems or complete projects. Goals are the milestones we expect to reach at a set point along a timeline. They are measurable and easy to describe in reports.

Values are something quite different. It's a word we hear and use often, especially when people are trying to demonstrate what they have in common or where their differences are. More than a simple list of words or phrases, values describe how we expect to travel to where we want to go.

Values are the frame within which an organization operates. Values determine what goals are set, what opportunities are taken and which are declined. They influence the organizational culture, how work is done and who works there. Organizations and the people who work in them hold dozens, even hundreds, of values. The frame is

made up of a few, usually four to six, strongly held and unwavering core values.

Organizations do not have to explicitly identify values to operate or to be successful. Indeed, if the leaders of an organization do not

intend to uphold a particular set of values or hold their followers

“
Values describe how we expect to travel to where we want to go.
”

accountable to them, it may be better not to explore that territory. Once identified, however, core values can become a powerful bonding force for organization members. Values can give them direction and test their commitment to a mission. If named and ignored, however, they can become the seeds for cynicism.

Identifying values need not be an exercise in crafting careful statements to post on the wall or print on letterhead. Strongly held core values permeate the culture of an organization and inspire members to stay on the path. Individuals

who don't hold the same values will quickly become uncomfortable and are likely to find a fast exit.

Story #1: How Values Can Go Wrong

One organization grabbed onto the idea of listing core values as a way to demonstrate to the outside world the worthiness of their mission. The members spent several daylong meetings working through a process of identifying what they valued about their work and the communities they hoped to impact. The leaders of the organization were fully invested in the process even though many of the members were not.

A breakdown came when, after several months of work, the group tentatively agreed to a short list of core values that were intended to steer not only the current group, but anyone who would take their places for decades to come.

The group members turned to the leaders and asked, “Are these the values you will uphold yourselves, hold us accountable to in all the decisions we make and the work we do, and pass on to the leaders who come after you?” The leaders, after a glance at each other and a telling pause replied, “We can't make this decision. Let's assign a committee to finalize the list.”

That's what happened, values by committee, rather than by leaders who would work to instill them in the culture and pass them on to their successors. Now, years later, the story is still told within the organization with a strong note of sarcasm. The original leaders have long moved on to different organizations. The remaining

Published in cooperation with the Federal Highway Administration by:

America's Byways™
Resource Center
Arrowhead Regional
Development Commission
227 West First Street
Suite 610
Duluth, MN 55802
1-800-4BYWAYS, Ext. 5





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



Benz (Janis Joplin)? I prefer a *Pink Cadillac* (Bruce Springsteen).

Next we'll need a *Ticket to Ride* (Beatles). Now...what kind of trip: Is it a *Drive* (The Cars), or *Life in the Fast Lane* (Eagles)? Should we take the *Long and Winding Road* (Beatles), *That Lonesome Road* (James Taylor), *Seven Bridges Road* (Eagles), or go *Rockin' Down the Highway* (Doobie Brothers)?

There are songs about roads that are part of the national program. We all recognize (*Get your Kicks on*) *Route 66* (written by Bobby Troup). Jimmy Buffett has an album called A1A, and he mentions the road in a tune or two. *There's Pacific Coast Highway* (Sam Riney) and *Route 101* (Herb Alpert). Michael Martin Murphy sings *Natchez Trace*. Marty Robbins has a cowboy ballad called *Billy the Kid* and Sheryl Crow sings about *Leaving Las Vegas*. This list goes on and on. We even have a Byway with a musical connection right in the name: the Country Music National Scenic Byway in Kentucky.

Back to our tour. Should we *Take the Long Way Home* (Supertramp)? Better stop at a gas station or we will be *Running on Empty* (Jackson Browne).

Highway congestion? *Traffic Jam* (James Taylor). *I'd Drive 500 Miles* (Peter, Paul and Mary), but The Proclaimers would rather walk 500 miles in their hit *I'm Gonna Be (500 Miles)*. Sometimes you just need *Wide Open Spaces* (Dixie Chicks). Can't spend too much time on the road or I'll be *Driving My Life Away* (Eddie Rabbit). Let's avoid *Deadman's Curve* (Jan and Dean). Lost? Let's ask Mama for directions because *Mama Knows the Highway* (Hal Ketchum). Other tunes worth mentioning: *Turn the Page* (Bob Seger), *Life is a Highway* (Tom Cochrane), *Everyday is a Winding Road* (Sheryl Crow) and *Blue Highway* (Neil Diamond).

There are many songs about taking to the road to get someplace. You could go everywhere like Hank Snow does in *I've Been Everywhere*. Maybe your destination is more specific like *Streets of Bakersfield* (Buck Owens), *Is Anybody Going to San Antone* (Charley Pride), *By the Time I Get to Phoenix* (Glen Campbell), *Milwaukee Here I Come* (John Prine), *North to Alaska* (Johnny Horton) or *Ridin' My Thumb to Mexico* (Johnny Rodriguez). Maybe the destination doesn't matter as long as you leave – as in *Ventura Highway*

(America). Or maybe you can't decide, so let's flip a coin: *Heads Carolina, Tails California* (Jo Dee Messina). AC/DC has a popular song about a highway. You'll have to trust me on the title—it's not a road we want to take and it's definitely NOT a National Scenic Byway.

Recovering from a broken heart? *Listen to Speed* by Montgomery Gentry. Leaving your lover? Tear off the rearview mirror and say *Bye Bye* (Jo Dee Messina). Hitchhiking? David Allan Coe sings about the night he was picked up by the ghost of Hank Williams in *The Ride*. Running from the law? *Take the Money and Run* (Steve Miller Band). Are you a leadfoot? Then your song is *I Can't Drive 55* (Sammy Hagar). Truckin'? Try *Convoy* by CW McCall or *Six Days on the Road* (Dave Dudley). Ten four, good buddy.

If you have kids in the car, you'll appreciate the VeggieTales version of Willie Nelson's *On the Road Again*. And don't forget Wheels on the Bus. Those little veggies also have *Ease on Down the Road* and the necessary *Are We There Yet?*

Happy Trails (Roy Rogers and Dale Evans)!

Byway Medley

I was listening to the radio the other day when I heard the song *Big River* by Johnny Cash. As I was listening, I couldn't decide if Mr. Cash was chasing the Mississippi River or a woman. After I decided that it didn't matter, I started thinking about the Great River Road (National Scenic Byway), and then other byways and their music, specifically songs about driving roads. My favorite "road songs" are *Take Me Home, Country Roads* by John Denver and *King of the Road* by Roger Miller. I asked around the office and came up with an impressive list of road tunes. Let's take a spin.

What shall we drive? A *Little Red Corvette* (Prince), a *Chevy Van* (Sammy Johns) or a *Mercedes*

www.indiananationalroad.org:

A New Web Site for the 21st-Century Pioneers of the National Road

By Joseph M. Jarzen, Executive Director, Indiana National Road Association

Pioneers in the 19th century traveling along the National Road learned news along the trail by stopping at pike towns, travelers inns or by passing those coming from where they were going. The National Road opened a new relationship between the American East Coast and the West. Increased communication, exchange of ideas between strangers, and a greater awareness of the world around them resulted from taming the Northwest Territory with the first federally funded interstate highway, the National Road.

While the situations are different, the reasons for travel less definitive,

and the means of transportation more comfortable, Byway travelers of the 21st century still seek out information about the old pike road. Almost 200 years later, the modes of communication are a world apart. Today's pioneers have the capability to discover the stories, events and planned itineraries for their journey before they leave their living rooms by surfing the Internet. One of the most recent additions to the electronic ranks is the Indiana National Road Association's new Web site, featuring the Indiana section of the Historic National Road, All-American Road.



www.indiananationalroad.org continues on pg. 8

The home page of the Indiana Historic National Road Association (INRA) Web site, www.indiananationalroad.org.



VIP Travels Oregon Byway in Take Pride RV

By Derrick Crandall, President, American Recreation Coalition

Take Pride in America hit the road during the summer of 2004, as key federal officials toured a number of western states to participate in public lands volunteerism projects and honor some of the nation's top public lands volunteers. One segment of the tour was in Oregon, where Interior Secretary Gale Norton, Take Pride Executive Director Marti Allbright and I traveled in a stylish motorhome provided by Western Tour co-sponsor Monaco Coach.

Our tour segment stretched between two key events: from the Monaco factory tour where Secretary Norton applied Take Pride decals to RVs coming off the production line to the Family Motor Coach Association

that serve visitors to national parks, national forests and other sites with road and signage enhancements as well as visitor facilities. She noted that their efforts help entice travelers to stop along the routes and gain educational information—and exercise!

Unilever, the large consumer products company whose brands range from Skippy peanut butter to Dove soap, also co-sponsored the Take Pride journey. Unilever has long contributed volunteers, materials and money to national parks—some \$20 million over the past decade. On the Take Pride Western Tour, Unilever's contributions included picnic tables and benches constructed out of 100% recycled-plastic lumber.

Funding Byways Operations: Teaming with Tourism Options

I'm fortunate, indeed, to spend substantial time each year on the beaches of North Carolina's Outer Banks. This summer's time was especially enjoyable for the Crandall family, as we swam, surfed, rode boogie boards, watched dolphins frolic in waves less than fifty feet away and counted strings of pelicans gliding along just inches from the water.

Currituck County has become a tourism mecca, with enough tourists to create traffic jams for hours each day along the sole, two-lane route through the area. Traffic improves in the off-season, both because the crowds decrease and an alternative route—the beach—opens up.

Part of the attraction of the area is new infrastructure. We have new ambulances and fire trucks. We have lifeguards along the beach, and they perform rescue operations on a regular basis. We have a marvelous Fourth of July celebration, including a fair, a parade with hundreds of decorated bicycles led by the sheriff and a fire truck, and a first-class fireworks display. We have a new, significant museum under construction, the Currituck Wildlife Museum, and a restored hunt club mansion and lighthouse. We've lost our wandering wild horse herd (cars proved far too dangerous), but the herd now ranges in a refuge and can still be viewed by visitors. The county now advertises in national publications and has a good Internet presence.

Great, you say, but what does that have to do with byways? The answer is that there could be a great deal of connection. Virtually all of these visitor services and facilities are new—and have allowed us to protect the intrinsic attractions of the area—beaches, wildlife. And how did this come about?

A dozen years ago, a number of us explored alternative ways to ensure needed services on our barrier island, which is cut off from the rest of the county by a five-mile-wide sound and has very few year-round (and voting) residents. We looked at parking passes and beach bands, voluntary assessments of subdivision associations and plain ol' fundraisers. But all of these were "high maintenance" and failed to deliver our goal of substantial, dependable funding.

We thus focused on a property tax surcharge or a tourism tax. The former was opposed by the few full-time residents. So area business leaders and homeowners organizations asked the county to impose a five-percent tourism tax on property rentals and hotel rooms.

The result seems to be a win for all. Those vacationing in the area—the primary beneficiaries of the expanded services—pay for those features. And they pay quite a bit. An average five-bedroom house in my community rents for about \$4,000 a week during the 12-week prime season. That means the weekly tourism tax is \$200, or about \$20 per person.

Their efforts help entice travelers to stop along the routes and gain educational information—and exercise!

convention where she addressed 6,000 people. The route included driving the 82-mile, wonderfully scenic McKenzie-Santiam National Scenic Byway. Stacy Smith of the Willamette National Forest greeted Secretary Norton at the Byway's western portal. Stacy boarded the motorhome to brief the Secretary on how the National Scenic Byways Program aids federal land-managing agencies

Monaco provided support for other Take Pride tour segments as well, including several days of travel in Utah. VIP passengers in Utah included the state's Lieutenant Governor. And once again, the route included travels on Byways and prospective byways. So don't be surprised to see a motorhome fully decked with Take Pride in America insignia appearing on your Byway soon, offering VIP passengers great views of your corridor!

members and new leaders made no investment in the list of values the group worked so hard to identify. Although most of the group members involved in the process are also long gone, those who remain tell the story, ending with the lesson that values are little more than an expensive waste of time and energy.

Story #2: How Values Can Provide a Common Direction

A small agency with less than ten members had a transition in leadership and began thinking and talking in a completely different way. Now, regular items on meeting agendas reflected the organization's core purpose, such as how to improve the lives of clients and how excellent work would be done. The strategic plan was reworked to more intentionally serve the agency mission and reflect the core values.

The new leaders continuously and consistently articulated the organization's vision for change and the core values that would keep them on course, which included the agency becoming an energizing and effective work environment. They gave members freedom to make that a reality and gradually it became so. This group didn't actually write a list of values or a detailed vision statement, but everyone spoke with the same pictures in mind and toward the same goals. They spoke the values out loud, even declared them publicly, and those values influenced individual and group behavior toward consistency.

Early on there were people who joined the agency staff and board who did not hold the values or fit into the developing culture. The leaders did not adjust the values or culture for those folks. The pathway had been identified and the values embedded. Those who did not fit were invited to find their own way and they chose to leave the group. Tellingly, after years of staff turnover rates nearing 75 percent under previous management, the key members remain nearly unchanged several years later.

As is true for any agency or company, the values held by this organization are neither right nor wrong; they're just not for everyone. When values are clearly stated and strongly held, they support the decisions and actions that fit and make it very uncomfortable for those that don't.

Story #3: One Organization Tests Its Values

Early in its creation, one organization spent time and energy to identify the common values they would uphold as they set priorities and made decisions. This group was a collaborative of many agencies that submitted a joint recommendation to a government body for a significant part of their funding. Each agency had a clear stake in how the recommendations were prioritized and who was at the top of the list to potentially receive funding. The individual agencies, staff-member jobs and the services to clients could either benefit or be at risk, depending on the recommendation.

Over several years the process became increasingly competitive and contentious between the members. It became clear that working together to make a recommendation supported by all would

eventually become impossible. Realizing the potential loss to the community was too large to ignore, they

sought help to get themselves back on track and working cooperatively. In a single meeting, the group members went through a simple process of reviewing their organization's stated values, re-committed to them, and were able to set aside the positions of individual agencies and give support to the interests and mission of the collaborative organization.

The core values provided them the boundaries against which they could check their decisions and the goals they set for the future. Even though some agencies would lose funding, they all supported their common value to prioritize most-needed services.

Where Do These Stories Take Us on the Byway Road?

Over the past months, leaders of the National Scenic Byway Program asked staff members to participate in a process of identifying core values that guide our decisions, relationships and work culture. After a few discussions, feedback sessions, and sifting out what is core and long lasting from general ideas, a short list was passed back for the leaders to consider. These are the boundaries we work within, and upon which we premise policies and

actions. They're sort of like guardrails that keep us on the road toward our desired destination. We might zig and zag from side to side, stop and check the map or even change vehicles on occasion, but how we do our work and the decisions

we make will be consistent with our values.

You will see the impact of these values in the next round of byway nomination and the resulting designation decisions. You will notice the influence on the content and structure of our conferences and training sessions. Byway leaders, group members and state scenic byway coordinators will feel some gentle pressure from these values in the guidance and coaching from the America's Byways Resource Center, the National Scenic Byways Online team and the Federal Highway Administration.

It is very clear that the values we identified are not new to the program. They have been present all along. Simply put, program leaders have uncovered and articulated them and committed to hold them as guiding principles for all staff members.

These values will keep us on the road to our intended vision. We will hold them up beside the opportunities we encounter and decisions we must make. With values strongly instilled and passed on to new team members over the years, we'll all stay on track in working toward our mission and shared vision.

The Value of Values

Naming core values as a kind of group exercise has been somewhat trendy in recent years and we can take some key lessons from the stories above. To avoid cynicism, core values must be identified and upheld by leaders.

The values don't have to be written or posted to have a positive impact; they have to be lived. When values are shared, they keep an organization and its members on an intended path and working toward common goals.

Perhaps your Byway group is exploring core values. Consider carefully the lessons of the stories from other organizations. If you go forward, be authentic and be bold. It's an empowering journey. ★



Designation as One of America's Byways™: Which Is More Important—Quality or Quantity?

Editor's Note:

This is part of a continuing series of articles about the nomination of roads to join the distinct and diverse collection of America's Byways. Future issues will supplement information currently available on the community Web site.

In the last two *Vistas* articles about the nomination process, we talked to you about the privilege of becoming part of the America's Byways™ collection. We emphasized the importance of looking at your byway through the eyes of the traveler, and about telling your compelling byway story through vibrant photos and rich content. We urged you to have a clear sense of your goals and objectives, and to make sure you capture the essence of your byway in everything you submit.

As you begin collecting your thoughts and compiling information about your byway in preparation for nomination, please keep your eye on quality more so than quantity. Quality is as important to the preparation of your nomination as it is for the integrity of your byway, the significance of Intrinsic Quality(s), and the authenticity of the visitors' experience.

Remember to explore America's Byways on the www.byways.org Web site before you prepare your online nomination. Make sure the story you submit is told in an engaging and authentic manner, and that the images and useable maps you include entice the visitor to "come closer" and experience your byway. If the U.S. Secretary of Transportation designates your byway, we will use information from your nomination on www.byways.org. In the Travelers Use of the Internet 2002 study done by the Travel Industry Association of America (TIA),

SOME KEY POINTS TO KEEP IN MIND WHILE PREPARING YOUR NOMINATION:

1. The nomination process starts by communicating with your State Byway Coordinator.
2. The local community and stakeholders are important to the process. There must be community involvement in the development of the corridor management plan and community support for the byway's possible national designation.
3. It's important to explain the integrity of the proposed designated route—from the standpoint of safety, continuity and the significance of Intrinsic Quality(s).
4. You should clearly state what the essence of your byway is and how it relates to the principal Intrinsic Quality(s) identified in your submission.
5. You must have a corridor management plan that addresses the 14 (NSB) or 17 (AAR) planning elements.
6. Information on the safety of the proposed designated byway must be provided.
7. The experience of the byway is broader than just the road. Distinctive features of the byway corridor—the points of interest, activities and events—should be included in the context of a traveler's complete itinerary.
8. You will be asked to demonstrate that your byway is ready for travelers if the Secretary designates your byway. Signage, traveler amenities, directional maps and visitor information should be available.
9. You should be able to provide confirmation of the regional and/or national significance of your byway.
10. And lastly, you should understand that becoming part of America's Byways, the "collection of distinct and diverse roads designated by the U.S. Secretary of Transportation," is a privilege. If designated, your byway will be marketed and promoted as part of this collection, and the photo images and features information you provide with your nomination submission will be posted on the www.byways.org Web site for potential travelers to use in making their vacation destination decisions.

it was reported that 45 percent of all travelers use the Internet for travel plans and 63 percent of online travelers use a destination site (like www.byways.org) for travel planning. The #1 reason people plan their travel online is to search for maps and driving directions. And there is a definite upward trend in the use of the Internet for travel planning.

The Weight of Your Words vs. The Weight of Your Document

The nomination and designation process for National Scenic Byways (NSB) and All-American Roads (AAR) has many components. We will ask you to submit information in a part-by-part online nomination. Representatives from FHWA in Washington D.C., the America's Byways Resource Center in Minnesota and the National Scenic Byways Online team in Utah are working to make the nomination process as seamless as possible. We are crafting the online nomination to ask and collect the necessary information

needed to complete a fair, thorough assessment of your byway and its justification to become part of the America's Byways collection. We have created a Nomination Readiness Worksheet and are completing a Nomination Guide to assist you in preparing your nomination submission.

One of our goals is to request information for the online nomination efficiently with little, if any, duplication. We will include limitations on the number of words to encourage you to submit succinct answers to the questions posed. Remember that the reviewers will have multiple nomination documents to review. The more organized your submission is, the easier it will be for them. In checking for information on the average adult attention span, researchers reported the average to be no more than 20 minutes, and some suggested the average to be as little as 30 seconds. Whether the average attention span is 30 seconds or 20 minutes, keep in mind that how you present your byway story

is important. If you want to keep the reviewer's attention and embrace your enthusiasm for the byway, you need a quality document. If you provide a voluminous, repetitive nomination, the reviewers may not absorb all the materials you provide.

Upcoming *Vistas* articles will provide more details on the nomination tools—the Designation Readiness Worksheet and the Nomination Guide—and on the final online nomination that you will prepare for your byway's possible national designation by the Secretary. We are trying our best to produce a clear and user-friendly nomination package. Look for additional information on the www.bywaysonline.org Web site. We will keep State Byway Coordinators informed. And remember, your State Byway Coordinator is the best person to ask about nominating and preparing your byway for possible national designation. ★

POWER WORKSHOP OLYMPIC-ST



The Federal Highway Administration provided inspiration and perspective to workshop participants.

Here, Dennis Adams, Program Manager, explains the different perspectives that exist within the Byway program (and along your Byway).

Mayflies. A 500-year-old Douglas fir. An oyster. A hippopotamus. A butterfly. What do all these things have in common?

Answer: They represent the essence of Byways in the National Scenic Byways Program. Those of you who attended one of the America's Byways Resource Center's Power Workshops during the past five months may recognize a particular Byway's essence, as drawn by yourself or a fellow participant. And having attended the workshops and gained new knowledge, you also understand the relationship between your Byway's essence and your responsibilities to the resources that contribute to your essence.

Workshop Re-Cap in One Word: Sustainability

The Resource Center offered Power Workshops at five regional locations that focused on specific skills to provide Byway organizations tools to build a sustained future. We hired three experts to join us as we traveled across the country, teaching fundamental skills that Byways can begin implementing.

Over the years, through research and one-on-one discussions with Byway leaders, we have learned that sustainability of local organizations around the country is critical to the healthy future of the National Scenic Byways Program. After all, it is a grassroots, citizen-driven national program

that is supported from the federal level. The America's Byways Resource Center's role is to assist local organizations as they develop a workable organizational structure, craft a vision and identify goals and strategies to realize their futures.

In the beginning, the goals of the program included developing a national program, encouraging state programs, designating byways as part of the collection and providing guidance for the development and implementation of corridor management plans. Today, more than ten years later, the program faces different challenges and questions: How do the Byways that are part of the collection stay organizationally and fiscally fit into the future? How can Byway organizations become more efficient resource managers? How can they develop, communicate and realize a clear and compelling vision? How do Byway leaders maintain their efforts and engage emerging leaders?

We took these questions and used them to develop specific, fundamental skills that Byways can start using today. It was our intention that the learning points from the Power Workshops would increase local knowledge and strengthen leaders' abilities to effectively plan and manage their Byway into the future: sustainability. We want each Byway within the program to be able to exist, be successful and have bright, satisfying futures. In other words, we want each Byway

to meet individual Byway goals and objectives and realize visions.

Twelve Indicators of Sustainability

The skills taught at the workshops supported 12 indicators of a healthy, sustained organization. (See the side bar on page 8 for the indicators for the three topics.) These 12 indicators were selected from a much longer list and our intention was to cover as much ground as possible for the workshop.

Most Byway groups will not work on all 12 of these indicators or topics at the same time. A Byway organization needs to be strategic about the types of changes they want to make during a specific time frame. And after setting priorities for change, organizations will take on one or two indicators in a specified time frame. It is important to note that each of the 12 indicators is intertwined with the others. Improving one indicator may help you in another and visa versa.

One of the key learning points that weaves so well between the three areas is the concept of creating and telling a compelling story. The workshop focused on the need for a compelling story, how to create a story and have others support the story, and how to articulate the story to gather support and funding. Look to the Resource Center for additional articles and resources on the value of a solid compelling story.

THE RESULTS:

A Look at the Numbers

184
Total number of workshop participants

62
Nationally designated Byways sent a representative

1
Foreign Country (Canada) sent two attendees

5
Locations (Charlotte, NC; Columbus, OH; Colorado Springs, CO; Duluth, MN; Boise, ID)

6
Trainers: Chel Ethun, ABRC; Susan Koschak, ABRC; Curt Pianalto, ABRC; Don Charpio, Bureau of Land Management; John Whiteman, Whiteman and Tainter; Judy Walden, Walden Mills Group

PARTICIPANTS DELIVER BYWAY EFFORT

*POWER WORKSHOP
PARTICIPANTS ATTENDED
ALL THREE OF THE
FOUR-HOUR SESSIONS:*

- 1) Funding Fitness:
Flexing Your Financial Muscles*
- 2) The Byway Relay:
Building Your Organization's Endurance*
- 3) Assessing Your Resources:
Creating a Workable Endurance Plan*

Responsible Sustainability

The sustainability indicators developed by Resource Center staff for this workshop give Byways a clear picture of where they are today and where they need to go for the future. It also helps our staff as we respond to individual Byway requests and as we plan larger projects such as national conferences, future training programs or specific manuals or publications.

We learned that we have a responsibility to you, the Byways. That responsibility is to be objective observers of Byway organizations who are appropriate to their goals, good stewards of the essence and resources, and effective managers of their financial resources to work into the future.

Action!

Several Byway leaders and state scenic byway coordinators have begun implementing and using their new skills.

- Minnesota's state coordinator is organizing a session where Power Workshop participants will have an opportunity to pass on the knowledge they gained at the Power Workshops and teach the skills they learned to other byways at their annual state conference.
- In Colorado, the state coordinator sent a survey requesting feedback on the workshops and asked byways what new knowledge they were planning on implementing or using on their byway.
- The Great River Road in Wisconsin has organized a workshop to revisit the group's vision and clarify the view members have for their future before taking on any more work plans.

- Alaska's Glenn Highway will engage in a full day session this October to take a step back from the interpretive plan to first recognize the essence of the Byway and the actual resources that contribute to the essence, and then move forward to interpret those elements.

Keep other Byways informed of your progress by signing on to the Discussion Forum on the community Web site: (<http://www.bywayonline.org/share/forums/index.html>). It's an easy and fast way to connect with other Byways, post questions and share your success stories.



What's Next?

Those of you who attended a Power Workshop will receive an e-mail evaluation in November. We are deliberately giving attendees several months to absorb information and talk about their observations and new knowledge with their Byway peers and work together to begin developing strategies for implementation. Results from the evaluation will help us determine how successful we were in teaching skills and sharing knowledge.

The last issue of Vistas addressed resource stewardship and how to guard the essence of your Byway. Look to Vistas and the community Web site for future products that address organizational and financial topics. In addition, the Web site (www.bywayonline.org) has all of our previous publications, including Making the Grassroots Grow: Building and Maintaining Effective Byway Organizations, available for downloading.

Power Workshop continues on pg. 8

17
State Coordinators
attended

20
Colorado and Idaho tied
with having the most
attendees per state

6
Northwest Passage National
Scenic Byway (Idaho) sent
the most people per Byway

3
Topics: Funding, Resources
and Organization

15
State byways (from nine
states) sent a representative

20
How many years into the
future your Byway organiza-
tion's vision should stretch

2900
Cups of coffee
consumed
during
the five
workshops





Here are the Health Assessment Sustainability Indicators for the three topics. Answer the questions by charting your answers on the scales.

For example: Ask yourself if your Byway has a systematic approach to developing volunteers and funding contacts. If you answered, "Volunteers, what volunteers?" you would be around #1. If you said, "We just celebrated our latest success with an awards dinner honoring our Byway volunteers," the scale would be filled to #5.

Funding Fitness: Flexing Your Financial Muscles

1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
1. Strength of Fundraising A systematic approach to developing volunteers and funding contacts					2. Funding Flexibility and Agility The diversity of funding sources and the degree to which an organization has a plan for adjusting if sources of funding are eliminated					3. Fiscal Vigor The extent to which an organization has funding levels and resources to stay in business and protect Byway resources over a long period of time					4. Financial Endurance The active parts of planning and managing the fiscal affairs of a Byway organization				

The Byway Relay: Building Your Organization's Endurance

1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
1. Mission and Plan Our organization has a mission, vision and a plan to make it all happen					2. Structure The Byway group has an agreed upon and functioning organizational structure with clear decision-making and conflict-resolution methods)					3. Recruitment, Retention and Succession The group has a defined member recruitment program and methods for retaining members plus a strategy for preparing leaders and handling unexpected membership changes					4. Management The group has a good process for prioritizing work, delegating responsibility and managing to completion				

Assessing Your Resources: Creating a Workable Endurance Plan

1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
1. Resource Inventory A comprehensive written inventory of Byway resources					2. Intrinsic Qualities The Byway's assets categorized as scenic, historic, natural, cultural, archaeological and recreational					3. Stakeholders Everyone in the community who has an interest in how the assets of the Byway are utilized					4. Resource Management Strategy A long-term plan outlining how the Byway will be managed as a sustainable system—one that continues indefinitely				

www.indiananationalroad.org continued from pg. 2

Funding for the Web site came from a National Scenic Byways grant matched by the Indiana Division of Tourism. The project is intended to help the Indiana National Road Association (INRA) develop a stronger marketing program for the Byway. After hiring the Indianapolis-based firm of Beltrame Leffler Advertising, INRA embarked upon the creation of a new identity for the organization, beginning with a logo that incorporates the Byway's sign and intrinsic qualities. A new membership brochure reflecting a train ticket pamphlet and a driving tour brochure designed to be the traveler's window to the Byway were also developed.

Picking up on themes of the membership and driving tour brochures, the Web site expanded upon those tools to offer a wide variety of information to the public. Primary sites to be

showcased in both the driving tour brochure and Web site were chosen based upon INRA's Interpretive Master Plan.

Additional destinations were included on the Web site to make it more encompassing and functional than the brochure. Other features included on the site are the interactive

"National Road Diary" for travelers to share their reflections with other visitors. Likewise, the "What's New" section is the 21st-century's version of the community bulletin once posted around the pike towns.

INRA designed the Web site as a means to promote the Byway, but also a way to advocate for its protection. Under Historic

Landmarks Foundation of Indiana's supportive wing, INRA was created in 1994 to preserve, protect and promote the Historic

National Road.

The mission is served here as INRA's preservation efforts, success stories and advocacy news are featured on the site.

The efforts to create the new marketing tools were long in coming, and will be improved upon with time. This project began from scratch with a committee working with the consultant. The full board, consisting of 20 individuals from the eight counties the road passes through in Indiana, was responsible for reviewing the information prior

to release. The board members' input was vital as they represent each of the localities showcased in the materials. In the end, the pieces are intended to complement one another, allowing travelers to learn more about the Byway, current preservation endeavors and how to become involved.

Although our modern conveniences assist us with our journeys, the true experiences are those that happen unplanned. Stumbling upon a ruin of the past, sharing a pleasant conversation with a storeowner who saw the corduroy road removed, or enjoying apple pie in an authentic 1940s diner—these are the experiences that create memories. Through this new Web site, the National Road's tradition of increased communication continues, serving new travelers along this road that built the nation. ★



Rogue-Umpqua Scenic Byway Celebrates Community Style

By Christina Lilienthal, RUNSB - Scenic Byway Coordinator

Southern Oregon citizens celebrated community life along the Byway with art, food and music on June 4 and 5 as they pulled out all the stops to dedicate and celebrate the Rogue-Umpqua National Scenic Byway.

Over 500 people staged and attended activities located in communities all along the scenic Byway. Others fished or boated on the adjacent lakes and rivers, or motored along the Byway. Activities ranged from ribbon-cuttings, art shows and period music, to a classic car cruise-in, model aircraft demonstrations, and cannon shoot to a Glide Community Hall art mural unveiling and waterfall hike. A plaque was dedicated at the historic Mott Bridge to honor the Civilian Conservation Corps contributions to public lands access in the 1930s. Other historical exhibits and displays at Glide, Diamond Lake and Union Creek highlighted the early development



Community-style activities for the two-day scenic Byway celebration included a cannon shoot with the Maurer family on the North Umpqua. (Photo by Dudley Watson)

and use of the route for travel, recreation and forest resource management.

The National Scenic Byway designation plaques were presented to the fourteen partners by Senior Transportation Planner Valerie

Rodman of the Federal Highway Administration in Vancouver, Washington, and Forest Supervisors Jim Caplan, Umpqua National Forest, and Scott Conroy of the Rogue River-Siskiyou National Forest.

Jim Caplan said, "This was a wonderful shared experience that expressed everyone's passion for the Rogue-Umpqua Scenic Byway."

A special song was written and composed by Dr. Jason Heald of Umpqua Community College titled *The Road to Paradise* and performed live by the ten-piece Umpqua Singers at the Byway dedication ceremonies in Gold Hill and Roseburg, and the "Car Talk" art show reception in Roseburg.

The 172-mile Rogue-Umpqua National Scenic Byway is embraced by two National Wild & Scenic Rivers, the North Umpqua and Upper Rogue, and is known for its "World-Class Recreation," including white-water rafting, 36 miles of exclusive salmon and steelhead fly-fishing, and easy

access to the Union Creek National Historic District with all-season mountain resorts, back-country trails, forest campgrounds and three Wilderness areas.

Partners have been working together to develop this scenic Byway into a "destination unto itself" since 1990 and the byway was honored with a national "Best Practices Award" in the Built Byway Environment category in 2003. About two-thirds of the route passes through public lands, including the Umpqua and Rogue River-Siskiyou National Forests, the Medford and Roseburg Districts of the Bureau of Land Management, parks in Douglas and Jackson Counties and city parks of Shady Cove and Gold Hill. In addition, partners include the Upper Rogue Regional Tourism Alliance, the Southern Oregon Visitors Association, the Roseburg Visitors and Convention Bureau, the City of Roseburg, the Cow Creek Band of Umpqua Tribe of Indians, and Oregon Department of Transportation. ★

"This was a wonderful shared experience that expressed everyone's passion for the Rogue-Umpqua Scenic Byway."



An artisans' fair in Shady Cove provided extra diversity to visitor experiences during the two-day scenic Byway celebration and double dedication. (Photo by Christina Lilienthal)

Great River Road Scenic Byway in Illinois



Nauvoo is often considered to be the most accurately restored and intact historic town in the country. Tour the Joseph Smith Historic Center and view the exterior of the newly reconstructed Nauvoo temple.

Byway Length:
550 miles

Driving Time:
2+ days

Designations:
National Scenic Byway and Illinois State Scenic Byway (2000)

The Great River Road meanders along the Mississippi River in ten states from Minnesota to Louisiana. Each state river road is comparable because it parallels a scenic river of economic importance that has shaped lands and people over time. In turn, each state river road has its own river of stories of settlement, natural history and historic cultures.

The Great River Road Scenic Byway in Illinois is located in the heart of America. It represents four centuries of history and heritage—a compilation of stories that paints the picture of America's evolution. Its 550-mile route on Illinois' western border offers breathtaking views and landscapes that inspire and soothe the soul. The Byway's banks and bluffs are home to many species of wildlife and attract thousands of migratory birds that come for seasonal visits. Originally discovered by Native American Indians, the rich fertile soil and waterways are ideal partners for agriculture and farming. Go on a journey that allows you to explore, play, shop or simply unwind.



The John Deere Pavilion in Moline, a world-class destination, features fascinating interactive displays on the history of farming and food. Climbable exhibits of agricultural equipment and a retail store filled with collectibles and souvenirs are on the site.

Unique Features:

If you had to pick one area in the Midwest that reflects the evolution of our nation, the Great River Road Scenic Byway in Illinois would be a good choice. While the Byway's unique physical features of majestic bluffs, hardwood forests and hilltop prairies dominate the landscape, the Byway's premiere heritage attractions are also must-sees.

- The Cahokia Mounds State Historic Site in Collinsville, a World Heritage Site, contains the remains of an ancient city founded by a Mississippian culture that flourished from 700 to 1400 A.D., and then vanished.
- Quincy is a popular stop to view historic structures in two distinct historic districts, which include 19th- and 20th-century hillside mansions and 20th-century commercial and residential structures.
- Fort de Chartres State Historic Site in Prairie Du Rocher is a stone fort built in 1753, complete with bastions and gatehouse, musket ports and king's storehouse. The site depicts 18th-century life in Illinois under the French regime.

Organization:

The Byway's organizational structure is tourism-based, coordinated through the Western Illinois Tourism Development Office (WITDO) in Macomb, Illinois. The Byway is organized under three geographic sections: northern, central and southern. The Byway has formed a citizen's

committee drawn from local officials, residents or business interests from each Byway community. The nine Convention & Visitors Bureaus located along the Byway provide excellent support in the areas of marketing and information on community development strategies.

The Byway was selected as an Illinois Heritage Project in 1998 and the heritage program provides organizational linkages to heritage tourism. WITDO maintains a close working relationship with the Illinois Departments of Commerce and Economic Opportunity, Transportation, and Natural Resources as well as the Illinois Historic Preservation Agency.

The leadership of the Byway, along with representatives of IDOT, has had a longstanding affiliation with the Mississippi River Parkway Commission (MRPC), which was formed in 1938 to oversee the management, preservation and development of the entire Great River Road. The Byway plans to continue its coordination efforts in marketing and preservation with the larger national organization.

The MRPC recently issued the Great River Road Interpretive Plan and Tool Kit to all Great River Road States. It is a valuable planning tool.

Developing & Marketing the Byway:

The last two years have been busy! Early in 2003, the Byway published its marketing and interpretive plan, which identified eight interpretive themes based on the national Great River Road topics. The Byway's key interpretive sites were presented in four segments: Heritage, Nature, Sightseeing and Agriculture. Recommendations for interpretation along with opportunities for partnerships were part of the plan. The marketing element presented travel trends, advertising strategies and a media plan.

That same year, the Byway created its own Web site: www.greatriverroad-illinois.org.

In 2004, the attractive visitors guide was distributed, again highlighting visitor activities in the four categories of heritage, nature and wildlife, agriculture, and sightseeing. You can request a visitor guide on the Web site.

The Byway received partial funding for implementation of its interpretive plan and is working on two small kiosks in the central portion of the Byway. The Byway will continue to seek funding for the remainder of the kiosks. In coordination with the Office of Governor Blagojevich, the Byway is organizing a state bike excursion for fall 2005 from Rockford to Quad Cities south to Quincy, continuing south through Pike and

Calhoun Counties, crossing the river to travel the Vadalabene Bike Trail and ending in Alton. The much-heralded Grand Excursion was held in June 2004. The largest riverboat and steamboat flotilla in over a century followed the 1854 Grand Excursion's route up the Mississippi River and along the Great River Road

What the Future Holds: The next two years will be busy, too! Galena, which is a weekend destination unto itself, is planning a new visitors center. Byway leaders hope to support communities in the southern portion of the Byway that want to develop additional infrastructure and enhance visitor services. The leaders want to implement



Galena is a small picturesque city tucked away in the hilly corner of northwestern Illinois. A stroll down Main Street unveils 19th-century fine old mansions, historic homes, antique stores, shops and restaurants.

communities, from the Quad Cities of Illinois and Iowa through Wisconsin to Minnesota.

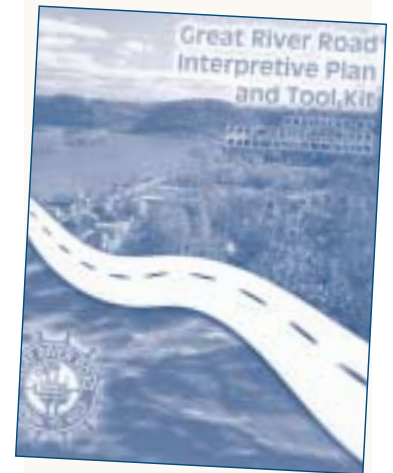
The Byway continues to work with the other four byways in Illinois in cross-marketing ventures. The Great River Road in Illinois hosted a byways and heritage tourism meeting at this year's Illinois Governor's Conference in Chicago.

The GRR-I will again participate at the Illinois Byways tent and open-air site at the Illinois State Fair in August. Besides the usual brochure bonanza, several byway storytellers/interpreters will perform on a nearby stage. Each byway is offering a gift basket for a special drawing.

the first phase of the new interpretive plan by designing, constructing and erecting seven new interpretive kiosks at key interpretive sites, covering all three geographic segments of the Byway. They're also interested in pursuing opportunities to participate in and promote nature tourism. The leaders plan to update and supplement their "pilot's wheel" signing system. ★

Byway Contact:
Roger Carmack
Western Illinois Tourism
Development Office
581 South Deere Road
Macomb, Illinois 61455
Phone: 877-477-7007
www.greatriverroad-illinois.org

Great River Road Interpretive Plan and Tool Kit



The Mississippi River Parkway Commission (MRPC) has created an Interpretive Plan and Tool Kit to offer guidance in telling the stories along the Great River Road. The plan and tool kit is intended for use by the National MRPC, MRPC commissions in each state, and others involved with individual attractions and resources along the Great River Road.

The project was researched and designed to assist each distinct river state, river community, attraction and interpretive center in the Mississippi River 10-state region to develop and tell its unique story of the Mississippi and her Great River Road using a coordinated, thematic approach, with graphic standards that will convey a strong and unified image to travelers.

For additional information on the *Great River Road Interpretive Plan and Tool Kit*, please call the National MRPC Office at (763) 212-2560 or (888) 456-5332.



An unusual find along the Byway is the 90-foot-tall Dutch Windmill, which was built in the Netherlands and transported to Fulton. The site interprets the milling of agricultural products into flour and offers a unique sightseeing experience atop the levee.



And we have actually seen demand for rentals increase because of the added services; the market seems to favor Currituck over other beach places with fewer services.

The question, then, is about applying this concept to byways to boost interpretation, improve the road and ancillary facilities, and subsidize things like museums and more. Tourism taxes already exist in most areas of the nation, especially urban areas. They fund airports and stadiums, advertising campaigns, mass transit and more. In some cases, the tourism taxes are statewide or regional, and businesses along the byways are already involved. And we are enjoying some benefits. State tourism agencies have been great friends of the Byways program nationally. In some states, in fact, the tourism agency is the Byway lead. But could higher, more focused

tourism tax levies provide the higher services needed by some Byways?

We need to discuss this concept—learning more about what is now happening and what might be instituted. And we have a great way to share ideas and experiences through postings on the Sharing Ideas of www.bywaysonline.org. Sign on and react to these thoughts and share your own today. I'll be eager to exchange information and join you in shaping tomorrow's Byways program.

Update: The Russian Heritage Highway

You may recall that in an earlier column this year, we told you about an exciting spin-off from the U.S. scenic byways effort. Former Nevada Governor Bob Miller and former Nevada Tourism Commission Executive Director Tom Tait, early and active byways champions, had introduced former Soviet leader Mikhail Gorbachev to the byways idea and generated an exciting concept: the Russian Heritage

Highway. The route links two primary Russian tourism centers, Moscow and St. Petersburg. It also passes through towns and villages central to the lives of countless Russian cultural and political leaders, from Tolstoy to Tchaikovsky. And it provides access to outstanding recreation opportunities, such as fishing, hiking and more.

Mikhail Gorbachev sees the route as a tool for many uses, including economic development, historic preservation, community pride and increased contacts between Russians and those from other nations, and especially the U.S. We had a wonderful exchange of ideas at a meeting in Las Vegas in March, but we also came to understand that much remains to be done. Many of the institutions that play a vital role in U.S. byway efforts—public and private—don't exist in Russia.



Derrick Crandall and President Mikhail Gorbachev at Lake Las Vegas, March 21, 2004.

Now the institute that Mr. Gorbachev heads has put together a high-level session for late August in Tver, a city two hours outside Moscow and on the proposed route. The American delegation will include Governor Miller and Tom Tait, myself and others. The Russian team will include four governors of states along the route and the federal Minister of Transport. And the goal of the meeting is to accelerate actions and make the Russian Heritage Highway a reality in 2005. Shortly after his return from Russia, Tom Tait will be working with members of the National Tour Association to begin developing the route's trip package. ★

2004 Calendar

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

2004

SEPTEMBER

September 17-21, 2004
AASHTO Annual Meeting
Philadelphia, Pennsylvania
For more information, please visit:
<http://assetmanagement.transportation.org/tam/aashto.nsf/docs/F1835419B9CA539685256D3400642210?opendocument&CurrentCategory=Event%20Calendar>

September 20-21, 2004
Step Up to the Future, National Edge City Conference
Schaumburg, Illinois
For more information, please visit
<http://www.ci.schaumburg.il.us/edgecity/index.html>

September 28 - October 3, 2004
Restore America: Communities at a Crossroads - National Preservation Conference 2004
Louisville, Kentucky
For more information, please visit:
<http://www.nthpconference.org/GeneralInfo/>

OCTOBER

October 3-6, 2004
NAHBA 7th Annual Conference On the Control of Outdoor Advertising
National Alliance of Highway Beautification Agencies
Salt Lake City, Utah
For more information, please contact:
Barbara Wessinger at
Wessingebm@dot.state.sc.us.

October 6, 2004
Byway Leader Tele-Workshop
America's Byways Resource Center
Noon Central Time
For more information, please e-mail
Jeanine Buck at jbuck@byways.org.

October 29-31, 2004
Land Trust Alliance Rally
Providence, Rhode Island
For more information, please visit:
<http://www.lta.org/training/rally.htm>

NOVEMBER

November 7-10, 2004
URISA 2004 Urban & Regional Information Systems Association
Reno, Nevada
For more information, please visit:
www.urisa.org

November 16-20, 2004
An Interpreter's Voyage NAI National Interpreter's Workshop
Grand Rapids, Michigan
For more information, please visit:
<http://www.interpnet.com/niw2004/>

VISTAS is printed on 100% post-consumer recycled paper, processed chlorine free.

America's Byways™ Resource Center
Arrowhead Regional Development Commission
227 West First Street, Suite 610
Duluth, MN 55802

Presorted First
Class Mail
US Postage
PAID
Permit No. 3395
Minneapolis, MN