

## YOUR PARTNERS

- Who are your byway's advocates and adversaries?
- Who are your byway stakeholders?
- How do you involve the public in your byway's plans?
- How can you increase support for your byway?

## YOUR PARTNERS



For a byway to succeed, local residents, business owners and officials must understand and support the designation. When a local group is seeking designation for its byway, public participation usually involves public meetings where both supporters and opponents of the byway can voice their opinions. Once designation is achieved, it's important to continue seeking public input and support on plans and projects.

# Share the Byway's Purpose:

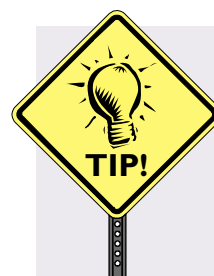
## *Creating an Atmosphere of Cooperation*

**F**ostering a shared sense of purpose among the people involved in the byway is one of the most important ways to get a byway group started on the right foot. It enhances trust, enthusiasm and commitment among members. Without this shared sense of purpose, your group may encounter endless distractions and tangents as individuals try to steer the group toward personal goals.

### Preventative Maintenance Goes a Long Way

First impressions are important. The initial interaction that group members have with one another forms a filter of sorts. Through this filter, or first impression, they evaluate subsequent experiences. If a group's first meeting is contentious and highlights opposing positions, members are more likely to expect such discord in future interactions. Plan ahead for a positive first meeting to improve attendance and participation in future meetings.

Unfortunately, some groups wait until differences surface publicly before they attempt to bridge them. This puts the focus on the differences. It's like waiting for a car to break down rather than performing routine service. By the time the car is towed to the service station, the driver isn't likely to talk with the mechanics about the many things that are going right with the car. Contemplating subsequent trips to the mechanic conjures up a less than enthusiastic response. Likewise, one can either tend to the health of the group from the start or face costly delays later in attempting to repair group dynamics.



### Start with Shared Values

At your next byway meeting, give each person a large index card. Ask participants to answer this question, “What do you value about the XYZ Byway?” Give everyone a few minutes to write down what they personally value about the byway. Ask each individual to read his or her statements out loud. Record the responses on a flip chart. This process can help participants see areas of strong agreement, even among those who may expect to encounter contradictory viewpoints. The capacity to share values and interests allows a community to develop strong bonds and a high level of trust within the group.

“National designation has provided a rallying point and focus for groups with diverse interests. It’s improved communication among people and across boundaries. We’ve formed new partnerships with local, state and federal agencies. Designation has been a nice connecting thread.”

Christina Lilienthal  
USDA Forest Service  
Oregon

## Allies from Adversaries

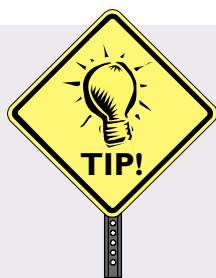
Accepting the importance of group cohesion and actually creating it are very different things. You cannot control what group members say or how they will perceive what others say, but group facilitators have considerable influence over when and how sensitive subjects get discussed.

Savvy group leaders can increase positive group outcomes by assisting group members in seeing one another as allies rather than adversaries. This is particularly true when group members hold contradictory viewpoints. For example, some individuals may seek new development in the byway corridor while others oppose any development in efforts to preserve a byway’s unique intrinsic qualities. In reality, there may be ways to allow development and preserve intrinsic qualities.

## Talk About “What,” Not “How”

One way to head off potential divisiveness is to ground group members in their shared values for the byway. Ask group members to articulate what they value about the byway corridor. When people talk about what they value, rather than how that value is demonstrated or illustrated, others can relate to them.

For instance, stating the value of open space that allows a person to view nearby mountains is easier to support than stating that development should be halted. The two statements receive different reactions because they aren’t saying the same thing. Preserving views doesn’t dictate the “how” in the same way that “halting development” does. Further, most people find it easier to accept that others prioritize values differently. Unlike opinions, which are often taken as an attempt to define a universal truth, values are generally viewed as personal, allowing room for each person to have his or her own. Even among those who disagree about the particulars of a plan, group facilitators can encourage acknowledgment that the values each party holds are valid. Validating one another’s values builds understanding and demonstrates an atmosphere of cooperation. ★



## Break the Ice

Are you looking for a positive way to start your meeting? Why not try an icebreaker?

People may feel anxious attending a meeting, especially when they don't know the other participants very well. Icebreakers help people become better acquainted, reduce anxiety and get them focused on the task at hand.

Although it may be tempting to quickly "get down to business," it's important to invest time to help people feel comfortable with each other. Creating a positive, non-threatening environment at the beginning of a group's development can lead to greater productivity and more meaningful relationships down the road.

Here are a few ideas to get you started.

### The Interview

Divide people into pairs. Provide time for them to interview each other. After the interviews are complete, go around the group and ask each person to introduce his or her partner.

### Hometown

Ask people to tell where they're from and share something special about their hometown.

### A Lot in Common

Divide people into small groups. Each group should write (or draw) a list of six things they have in common. After several minutes, ask each group to share their list with the larger group. Give a prize for the most creative list.

### Three Truths and a Lie

Ask participants to write down four facts about themselves, including one fact that is not true. Each person takes turns reading his or her list out loud and the rest of the group tries to guess which statement is not true.

### Guess Who

Give everyone a 3" x 5" index card. Ask each person to write down quick answers to four or five questions (favorite food, dream vacation, hobby, most unusual job, etc.). Collect the cards and mix them. Then read them out loud to the group. After each card is read, ask people to guess which person wrote that card.

### Hodge Podge

Collect a wide variety of everyday items, such as pieces of fruit, tea bags, maps, candles, toys, kitchen gadgets, books, chop sticks, office supplies, etc. Place the objects in the center of the table. Ask everyone to look at the objects and choose one that reflects an aspect of their lives or personalities. Give participants about three minutes to list characteristics that they have in common with the chosen object. Ask participants to use their objects to introduce themselves to the group.

### Bumper Sticker

Give each person a sheet of paper and some colored markers. Ask them to create a bumper sticker for their byway. Ask each person to show and explain the drawing.

“The kaleidoscope of talents and abilities among members really makes our organization work. The Association is an impressive blend of diverse backgrounds.”

Garrett Jeter,  
Midland Trail Scenic  
Highway Association,  
West Virginia

Peter Drinkwater owns the 5-and-10 store in Winter Harbor, Maine (pop. 250) along the Schoodic National Scenic Byway. You can find just about anything you need at this old-fashioned variety store—household items, groceries, birthday gifts, sewing supplies, hard-to-find gadgets and local souvenirs. Peter volunteers his time and talents to serve as the byway’s official marketing contact. As a small business owner, he understands the economic benefits that can be realized through the scenic byways program.

## Building Participation: *Ways to Involve People in Your Plans*

There are lots of ways to contribute to the success of a byway organization. Every team member is important.

How can you increase participation and distribute the responsibility for your local byway? One of the first steps is to clearly identify the roles, skills and experience needed within the organization. ★



# Who Participates? What Do They Do?

- **Official byway contacts**

The National Scenic Byways Program maintains a list of the official byway leaders and official byway marketing contacts. Each nationally designated byway is required to provide names of contacts serving as the byway's official representatives. The official contacts may be volunteers, a staff person or anyone designated by the local byway organization. They will serve as the first point of contact for the byway organization and receive communication from the national program.

- **Core team members**

These are often board members within a formal organization, nonprofit corporation or joint powers entity. These are the individuals who are responsible for making decisions on behalf of the byway organization.

- **Involved citizen/organizational member not on the board**

This person may be involved in one or more aspects of the organization without the formal duties of board or committee members.

- **Issue-specific committee**

The core team selects and empowers this committee, which focuses on a specific issue such as marketing, interpretation, membership, signage, preservation or fundraising. The committee may have clearly defined power to act on behalf of the organization or it may bring recommendations to the core team for consideration.

- **Ad hoc member**

A nonvoting member of the core team or a committee, this role is often appropriate for a person whose public position may pose a conflict of interest that prevents participation in formal decision making.

- **Outside expert or advisor**

This is an expert in some area who provides a professional opinion or assistance to the organization as a paid consultant or volunteer. A topical resource person can also become an ad hoc member if you seek ongoing input.

- **National program staff**

Staff members of the Federal Highway Administration, State Department of Transportation, State Department of Tourism, or the America's Byways Resource Center can provide technical assistance, training, advice, publications and support for your organization.

## SIDE A



## Who Participates? What Do They Do? (continued)

- **Government representatives**

Elected officials can support your byway as part of their official roles or they can lend name support without becoming actively involved in the effort. Some elected officials may not be able to join a non-governmental organization's board due to possible conflicts of interest.

- **Professionals**

Engineers, planners and other professionals from organizations with an interest in the byway can serve as resources for expertise, information or guidance either as a function of their positions (as allowed), or outside of their positions (acting as private citizens). Some government staff may not be able to join a non-governmental organization's board as a voting member due to possible conflicts of interest.

- **Fiscal agent**

This is a legal organization that has agreed to administer the byway's finances, if the byway does not have legal standing of its own.

- **Partners**

Partners are key contacts in other organizations with mutual goals and interests. Involvement may range from information sharing to collaborative projects.

- **Sponsor**

A sponsor is an individual or an organization providing important financial, social, advocacy or political support. A sponsor may offer matching funds or in-kind services for grant applications.

### SIDE B

# Broad Support:

## *Stakeholder Teams Build Better Byways*

**B**road support within the byway's region is a key to a successful scenic byway project. One way to build support is through inclusion. By assuring that your byway team represents your region's varied interests, you increase the likelihood that your plan and its implementation will satisfy the concerns of those who can either help or hinder its success.

How do you identify potential stakeholders? Start by answering these three questions:

1. Which geographic areas does our byway intersect (communities, townships, counties, state lands and federally managed lands)?
2. Who has an interest in the land, space and outcome of our byway project?
3. Who may feel they have something to gain or lose from how our byway is developed or marketed?



Local business owners are important byway stakeholders. Near Commerce, Missouri, Jerry and Joannie Smith converted a century-old farmhouse into a small family winery along Crowley's Ridge Parkway. RiverRidge Winery is nestled within the hills where Crowley's Ridge joins the Mississippi River, about as far off the beaten track as you can get. A big supporter of the scenic byway program, Jerry believes scenic byways can generate new business in areas that sorely need it.



## Starter List of Stakeholders

Use this list to start identifying potential stakeholders in your byway's region.

- Animal advocates (equestrian clubs, dog owners, etc.)
- Arts council
- Attraction council or attraction reps
- Bureau of Indian Affairs
- Bureau of Land Management
- Campgrounds
- Chambers of commerce
- Churches
- City/county/state governments
- Community service organizations (Rotary, Lions, VFW, Kiwanis)
- Convention and visitors bureaus
- Corporations and businesses
- County extension service
- Economic development groups
- Elected officials
- Environmental groups
- Farmers
- Federal Highway Administration
- Financial institutions
- "Friends of..." groups
- Garden clubs
- Historic society groups
- Joint powers entities
- Lake associations or harbor commissions
- Law enforcement
- Media
- Merchant associations
- National interest groups and associations
- National Park Service
- Natural resource management agencies
- Property owners
- Real estate brokers
- Recreation clubs (hikers, bikers, skiers)
- Regional planning commission
- Regional tourism groups
- Resort association/lodging groups
- Schools and universities
- Special project task force
- State Dept. of Natural Resources
- State Dept. of Transportation
- State parks
- Tourism bureau/commission/council
- Tribal governments
- U.S. Fish and Wildlife Service
- USDA Forest Service
- Universities/Extension services
- Utilities
- Waste management providers
- Youth groups/Scouts

You are not likely to attract all of these groups to your byway's planning and implementation team, though extending the invitation and spreading the word about your vision can play an important public relations role.

## Reaching Out to Stakeholders

Once you've identified potential stakeholders, it's important to determine the best strategy to reach them.

Some contacts are best accessed through personal contacts, people they already know who can provide updates on the byway's progress. Elected officials, prominent citizens and businesspersons, and other public figures may become excellent personal contacts if they can pass on accurate and positive information when asked about the byway.

Any group whose interests seem to coincide with your own are worth targeting. You can generally identify a contact person and request to speak to the group, put announcements in the group's newsletter, or meet with the group's governing body to solicit input and support.



Local residents can be your byway's best ambassadors *if* they are aware of your organization's purpose and initiatives. Visitors receive a warm welcome at this roadside apple stand along Crowley's Ridge Parkway in Missouri.

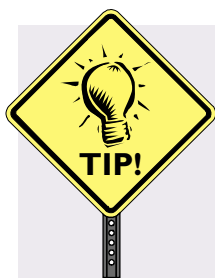
The local and regional media are important channels for reaching concerned public citizens. Try to develop an appropriate contact within the paper, one who can report on the byway or affect the tone/placement of news regarding the byway. Effort spent here clarifying the value of the byway will pay rich dividends.

Lastly, one of the important aspects of building a successful project is addressing potential opposition. It is generally much more effective to approach these individuals and groups privately and early in the process. This allows them a chance to have their concerns included in the process, reducing the likelihood that they will react to incomplete information and take a public stand that they cannot easily retract. This is a job for your team members or allies with good listening skills and an ability to build trust and rapport. This can be a time consuming process, but one that will prove worthwhile in the long run.

(See Training Materials) ★

New Mexico's Route 66 Association uses a high-quality magazine to reach out to the public. An all-volunteer staff of writers, photographers, designers, and marketers produce each issue (4,500 copies). Content includes historical articles, news, profiles, event calendars, and reviews of vintage motels, restaurants, and roadside attractions. The New Mexico Department of Tourism funds 50% of the publication costs.





## Assess Your Support

A. Brainstorm a list of potential byway stakeholders.

B. Assess and rate the level of support or opposition of each potential stakeholder:

- +3** = strong advocate, will work to promote the byway and influence others
- +2** = clearly in favor, may contribute in some way to effort, but not likely to take the lead
- +1** = has voiced support, but is unlikely to actively contribute to effort
- 0** = unknown regarding support
- 1** = not supportive, but not likely to actively oppose efforts
- 2** = has or may pose opposition, may have an interest he or she believes is contradicted by byway
- 3** = has or may pose strong opposition to byway's effort

C. Review the ratings and determine who should be contacted. Groups with negative ratings should be considered for contact. It is well worth your time to approach them directly and solicit their ideas and concerns.

D. Develop strategies for reaching stakeholders.

**CASE STUDY:  
Crowley's Ridge Parkway**

## Crowley's Ridge Parkway (Arkansas): Public Participation Pays Off

Pioneer Benjamin Crowley, a veteran of the War of 1812, knew this area was special when he and his family chose to homestead here. Today, residents still realize they live in a special place. An extensive volunteer program supports the byway, with over 500 citizens serving on 37 different task forces.

Archaeologists believe it took 50 million years for water, ice and wind to carve the unique landform known as Crowley's Ridge. The only other similar landform is found in Siberia.



Travelers visiting the 200-mile Crowley's Ridge Parkway (National Scenic Byway) in eastern Arkansas will find unusual geographical features, unique flora and fauna, Confederate cemeteries, Civil War battle sites, five state parks, one national forest and one-of-a-kind museums.

Efforts to develop the parkway began in 1996 through the Delta Studies Center at Arkansas State University and by various city and county leaders along the route. Under a memorandum of understanding with Arkansas Delta Byways, Inc., Arkansas State University serves as the byway's administrative agent. The University also provides office space, the services of an Executive Director, a 16-member faculty advisory committee and other resources.

Volunteer participation is a key success factor along Crowley's Ridge Parkway in eastern Arkansas. At public meetings (held in eight counties that the byway passes through), attendees were asked to fill out a "Task Force Volunteer" form that identified specific volunteer assignments. Over 500 citizens volunteered for 37 different task forces. This group is working to outline a scenic conservation plan for the byway.

*Case Study continued on next page*

Arkansas Delta Byways, Inc., a private nonprofit corporation that promotes tourism in a fifteen-county region in eastern Arkansas, realized the economic, social and educational potential that National Scenic Byway designation could bring to Crowley's Ridge Parkway. Crowley's Ridge Parkway crosses eight of the fifteen counties served by Arkansas Delta Byways.

Public participation was important from the very beginning. Town meetings were conducted in all eight county seats to receive input for the National Scenic Byway proposal. Eventually, the group signed up volunteers by providing a list of specific task assignments. The volunteers could see what the byway specifically needed, making it easier to respond.

Today, volunteers have accomplished a number of important byway projects. Roadside byway signs have been installed to mark the route. A four-color brochure containing a map and detailed information has been produced and is distributed at parks, museums and visitor centers. The (Ernest) Hemingway-Pfeiffer Museum and Educational Center in Piggott has been renovated and now serves as a museum and Visitors Center for the byway's northern terminus.

In 2000, byway volunteers participated in a scenic conservation planning workshop to address major concerns such as gravel pit mining, clear-cutting of hardwood forests, soil erosion, proliferation of junkyards, spread of deadly kudzu and other threats to the scenic quality of the byway. As part of the post-workshop planning, Crowley's Ridge Parkway will once again turn to the public. Town meetings will be held in the eight byway counties to help formulate scenic conservation plans, outline action strategies and form task forces. Community participation has been, and will continue to be, an integral part of this successful Arkansas byway.

Executive Director Dr. Ruth Hawkins is a strong believer in the powerful impact of community involvement, public participation and voluntarism. She explained, "The beauty is the process, not the product. It increases ownership and involvement in the byway. A lot of people become a part of it."

*"The power of We is stronger than the power of Me."*

Red Holzman

*Case Study continued on next page*

## Sample Volunteer Sign-Up Form

This sample form was used to successfully recruit volunteers along Crowley's Ridge Parkway and the Great River Road in Arkansas. The form was distributed to citizens attending public informational meetings.

Great River Road Task Force Volunteers												
County:	Date:											
Name:												
Address:												
City:	State:	Zip:										
Home Phone:	Business Phone:											
Name of Business/Organization:												
Fax:	E-Mail:											
<p>_____ I will serve on the following Route Task Force _____.</p> <p>_____ I will serve on the following Town Task Force _____.</p> <p>I am particularly interested in the following:</p> <table style="width: 100%; border: none;"> <tr> <td>_____ Agricultural Projects</td> <td>_____ Hiking and Biking Trails</td> </tr> <tr> <td>_____ African-American Heritage</td> <td>_____ Hunting and Fishing</td> </tr> <tr> <td>_____ Cemeteries</td> <td>_____ Native American Heritage</td> </tr> <tr> <td>_____ Civil War Heritage</td> <td>_____ Wetlands Ecotourism</td> </tr> <tr> <td>_____ Cultural Heritage</td> <td>_____ Wildflowers</td> </tr> </table> <p>Comments and Suggestions:</p>			_____ Agricultural Projects	_____ Hiking and Biking Trails	_____ African-American Heritage	_____ Hunting and Fishing	_____ Cemeteries	_____ Native American Heritage	_____ Civil War Heritage	_____ Wetlands Ecotourism	_____ Cultural Heritage	_____ Wildflowers
_____ Agricultural Projects	_____ Hiking and Biking Trails											
_____ African-American Heritage	_____ Hunting and Fishing											
_____ Cemeteries	_____ Native American Heritage											
_____ Civil War Heritage	_____ Wetlands Ecotourism											
_____ Cultural Heritage	_____ Wildflowers											

Case Study continued on next page

## The Public Participation Process

Executive Director Dr. Ruth Hawkins, an enthusiastic byway leader, believes the public participation process built strong community support. She encourages other byways to try a similar process.

- Public meetings were held in the eight Arkansas counties that the byway passes through. The purpose was to educate people about the byway, explain the National Scenic Byways Program and recruit local volunteers.
- Local officials were an integral component. Key leaders were identified in each of the counties (mayors, judges, legislators, chamber of commerce executives). An orientation meeting introduced key leaders to the program and its purpose. The key leaders were also asked to provide meeting space and to assist in setting up public meetings within their county.
- The public meetings were well publicized and special invitations were sent to key contacts such as local officials and business representatives.
- Each person who attended a public meeting was asked fill out a "Task Force Volunteer" form (see page 46), indicating an interest in serving on different committees. Options included a route task force, town task force, corridor management plan, Civil War heritage, byway beautification, Native American heritage, assessing intrinsic qualities (in a town or on a 5-to-10-mile section of the byway), cemeteries, wildflowers, hiking-biking trails, hunting and fishing, African-American heritage, and wetlands ecotourism. Specific volunteer tasks had been identified and over 500 people (ages 9 to 90) signed up to help.
- A key contact/task force leader (mayor, county judge, etc.) in each county compiled the information and monitored completion of the volunteer assignments. These leaders also recruited additional volunteers. The task force leaders were elected officials, increasing their sense of accountability. ★

# Creative Collaborations:

## *Community Partnerships Pave the Way*

Partnerships form the backbone of effective organizations. Most byway organizations find they need help to accomplish their goals. Through the process of building collaborative relationships with groups and organizations that have common concerns and interests, a byway can increase its effectiveness and results.

Champlain Canal Scenic Byway (New York) tapped the resources of a local university to complete a byway mapping project.



## How are some byway organizations building creative partnerships within their communities?

1. New Mexico's Billy the Kid Visitors Center (National Scenic Byway) is staffed by its next door neighbor, the Hubbard Museum of the American West. In exchange, the Hubbard Museum receives free gift shop space in the Visitors Center.
2. High school students designed a Web site and set up a photo library for Minnesota's Edge of the Wilderness Scenic Byway. With instruction from a local photographer, the students collected the photos, did the work and received academic credit. The local school board provided financial support.
3. A local business owner offered to donate graphic design services to help Maine's Schoodic Scenic Byway create attractive gateway signs.
4. Creole Nature Trail receives valuable administrative and financial support from the Southwest Louisiana Convention and Visitors Bureau. The regional tourism association has provided cash matches for byway grants and donated the services (60% time) of a staff coordinator to assist the local byway organization.
5. New York's Seaway Trail has teamed up with Elderhostel, Inc. to bring groups of adults (age 55 and older) to the byway. Hostellers stay in historic Sackets Harbor and enjoy a variety of educational workshops and field trips to learn about history, nature and culture along the 454-mile Seaway Trail. Local people act as lecturers and field instructors. The visitors enjoy outdoor picnics at a lighthouse, meals at local restaurants, and even dinners served by community church groups.
6. When Historic Route 66 and the Turquoise Trail received national designation in 2000, they sponsored a joint dedication celebration in Tijeras, New Mexico. The two byways intersect in this small community. They combined efforts in planning the program, logistics and promotion of the event.

### Partnerships Can Provide:

- Expanded funding opportunities
- Additional skills and expertise
- Enhanced credibility
- Broader awareness of byway goals and projects
- More efficient use of financial resources
- A spirit of sharing, cooperation and community
- Positive social and economic impacts
- Creative ways to protect and enhance a byway's intrinsic qualities
- Increased promotional opportunities

By thinking, planning and working together, the individuals and groups that make up a community can accomplish goals that neither could achieve alone.

7. Sixteen communities along the Great River Road (Wisconsin and Minnesota) collaborate on the 85-mile garage sale held each year on the first weekend in May. Over a two-day period, residents and businesses clean out their closets for a sale on both sides of the Mississippi River. The annual event draws thousands of byway visitors.
8. Washington's Strait of Juan de Fuca Highway completed a gateway project, including a picnic area, information kiosks and landscaping, with the assistance of the Lions Club, community volunteers, students, the Chamber of Commerce, the Department of Transportation and Clallam County. A complete litter clean-up along the 61-mile byway was accomplished with help from some nontraditional partners: an outdoor crew from the Olympic Corrections Center and 30-50 naval personnel from the USS Abraham Lincoln that was docked at port along the byway.

The Creole Nature Trail (Louisiana) teamed up with local partners to distribute a Kid's Fun Box. This unique learning tool is distributed to children who visit U.S. Fish & Wildlife refuges along the byway. The box is also used as an incentive to encourage participation in a summer reading program sponsored by the Calcasieu Parish Public Library.



9. Lagoon House is an impressive multi-purpose facility that will be constructed along Florida's Indian River Lagoon Scenic Highway. When a local firm donated an architectural rendering of the proposed facility, byway fundraisers found it easier to share their vision for the project. The City of Palm Bay has donated the property and multiple grants (totaling over \$1,000,000) have been secured (from the National Scenic Byways Program, the Florida Inland Navigational District, the Florida Department of Transportation and a private family bequest).
10. The Illinois Department of Tourism formed an exciting marketing partnership with *Midwest Living* magazine. A scenic byways grant helped to produce a 32-page glove-box-sized scenic byways guide featuring all of the Illinois scenic byways. *Midwest Living* distributed 200,000 copies with its July/August issue, and the remaining 300,000 copies have been shared among the Illinois byways.
11. The Indiana National Road Association created an innovative program to promote interest in teaching and learning about the history of the byway among students, parents and teachers. The program has recognized every school on or within one block of the Indiana National Road with individual school ceremonies. A special certificate and curriculum resources have been presented to three colleges, four high schools, four middle schools and nineteen elementary schools. The byway is considering a similar program to recognize churches on or near the historic road.
12. In partnership with Rocky Mountain PBS (KRMA TV), a public education project highlighted the natural, cultural and historical qualities of five Colorado byways—San Juan Skyway, Los Caminos Antiguos, Peak-to-Peak Highway, Santa Fe Trail and Frontier Pathways. A grant from the Colorado State Historical Society funded the project. Along with the television documentaries, a companion interactive Web site and companion materials were prepared for elementary school children as part of Colorado's history curriculum.

13. The White Mountains Visitor Center in New Hampshire provides a popular advertising opportunity for local restaurants, hotels, ski areas and attractions. Small display cases can be rented in the welcome center. Local businesses are responsible for setting up and maintaining the creative displays, which attract attention from visitors to the White Mountains Trail.
14. Where do you turn when you need muscles, as well as money? In North Dakota, the Sheyenne River Valley Scenic Byway has creatively leveraged in-kind donations, as well as funding. The U.S. Army National Guard and court-identified offenders from a community service program have provided manual labor for new byway interpretive sites.

On Saturday mornings in Minnesota, you'll find resident volunteers working alongside Mn/DOT (Minnesota Department of Transportation) staff to install trees, shrubs and other plant materials as part of community roadside landscaping projects. Typically, Mn/DOT provides technical and financial support to establish and preserve landscape plantings on qualifying state highways. The selected communities must pledge to install and maintain the plantings in accordance with a cooperative agreement. The partnerships allow Mn/DOT to stretch its available funding to cover more projects, while local communities accomplish their beautification goals. (Photo: Minnesota Department of Transportation)



15. In Washington State, 29 federally recognized tribes (and non-federally recognized tribes) have historic homelands. Overlapping these Indian lands are 3,000 miles of state designated scenic byways. Partnering and collaboration is essential! To help communities make tribal connections, the State has actively engaged the Yakama and Quinault Nations, and the Colville Confederated and Makah Tribes. These Tribes have successfully implemented corridor management planning initiatives on roads that cross reservation boundaries or historic homelands.



The Jemez Pueblo is an important partner along New Mexico's Jemez Mountain Trail. Opened in 1999, the Walatowa Visitor Center welcomes travelers to Jemez Pueblo and the Jemez Mountain Trail. The center was partially funded by a National Scenic Byways grant, and is managed by tribal leaders and staffed by tribal members. Inside, you can learn about Jemez history and culture and purchase pottery crafted by village artisans. Across the road, you'll be tempted by fry bread and local crafts sold at roadside stands. Over 3,000 tribal members live in the Pueblo of Jemez, most of whom reside in a single village known as Walatowa—a Towa word meaning "this is the place." The Center is the first Native American visitor center in New Mexico.

16. Industry and nature are working hand-in-hand along the Little Dixie Highway of the Great River Road (Missouri). The Holcim Company, one of the world's largest suppliers of cement, is partnering with the local byway steering committee to develop an innovative interpretive center. The Holcim Interpretive Center will let visitors learn about the river's relationship to commerce, explain the cement-making process and provide an overlook for the Clarksville Refuge, a stopping point for scores of migratory birds following the Mississippi Flyway. An active byway supporter, Holcim is funding over 40 percent of the project costs. Other project partners include the Missouri Department of Conservation, the U.S. Army Corps of Engineers and Main Street Clarksville.
17. Collaborating—instead of competing—for grants is the idea behind a Grant Writers Roundtable initiated by members of the Sheyenne River Valley Scenic Byway (North Dakota). At monthly breakfast meetings, representatives from a wide 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.

An international team of youth volunteers worked to remove abandoned logging roads that left dominant Z-shaped scars on “Zorro Mountain” along I-90 near Seattle, Washington. Inspired to restore the natural features of the peak, volunteers spent two summers laying biosolid compost, hay and grass seed and planting trees as part of a creative Re-greening Partnership led by the Mountains to Sound Greenway Trust.



18. By tapping into local university resources, Logan Canyon Scenic Byway (Utah) received valuable assistance for an award-winning interpretive project. Faculty and students from Utah State University provided information and feedback to help develop eleven interpretive sites along the byway. The Geology, Botany, Natural Resources, Special Collections and Landscape Architecture Departments contributed to the project. In return, students benefited from real-world lessons in developing effective interpretation.
19. When trail access along Utah's Markaguant Scenic Byway (U-14) needed clearing, a local church youth group pitched in to help. The teenagers used ATVs and youthful enthusiasm to remove hazard trees that had been cut down by the USDA Forest Service on the Bristle Cone Pine Trail. As part of the service project, the wood was donated to senior citizens.
20. Things are blooming in the Flint Hills with a little help from byway friends. The Audubon Society of Kansas, Kansas Wildflower Society, Quail Unlimited and other volunteer organizations are working with the Kansas Department of Transportation and the Kansas Scenic Byways Program to integrate roadside vegetation and plant native wildflowers at key sites. The Flint Hills Scenic Byway lies in the heart of the largest remaining tallgrass prairie ecosystem in the United States.
21. Kancamagus National Scenic Byway is, literally, building for the future with assistance from The Timber Framer's Guild (New Hampshire). Through partnership agreements, this group will use two byway sites to attract students interested in learning the trade of timber frame construction to build barns that will become attractive visitor facilities. Upon completion, the USDA Forest Service will own the facilities. ★

# Partnering Includes the Public:

## *Ways to Foster Participation*

The nature of public participation has changed. In the past, citizens attended public meetings expecting to listen to formal presentations. Today, citizens attend public meetings expecting open deliberation, interaction and participation. Local support and involvement is key to successful byway projects and initiatives.

How can you ensure a broad spectrum of public participation? Here are ideas from Florida scenic byway representatives:

- Keep local media informed (newspapers, radio, TV, public TV).
- Schedule appointments with the editorial staff at the local paper.
- Identify “what’s in it for the locals.” Think about how the byway will address concerns and interests of local citizens.

Reach out to the public at fairs and festivals! Besides corn dogs and cheese curds, fairgoers could pick up information on scenic byways at the 2001 Illinois State Fair. Five nationally designated Illinois scenic byways took turns staffing the popular booth for ten days of the fair. (Photo: Lauren Niepert, FHWA, Illinois Division)



- Get support for your public meetings from a local university. It adds credibility to your work.
- Make sure your Corridor Advocacy Group (CAG) has representation from the entire community.
- Up front, ease fears that the Federal government is trying to take over local government efforts or private individual's rights or land.
- Improve the byway for bicyclists. This really draws support from biking enthusiasts.
- Involve special interest groups who have similar goals. Focus on the intrinsic qualities and resources they are most interested in (history, nature, scenery, hiking, boating, wildflowers, etc.).
- Staff a booth at a local festival to talk with community members. If there is no local festival, start one!
- Distribute information through a variety of means. Use Internet and e-mail to send news.
- Get on the agenda for each city and county government in your area to keep them informed. Ask for their participation and representation on the Corridor Advisory Group.
- Form a Speaker's Bureau and prepare presentation materials.
- Focus on the "what" and target the "who."
- Be open with the public. Some people may already mistrust things associated with the government, and withholding information only increases that mistrust.
- Find people who are directly and indirectly interested in what you are doing and form partnerships or coalitions through common goals.
- Hold public meetings in a variety of venues: libraries, environmental learning centers, museums and schools. Choose places that are accessible and near the public, as well as facilities that have a mutual interest in your pursuits.

- Obtain letters supporting your designation. Get signed petitions. Have resolutions and ordinances adopted by the local governments, along with policies and regulations in land use plans and codes. Include any (and all) documentation showing broad-based local support for your efforts.
- Conduct public surveys.
- Get local or special interest groups to work on the scenic highway “story” in their area.
- Recruit volunteers to compile a video, documentation or presentation materials. This stimulates their interest and gets them involved. ★

*Credit: Ideas from David Carr (Old Florida Heritage Highway), Rochelle W. Lawandales, AICP (Indian River Lagoon Scenic Highway), and Elizabeth Holloway (Overseas Heritage Trail) at the 2001 Florida Scenic Highways Conference.*

Special events are great opportunities to increase public and political awareness. When the Elk Lake Guard Station, Cascade Lakes National Scenic Byway (Oregon), was dedicated, dignitaries from the USDA Forest Service and the Federal Highway Administration participated. Instead of the traditional ribbon-cutting ceremony, they “sawed a log” to dedicate the restoration of this historic building.



# The Importance of Communication

Communication with key stakeholders and the general public is an important consideration for byways. In what ways do you share information about your byway's vision, objectives, plans and projects?

How will you communicate with your byway partners? (Check all that apply)

- |                                      |  |
|--------------------------------------|--|
| <input type="checkbox"/> Newsletters | <input type="checkbox"/> Personal visits |
| <input type="checkbox"/> E-mail      | <input type="checkbox"/> Web site        |
| <input type="checkbox"/> Meetings    | <input type="checkbox"/> Annual report   |
| <input type="checkbox"/> Phone calls | <input type="checkbox"/> Other ideas:    |

How will you let the public know what your byway is doing? (Check all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> Surveys                      | <input type="checkbox"/> Hospitality training            |
| <input type="checkbox"/> Web site                     | <input type="checkbox"/> Updates at community meetings   |
| <input type="checkbox"/> Public meetings              | <input type="checkbox"/> Booth at local fair or festival |
| <input type="checkbox"/> Speakers bureaus             | <input type="checkbox"/> Video                           |
| <input type="checkbox"/> Newspaper articles           | <input type="checkbox"/> Newsletter                      |
| <input type="checkbox"/> Programs for school groups   | <input type="checkbox"/> Byway brochure                  |
| <input type="checkbox"/> Byway tours                  | <input type="checkbox"/> Other ideas:                    |
| <input type="checkbox"/> Local celebrity spokesperson |  |

The National Scenic Byways Program has created a Marketing Tool Kit for byways. The kit contains information and ideas on marketing, media relations and community awareness. You can find the kit online at [www.byways.org](http://www.byways.org).



## Suggested Actions:

- Assess your byway's level of support. See page 43 and Training Materials.
- Brainstorm ways to increase public participation.
- Develop or improve relationships with byway adversaries.
- Outline a communications plan. How will you keep stakeholders and the public informed about your byway?
- Form a committee to manage byway communications.
- Collect communication samples and models from other byways and organizations.
- Review the National Scenic Byways Program Marketing Tool Kit at [www.byways.org](http://www.byways.org).



