



AMERICA'S BYWAYS

VISTAS

JULY/AUGUST 2005

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RESPONSIBLE LEADERSHIP:

HEARING THE VOICES OF ACCOUNTABILITY



From the time we are little kids, responsibilities start piling up. We quickly learn what we are responsible to do: Pick up toys, feed the dog, finish homework, find a job, pay bills on time, collect data, write reports . . . the list goes on . . . and on.

We don't always think about who we are doing it for, just that it has to be done to get a certain result.

As a leader in the byway community, you might find that the weight of responsibility can feel as heavy as a load of wet cement. That's why making strategic plans, prioritizing and building partnerships are critical. Strategic plans make the workload more manageable. Step

by step, the goals in your plan are accomplished and the load is easier to manage as it's divided between many groups and individuals.

When goals are set and plans are made, it is clear what you are responsible to do. It is equally important to be clear about the people and organizations you are responsible to. Your group needs to ask, "Who is going to hold us accountable to do what we say we will and get the results we promise?"

Byway groups often hear a chorus of stakeholder voices, each insisting on accountability. Sometimes the chorus is one of sweet harmony, other times it's of clanging dissonance.

Attention must be paid to each voice so that you can clarify what you are responsible to do and how others will know that you've done it.

Responsible leadership compels us to work with integrity and with an ear to the sound of a system in harmony. Ultimately, the voices you as a byway leader need to pay attention and be accountable to are those that express the vision of your byway. A key to leadership for a byway leader is to be able to hear each of the many voices, sort the demands within the vision of the byway and see that everyone is focused on working toward your common goals in a cooperative manner.

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Give Your Front-Line Greeters Something Good To Say

A couple of weeks ago my friends and I were on a mini road trip and we stopped in an unfamiliar town for refreshments. We were delighted to find a quaint establishment that served homemade desserts. Since none of us had ever visited this town, we asked the server about things to see and do there. Her comments were disappointing. She said if we were looking for fun we should go to the next town twenty miles down the road. We discovered later in our conversation that she was

actually the owner of the restaurant and it had only been open a few weeks. Hmm. I wonder if that restaurant is still in business. Her bleak description of her community and the local economy convinced us to leave.

Her comments left me thinking. What about our byways? What would the staff at the gas station on the corner say to a tourist? Would they give complete, accurate directions to attractions along the byway? Or would they tell the tourist not to bother staying in town because there is nothing to do? Are local business owners and their staff aware of the byway designation, the reasons for the designation and the benefits to themselves and the traveler?

Tourists ask gas station attendants for directions and

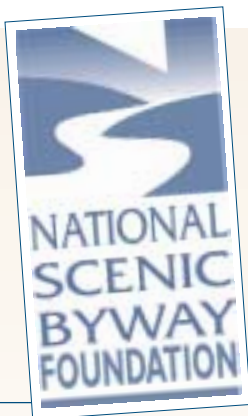
shop owners for the best restaurants. Wait staff are asked questions about attractions, recreational activities and the general "what should we do tomorrow?"

Consider retail and service industry personnel as the front-line staff of your organization. Like a receptionist at a large corporation, the front-line staff is usually the first point of contact for your customers, the tourists. And you need to know what they are saying to your customers.

Here's where we fit in. The 2005 National Scenic Byways Conference has several sessions on marketing and promotion, and one half-day intensive session (taught by a nationally recognized expert on tourism planning and promotion) on

how to teach your byway leaders to train your front-line staff to talk to your customers. And don't forget you can always call Curt, Chel or Susan, the Byway Specialists here at America's Byways Resource Center, with specific questions or concerns from your byway.

Remember the advice of the business owner? She said, "Don't stay here. Go to the next town for shopping." My friends and I didn't waste any time traveling to the next town where we spent time (and money!). She was right. The next town was fun and full of activities, shops and restaurants. But based on her advice, we completely overlooked the first town (although the dessert was good). We'll never know its full value because we didn't even give it a chance. ★



NATIONAL SCENIC BYWAY FOUNDATION ESTABLISHED

A group of ten individuals from several sectors of the Byway community have responded to a need identified at the 2001 National Scenic Byway Conference in Portland, Oregon and incorporated the National Scenic Byway Foundation.

The Foundation is based on a belief that, through unique powers as a not-for-profit and tax-exempt charitable organization, it can aid byways in the successful completion of worthy projects that would otherwise not be accomplished. The Foundation hopes the Byway collection of distinctive American roads, their stories and treasured places will become as recognized and valued as national parks, forests and wildlife refuges. It will assist current and future development, management, preservation and

enhancement of byways through cooperation between units of government, the for-profit and the not-for-profit sectors.

The Foundation's Board of Directors includes Shelley Johnson, Creole Nature Trail (LA); Teresa Mitchell, Seaway Trail, Inc. (NY); Deborah Divine, BWR Corporation/State Scenic Byways Coordinator (KS); Douglas Arnold, Alton (IL); Bobby Koeplin, Sheyenne River Valley Scenic Byway (ND); Ty Bromell, Governor's Office of Rural Development (LA); Sally Pearce, State Scenic Byway

Coordinator (CO); Wyvonne Phillips, Santa Fe Trail Scenic and Historic Highway-Mountain Branch (CO); and Paul F. Staley, State Scenic Byway Coordinator (OH). The Board appointed Richard Haskett, Rice Creek Resources (MN), as Executive Director.

To learn more information about the National Scenic Byway Foundation, visit the group's exhibit booth at the 2005 National Scenic Byways Conference in Cleveland, Ohio. You can also contact the Foundation's Executive Director at (651) 330-6375 or NSBF@comcast.net. ★



Bright Outlook For Byways

By Derrick Crandall, President, American Recreation Coalition (ARC)

As you read this, we should be celebrating the enactment of reauthorization of the nation's primary surface transportation programs, providing contract spending authority through Fiscal Year 2009. This has been a long, anti-climactic journey. Though nearly two years late, the legislation will break little new ground and just incrementally increase funding for most TEA-21 programs, including byways. The underlying reason is that funds flowing into the Highway Trust Fund are flat, and high gas prices and alternative fuels dictate a major rethinking of the way we have funded transportation in America for nearly fifty years.

The good news, of course, is that funding for scenic byways will continue. And with further annual efforts by the united byways community, we should be able to limit future earmarking, which, in the past, limited innovation and made byways more political than any of us would have liked.

Beyond byway grants, there are many funding opportunities for byways in the days ahead, including capitalizing on expanded and new provisions in the next surface transportation measure now being debated in Washington. The new legislation contains many other programs that can be utilized by the byway community, ranging from TE funding to core STP funds. But even more important are ways to expand sustainable local funding.

FLREA Legislation

One opportunity will be provisions of the Federal Lands Recreation Enhancement Act (FLREA), which replaced the National Recreation Fee Demonstration Program. FLREA continues the pattern of fee retention and opens new doors to regional cooperation.

Under FLREA, gateway communities are invited to work in partnership with federal recreation sites in selling and collecting fees. The act specifically applies to five federal agencies: National Park Service (NPS), USDA Forest Service (FS), Bureau of Land Management (BLM), U.S. Fish and Wildlife Service (USFWS) and Bureau of Reclamation (BoR). It also authorizes the inclusion of other federal—and even state and local—recreation sites under regional passes. In addition, FLREA creates a new national America the Beautiful Pass, replacing both the Golden Eagle and the National Parks Pass.

The legislation also establishes new channels for public participation in fee design and operation, including new Recreation Resource Advisory Committees to work with the Forest Service and BLM. A Federal Recreation Fees Council is at work to guide implementation of the legislation and we should see proposals by the fall of 2005, with full implementation by early 2007. The new fee authority is for ten years, with Congressional oversight expected as the authority draws to a close. Presuming the agencies have worked with recreationists and other entities, an extension is likely.

Las Vegas Area Opportunities

Another great opportunity for enlisting support is developing in the Las Vegas area. A new, multi-billion dollar resort, located adjacent to Lake Mead National Recreation Area and adjoining lands managed by BLM and the Bureau of Reclamation, has forged an innovative partnership with the Outside Las Vegas Foundation and five federal agencies. It will contribute one dollar for every paid room night at the hotels in the resort (three are in operation and at least that many more will be constructed

in the future), and also will ask each guest to match its contribution. In exchange, guests staying at the resort will not pay entrance and parking fees at Lake Mead, Hoover Dam and Red Rock National Conservation Area. Instead, these fees will be paid from the fund into which the contributions will be deposited. The remaining funds, estimated at some \$500,000 per year initially and rising as the number of rooms and occupancy rate climbs, will be used to fund visitor services and related projects at southern Nevada public lands sites, both fee and non-fee. Some of the funds will likely further efforts already mounted by the resort to upgrade the road leading from Las Vegas to Lake Mead, Lake Mead Parkway, as well as the trail network throughout the area.

The resort decided to participate in this exciting new project for several reasons. Most important, it sees itself as a destination resort, and further sees federal sites adjacent and nearby as part of the attraction for this destination. It also seeks to extend the stays of its guests, and envisions recreation at nearby federal sites as a good tool to achieve this goal. The developers also understand the link between 4,000 acres of the resort and the adjoining properties on many issues, including water and air quality, wildlife, recreation, controlling desert dumping and more. The resort is thus eager to promote adequate funding for projects on nearby federal lands. And finally, the resort sees the opportunities to team up with the federal agencies during an extraordinary time as the Southern Nevada Public Land Management Act generates and reinvests literally billions of dollars

in conservation and recreation projects in the area—and creates new and on-going operational costs for the agencies.

The Lake Las Vegas model was discussed in-depth at a recent forum in Reno on recreation on public lands in the West, hosted by the Western States Tourism Policy Council. Attendees felt strongly that this agreement could be a model for other resorts and gateway communities and provide a new stream of revenues to enhance byways and boost visitor services across the west.

Expanded Toolbox

Many of you may know about ARC's Toolbox for the Great Outdoors, completed in 2002. It describes twenty funding "tools," from fee demo authority to the Recreational Trails Program, and from volunteers to Wallop-Breaux funds for boating and fishing projects. With the passage of new surface transportation provisions and the development of many new tools of potential use for byways, plus other recreation projects like the Lake Las Vegas agreement, ARC has announced plans to develop a second edition of the Toolbox.

Much of the work will occur in Phoenix next January in conjunction with Partners Outdoors 2006. Plans are for the event to be a joint effort with BLM's National Training Center, and for the Toolbox to be an element in the Center's educational efforts, serving BLM and other public and private training needs. We'll keep you posted and let you know how you can be involved in its creation and, once available, how you can put it to use.

No question about it. The future of scenic byways is looking brighter than ever! ★



SO, YOU WANT TO JOIN THE COLLECTION? *Get Ready to Celebrate Soon!*



In the May/June 2004 issue of Vistas, we launched a series of articles addressing various topics regarding the FHWA nomination process for joining the America's Byways™ collection. The first article asked, "So, You Want to Join the Collection?" and many byways answered "yes." In September, the Secretary of Transportation Norman Mineta will announce the new nationally designated All-American Roads and National Scenic Byways. The nomination process will have come full circle, and new Byways, with their great stories and experiences, will be added to the collection.

Currently, FHWA staff is reviewing the nomination documents, supporting materials and corridor management plans. As in previous years, experts from outside the DOT will complete independent assessments of the nomination materials submitted. The results will then be provided to the Secretary.

Secretary Mineta is expected to announce the selections for additions to America's Byways in September. The two-day Designation Event is scheduled to take place on September 21 and 22. If your byway is selected for national designation, the byway leader will be contacted soon after Secretary Mineta's decision, though it may be as late as the week before the Designation Event. The turnaround time for staff at FHWA and for the nominees is short, but the Designation Event will be ready-to-go and promises to be both informative and celebratory. If your byway is not selected, you will be notified following the public announcement and designation event.

The overall theme of the Designation Event is "Sharing." The theme of the first day is "Share the Knowledge." This is an all-day program dedicated to sharing ideas and experiences with other newly designated Byways and representatives from various private sector organizations, government agencies and existing America's Byways. The interactive all-day program offers exceptional networking possibilities. The first day includes general sessions, one-on-one meetings between National Scenic

Byways Program representatives and individual Byways or groups of Byways, individual Byway sessions with the website team, informal "Conversations with..." discussions based on specific topics, and a luncheon with guest speaker Margaret Engel, managing editor of *The Newseum*, the world's only interactive museum of news. The "Sharing" continues with everyone coming together at a reception at the end of the day.

Secretary Mineta will present each newly designated Byway organization with a plaque and welcome the group into the America's Byways collection. There will be a multi-media slide show produced for the event that will include images submitted in the nomination documents of the new Byways. Family, friends, members of Congress, press, National Scenic Byways Program and America's Byways Resource Center staff will share in the celebration.

Prior to the formal Designation Day activities, the National Scenic Byways Online team will be busy preparing the www.byways.org website for the updated information, selecting data and images from the individual nomination documents. Immediately following the Secretarial event, the website will go live with web pages for each newly designated Byway. Your Byway will have immediate national and international exposure as part of the great America's Byways collection of "distinct and diverse roads designated by the U.S. Secretary of Transportation."

September 2005 marks the end of the current nomination cycle, but it marks the beginning of the responsibility to uphold the integrity of the America's Byways brand. We sincerely look forward to working more closely with the newly designated Byway representatives and to learning more about the fun and interesting things the travelers can find as they "come closer" to your community. ★



Norman Mineta, Secretary of Transportation, will announce the new nationally designated All-American Roads and National Scenic Byways.

The theme of the second day is "Share the Celebration." This is the day the nominated byways formally join the America's Byways collection. Nominees will be excited and the "buzz" in the room is expected to be electric!

Share the Knowledge!

Share the Celebration!



Dear Kate Bolder:

E-mail your questions for Kate to center@byways.org with the words "Be Bold" in the subject line.

Dear Kate:

Our byway group is busy, but we just don't seem to be getting anywhere. We are attracting new people all the time and sometimes I feel like we are trying to please everyone. Our mission is to promote our intrinsic qualities while preserving our culture. We put the mission on all of our documents; however, it still doesn't seem to keep us focused. Someone recently asked what our vision was and now I am confused. What is the difference between a mission and a vision, and would one help us better than the other?

*Signed,
Feeling Lost*

Dear Lost,

Sometimes it's fun to look into a kaleidoscope and watch the changing multiple views. To achieve a clear vision, however, a telescope is a better choice.

It's so great to hear about the enthusiasm and action your group is creating, and that is probably because of the mission and vision you have to preserve and protect the Intrinsic Qualities of the byway. That is what draws folks in and makes them say, "I want to be a part of this."

Mission is usually identified as the overall purpose of the group or organization. Vision is a description of what the future looks like at a specified point in time after some of the group's work is complete. Some groups weave these into a single statement.

The key is to bring the vision to life and keep it real. If you get too academic or crafty, the words can become more important than the meaning. A fun way to test whether your mission/vision statement works is to say it in your own words as if you have just been asked by a community member what your group is all about. It takes some practice, but you will soon be able to do this without hesitation.

As a leader, a big part of your job is to keep the vision alive and in focus. Each time your group needs to make a decision about what to do, stop and describe the vision. Then ask, "If we do this activity, will we get closer to the vision?" If the answer is yes, get busy. The answer will sometimes be "no" or "not now." That's the magic of a telescope. It shows you what's ahead in the distance, so you won't feel lost anymore.

*Take the bold route,
Kate*

BYWAY BRIEFS



The Marine Resources Council and the City of Palm Bay hosted a ribbon-cutting ceremony on April 2 to celebrate the grand opening of the Lagoon House, the welcome center for the **Indian River Lagoon Scenic Highway**. Festivities included a guided tour of the welcome center's exhibits, lunch and a live animal presentation by Brevard Zoo.



The Glenn Highway National Scenic Byway Association has created brochures, maps and placemats, and the byway interpretive plan is nearing completion. Now, the first major physical presence along Alaska's **Glenn Highway**, designated a National Scenic Byway in 2002, will be seven interpretive panels. A dedication ceremony on June 10 marked the unveiling of the panels to the public. The ceremony was held in conjunction with Colony Days, one of Palmer, Alaska's major annual celebrations. ★

THE VOICES OF ACCOUNTABILITY



THE VOICE OF THE BYWAY COMMUNITY

When the U.S. Secretary of Transportation designates a National Scenic Byway or an All-American Road, that road becomes part of a collection and a member of the byway community.

The Federal Highway Administration and the America's Byways Resource Center promote and foster networking among the byway groups across the country.

As part of the community, you are responsible to each of the other groups, just as they are to you. Together, you may share great ideas, describe lessons learned, pass on tips for success and respond to requests for information.

Staff members at the Resource Center and FHWA frequently receive requests for examples from other byways. If staff members know of a good example, they encourage the two byway leaders to talk with each other. Byway groups are eager and willing to share what they know about what has worked and what hasn't. The Resource Center credits the byway community itself—you—for being generous with your knowledge (a sign of true leadership) and

keeping the non-competitive spirit of the program.

Another effective way to ask for or share information is through the discussion forums at www.bywaysonline.org. Byway leaders receive an e-mail notice when a discussion has started. You probably have read some of them over the past year. Responsibility to the community should also pull you toward action. Post a response and be part of the discussion. The national scope of the program lends itself well to taking advantage of this technology. (See *Vistas*, January/February 2005, page 15 for more information.)



THE VOICE OF THE CORRIDOR/RESOURCE

You're probably familiar with the idea that the essence of the byway is a way to focus on the core of a corridor's significance. This is tied closely to the Intrinsic Quality(s) identified in original nominations for designation and likely to be carefully addressed in your corridor management plan.

Byway groups are responsible to those Intrinsic Qualities and the features and points of interest that showcase them. You are responsible to the road itself and the resources that make it a special place. One way to identify which resources are crucial to preserve and protect is to ask, "Would the place still be the same if that feature disappeared?" Answers to this question may help your group decide when to support or when to oppose a particular project.

Perhaps a byway has been designated for the recreational Intrinsic Quality. The nomination and corridor management plan specifies protection of the forested area immediately

adjacent to the road for hiking and camping. If a proposal was made to log the trees, clearly the place would change and the group would rally to oppose that idea. However, if there was a proposal to widen the road to add bike lanes that did not affect the hiking and camping opportunities, the group would not oppose that idea, and may even offer formal support for it.

It's important to do an inventory of the resources along the corridor with the Intrinsic Quality(s) in mind. Change is bound to occur over time. The key is to know which changes to support and which to oppose—even which to bring about yourself.



THE VOICE OF THE TRAVELER

Of course, the accountability choir has a voice that carries the major melody. When a byway is designated and becomes part of the collection, it welcomes visitors from across the country—and the world. You are responsible to those

visitors as they make their travel plans and when they are on your road.

The description of your byway on the website and in all marketing materials should be true and authentic. People take special care when they plan how they will spend their precious free time. They trust that what they read in your marketing materials is an accurate description of what they will find when they arrive.

Travelers need to know that they will have unique experiences when they visit

America's Byways, including seeing, hearing and touching the Intrinsic Qualities. They will pass the word on to friends and the reputation of the collection will continue to build.

The byway group, upon designation, has signed up to be a steward of the corridor. They have stated to the program that they are ready, willing and able to see that this corridor and its Intrinsic Quality(s) will remain intact and available for the traveler. This is a big responsibility and one that is central to the National Scenic Byways Program.

It's a big choir with many voices calling out for accountability. Here are a few of the voices you can hear.



THE VOICE OF NATIONAL LEADERS

The mission of the National Scenic Byways Program is “to provide resources to the Byway community in creating a unique travel experience and enhanced local quality of life through efforts to preserve, protect,

interpret and promote the intrinsic qualities of designated Byways.”

The program is accountable to the U.S. Secretary of Transportation. By extension, so is each designated Byway. Your Byway mission, vision and goals should align with and support the collection as a whole.

For example, if the primary Intrinsic Quality of your Byway is historic, the goals in your CMP and strategic plan should include measurable objectives about what you will do to preserve,

protect, interpret and promote those features and points of interest. You should offer travelers a unique visitor experience with interpretation of the historic elements and points of interest along the corridor.

If you receive Byway funds from FHWA, the project has been reviewed and approved because it serves the mission of the program. Through your state byway program and your FHWA division office, you will ensure that the funds are spent according to your proposal.



THE VOICE OF LOCAL PARTNERS

Byways, being roads open for public travel, are associated with any number of partners and stakeholders. They might include road management agencies, bodies of government, public land managers or private land owners.

Byway groups need to make an inventory of their current and potential partners. It is important to invest some energy into understanding the partners' missions and interests. Over time, you will learn where the common interests are and how you can work to build shared strength.

Byway groups are responsible to local partners to keep them informed and involved with

implementation of the corridor management plan. You don't want them to be surprised when your marketing efforts show results or when you receive funding for a project they've never heard of. Solicit input from your partners when you conduct regular updates of your plan.

Imagine a byway group that was pleased with the growing number of visitors to their area as a result of marketing the byway experience. At first blush, they can say they have achieved one of the goals of their plan. However, the road was several hundred miles long and much of it was through rural public land with no traveler facilities. There were no rest areas, bathrooms or trash receptacles for long stretches. User-developed pull-offs were beginning to appear with roadside erosion, litter and trails leading into nearby woods and no real toilet in sight. Achieving one goal also brought unanticipated consequences that eroded others.

Imagine if the byway group had worked with the public land agency to raise funds and build a small rest area with pit toilets and trash cans. Litter and roadside erosion could have been reduced dramatically when basic traveler needs were met.

Making the effort to work closely with stakeholders and partners can do two things. First, it can prevent your ideas and projects from being opposed simply because they are not understood. Holding informative meetings and getting on the agendas of other groups' meetings is a simple way to keep lines of communication open. Second, this communication can build support and even gain active involvement from others. When the expected results of a project create a win-win situation, you are likely to get full cooperation now and in the future.



THE VOICE OF INTEGRITY

Integrity ties it all together. National Scenic Byways, All-American Roads, the National Scenic Byways Program, the America's Byways Resource Center, the corridor resources, local

stakeholders, partners and travelers create this hospitable system of connections and responsibilities. We are each accountable to everyone across the system. Each action we take will affect someone else—maybe everyone else.

The chorus of byway voices is made strong and stays in harmony when we each stop to remember our responsibilities and to whom we are responsible. When developing ideas

and making decisions, it makes sense to stop and ask, “Who will be affected if we take this action?”

The strength of our integrity will continue to build the trust that our mission is being served. What we do and how we do it should be consistent with our value for the Intrinsic Qualities we strive to preserve, protect, interpret and promote. ★

A Conversation With...

Ed Hall

**Transportation Specialist,
Division of Transportation at
the Bureau of Indian Affairs**

1 *What is your background, and what led you to your current position as Transportation Specialist, Division of Transportation at the Bureau of Indian Affairs?*

I am an enrolled member of the Mandan Hidatsa and Arikara Nation from the Fort Berthold Indian Reservation in North Dakota. My background is in political science and business with a wide variety of other interests and work/life experiences. During and after college I worked in the restaurant industry, learning the trade from a college pizza pub to a four-star French restaurant. I did some work on political campaigns and advocated for small minority businesses when I first moved to Washington, D.C., in 1983. To understand how to best help small businesses survive, especially those in Indian Country, I found that it was essential to learn the process of government. I worked on a contract identifying American Indian contractors involved in transportation and

coordinated technical assistance and training on federal contracting and the SBA 8(a) program. I worked with my father, who has been involved in tribal transportation both as a federal employee and in private industry most of his adult life.

In 1991, I was shown an advertisement for a newly created position in the Bureau of Indian Affairs to deal with tourism and the beautification of reservation roads. I applied not thinking I would be offered the job, but was hired to start in January of 1992. Originally I intended to stay for two years and go back to private industry. What I have found is an amazing opportunity to work with American Indian communities and help coordinate communications between tribal governments and federal agencies, and state and local government officials.

The changes that have occurred over the past 13 years have encouraged me to continue

moving forward, providing support to tribal infrastructure development. Scenic Byways and tourism offer opportunities in economic development, but most important, help provide a forum to educate others about the history and cultures represented by the first peoples of the Americas. This creates an environment for neighboring communities to discuss mutual issues and find ways to collaborate for maximum benefit.

2 *Tell us about the overall mission of the BIA.*

The 181-year old Bureau of Indian Affairs is the primary federal agency charged with carrying out the day-to-day trust responsibility and maintaining the government-to-government relationship with federally recognized American Indian and Alaska Native tribes by implementing the



federal laws, policies and programs which give the BIA its unique mission: "[T]o enhance the quality of life, to promote economic opportunity, and to carry out the responsibility to protect and improve the trust assets of American Indians, Indian tribes and Alaska Natives (through the delivery of quality services, maintaining government-to-government relationships within the spirit of self-determination).

3 *What is the BIA's involvement with tribal roads, and with a byway designated by the Secretary of Transportation?*

The road systems on or accessing tribal lands are under various jurisdictions. State highways, county roads, city streets, tribal roads, tribal BIA roads, and private roads crisscross tribal lands. The BIA has a direct responsibility to provide support services to the public system of roads on trust property.

The BIA obtains construction and planning funds through the Indian Reservation Roads Program funded by the Federal Highway Administration through the Federal Lands Highway Program. Due to the high level of responsibility provided to trust property, the BIA supports the tribes' planning and contracting of road construction and improvements. Tribal governments are the primary decision makers working with the BIA to prioritize project selection. The BIA supports the tribes' governments in the establishment of byways that are on or access tribal lands. Byways impact much more than the immediate right-of-way of a designated roadway, as viewshed considerations are part of corridor management plans. Development and conservation decisions on trust land are supported by the BIA with the respective tribal government. The BIA should be considered a stakeholder in any byway that impacts tribal lands. Byways that are on tribal lands but under other jurisdictions should not move forward without both the tribe and BIA included as stakeholders in the byway committee or decision-making body.

4 *In what way does the National Scenic Byways Program support the goals of the BIA?*

The National Scenic Byways Program provides a framework for community involvement in planning, and identifies tribal communities and individual tribal landowners as stakeholders in the corridor management plan. The federal government works on a government-to-government basis with tribal governments, and many times tribal communities are left out of the dialogue or process. It is common to see a resolution from a tribal government passing for community involvement. Including tribal communities in the process assures that a project or initiative is supported by a broad base that is not easily influenced by political change. Meaningful involvement includes input into the interpretation of the intrinsic values associated with a byway. Tribes have so much to offer and add a layer of history to the

interpretation of any landscape within the United States. In many cases, that layer is still vital today and American Indian people have a contemporary story to tell as well. Tribal community involvement provides education essential to increasing the knowledge base of the American public about the indigenous peoples of this land. The BIA would be in a better position to support the interests of Indian Country if the general public understood and appreciated the history and contributions of American Indian people and their cultures. The BIA provides support to tribal communities to help them attain self-determination and develop sustainable economies, creating jobs and improving their quality of life. The National Scenic Byways Program provides an opportunity to promote Indian Country tourism and introduce the traveling public to tribal communities as part of this nation's effort to market to the international visitor. The corridor management plan is also an excellent model for tribal communities to develop their own land-use planning and community involvement process recognizing a wide variety of stakeholders in a coordinated planning effort.

5 *What is the best approach for local communities and byway leaders to involve tribes?*

There are over 562 federally recognized tribes in the United States. In addition, there are many state-recognized tribes, and tribes that may not be recognized but are historically identified and acknowledged. The United States has a government-to-government relationship with federally recognized tribes and therefore respects and engages with protocols to work with a tribal government's leadership to begin communication. Many informal relationships may also exist at the tribal community level to facilitate communication. The BIA can assist in providing contact information or providing introductions where necessary.

Asking tribal leadership to assign or identify the person or office that will handle the project will also help to ensure continued involvement and communication. Beyond that, I would also seek to identify tribal community leaders who are likely to support or should be informed of a project.

6 *What services does the BIA offer that byways can tap into?*

We have 12 regions with Regional Directors and staff to provide support services to tribes. In addition, there is my office within the Division of Transportation and I can help facilitate communication as well. The BIA Indian Reservation Roads Program provides support to the tribes in transportation services and planning. Our office should be considered a partner to the tribe as stakeholders in any scenic byway crossing tribal trust lands. The BIA is the conduit for federal funding to access tribal governments through a Public Law 93-638 contract. This contracting vehicle makes it possible for states to access discretionary funds, such as National Scenic Byways Program grants, Public Lands Highway Program funds, transportation enhancement funds, etc., and offers tribal governments the ability to contract a project independently. The BIA also



Ed Hall, Transportation Specialist, Division of Transportation at the Bureau of Indian Affairs

are excellent sources for assisting in facilitating communication, providing technical assistance and training, and directing information to the tribes in their coverage regions.

7 *If you could send one message to National Scenic Byways, what would it be?*

Please follow the guidelines of the corridor management planning process and include tribes and tribal communities at the earliest possible opportunity. When working with tribal governments, please include and inform the BIA as well. This partnership will help facilitate successful project development and smooth the way for streamlined communications and processing of support services. Corridor management plans should not be approved without a complete inclusion of stakeholders, which is not limited to the ownership of the right-of-way, but vested parties in the viewshed as well. Your efforts will be greatly rewarded with a successful project and the inclusion of a rich heritage that inspires travelers from the world to visit and learn about our country. ★

The BIA provides support to tribal communities to help them attain self-determination and develop sustainable economies, creating jobs and improving their quality of life.

provides support funding to the Tribal Technical Assistance Program (TTAP), with seven centers throughout the United States working with tribal governments. These TTAP centers

Take A Sunday

Discover and Explore Ohio's Byways At

By Paul F. Staley, Section Chief—Ohio Department of

What do the Indians, Cavaliers, Browns, the Rock and Roll Hall of Fame, the Drew Carey Show and the 2005 National Scenic Byways Conference have in common?

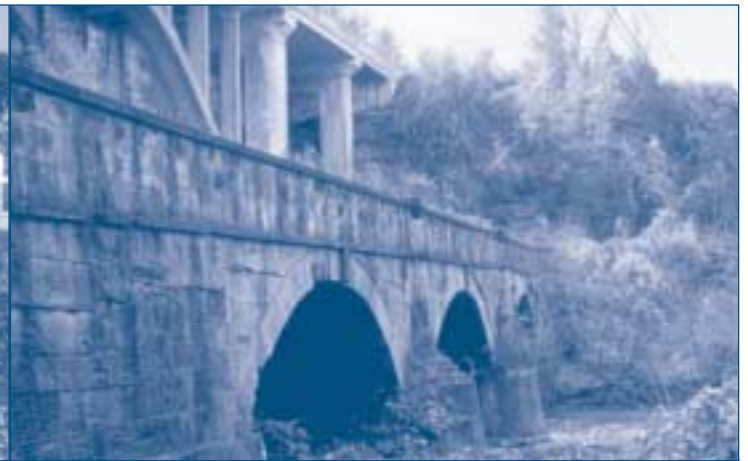
The answer is they are all located in Cleveland, Ohio. Ohio is honored to be hosting the National Scenic Byway Conference October 16-19, and I cordially invite the entire byway community to attend.

Ohio has a total of 21 designated byways, including three National Scenic Byways: Ohio & Erie Canalway, Ohio River Scenic Byway and Amish Country Byway. The Historic National Road is Ohio's All-American Road. A total of more than 1,500 miles of county, state and township roads have received byway designation in the Buckeye State.



The community of Zoar was established in 1817 by a group of German immigrants who fled their native country seeking religious freedom. Today, the Ohio Historical Society maintains the 12-block historic district and interprets mid-19th Century life. © August 1993. National Park Service, RTCA.

The Ohio & Erie Canalway begins in downtown Cleveland near Lake Erie. The 110-mile byway closely follows the approximate path of the Ohio & Erie Canal. The canal system, which dates back to the 1800s, was an important mode of transportation for goods and services. The Ohio & Erie Canal Reservation, located along the byway, highlights the history of the steel and oil industry in Cleveland. Part of the byway runs through the Cuyahoga Valley National Park, the third most visited national park in the United States. Other worthwhile sites to visit in the area include Cuyahoga Valley Scenic Railroad, Hale Farm and Village, Akron and Cleveland Museum of Art, Jacobs Field, Zoar Village, Warther Carvings Museum, Pro Football Hall of Fame, Cleveland Natural History Museum, Cleveland Zoo and area metroparks. This byway offers something for everyone.



The Blaine Hill Bridge in Belmont County served National Road travelers for well over 100 years. It is the state's oldest bridge and recently was named the state Bicentennial Bridge. © 2001. HRG Consultants, Inc.

Ohio's 227 miles of the **Historic National Road**, the road that helped build America, is part of the 700-mile Historic National Road—an All-American Road. The Road allows visitors to travel back in time. It represents Ohio's portion of the first federally funded interstate highway, built in the early 1800s from Maryland to Illinois. One of several stretches of original roadbed, Peacock Road (just west of Old Washington) allows visitors to experience a little of what nineteenth- and early twentieth-century travel must have been like. The recently restored Blaine Bridge, Ohio's oldest standing bridge, was constructed in 1828 and stands just off U.S. Route 40 about 15 minutes from the West Virginia border. The National Road Zane Gray Museum in Norwich is the only museum along the entire National Road specifically constructed to interpret National Road history. John Glenn's boyhood home is located on the National Road in New Concord. Historic S-bridges, the Ohio Statehouse in Columbus, the Springfield Heritage Center, the Pennsylvania House (a restored inn and tavern museum), old taverns, historic houses and pike towns are all part of the Historic National Road driving experience.

Drive Any Day

The 2005 National Scenic Byway Conference

Transportation and Ohio State Scenic Byways Coordinator

During—as well as before and after—the conference, attendees will have the opportunity to experience the many intrinsic qualities of Ohio's Byways.

These descriptions below are not exhaustive, of course, but at least give you a flavor and taste of Ohio's Byways. I look forward to seeing everyone in October. Who knows? Maybe we can try to catch a Cleveland Indians World Series Game (well, I can keep dreaming...).

For more information about Ohio Byways, log on to www.ohiobyways.com, or contact me directly at paul.staley@dot.state.oh.us. For Ohio travel and tourism information go to www.discoverohio.com or phone 1-800-BUCKEYE.



A couple enjoys a walk through the autumn leaves along the Ohio River. © 1999, Jim Keith.

The Ohio River Scenic Byway is one of the longest byways in the country and closely follows the Ohio River from East Liverpool to Cincinnati. Great views of the river can be seen along most of the byway. The Old Fort Steuben in Steubenville serves as a gateway to this byway and offers historic reenactments, interpretive center, restored buildings and an archaeological dig. Several prehistoric Indian sites are scattered throughout the byway corridor. The byway highlights the importance of the underground railroad with the Rankin House and John Parker House in Ripley and the newly opened National Underground Railroad Freedom Center in Cincinnati. The cottage where Ulysses S. Grant was born is located in Point Pleasant, about one hour east of Cincinnati. Other significant attractions include the impressively large historic Portsmouth murals painted on the flood walls in downtown Portsmouth, several area locks and dams along the river, the Ceramics Museum in East Liverpool, downtown Marietta and other historic homes and communities along the Ohio River region. The scenery along the Ohio River is beautiful, especially during October.



A dark buggy approaches out of the mist on a stormy day. © August 2004, Luis Herrero.

The Amish Country Byway located in Holmes County is home to one of the largest Amish communities in the world. Traveling this very scenic byway, particularly in the fall, captures a truly authentic cultural experience. Visitors can experience firsthand the Amish-Mennonite history by visiting the Behalt at the Mennonite Information Center, a few minutes from Berlin. The Behalt is an incredible 265-foot detailed mural-in-the-round that interprets the history of the Amish-Mennonites. The Killbuck Museum has impressive displays of fossils, artifacts, mastodon bones and a zoology display. The Victorian House Museum in Millersburg, listed on the National Historic Registry, is a stunning Victorian house with 28 antique-filled rooms. The quaint towns of Charm, Berlin, Millersburg and Walnut Creek offer great shopping opportunities and places to enjoy good food, including authentic Amish-made breads, pies and cheese. ★



Check out conference highlights on back!

2005 Calendar

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

JULY

July 20-23, 2005

2005 Midwest Environmental Education Conference
Mason City, Iowa
For more information, contact Carol Schutte
schutcar@miacc.edu or (641) 422-4319

July 27-30, 2005

TrailLink 2005
Rails-to-Trails Conservancy
Minneapolis/St. Paul, Minnesota
For more information, please visit:
www.railtrails.org

AUGUST

August 27-30, 2005

NADO Annual Training Conference
Seattle, Washington
NADO Research Foundation
For more information, please visit:
www.nado.org/meetings

SEPTEMBER

September 21-22, 2005

National Scenic Byways Designation Event
Washington, D.C.

September 26-28, 2005

7th Annual American Indian Alaska Native Tourism Conference
Hollywood, Florida
GLITC, Inc.
For more information, please visit:
www.alanta.org

September 27-October 2, 2005

National Preservation Conference 2005
Portland, Oregon
For more information, please visit:
<https://www.nthpconference.org/GeneralInfo/>

OCTOBER

October 5, 2005

Walk to School Day
Nationwide
For more information, please visit:
www.walktoschool-usa.org

October 6-8, 2005

U.S. Cultural & Heritage Tourism Summit
Washington, D.C.
For more information, please visit:
www.uscht.com

October 9-12, 2005

43rd URISA Annual Conference
Kansas City, Missouri
Urban and Regional Information Systems Association
For more information, please visit:
www.urisa.org

October 12-14, 2005

Watchable Wildlife Conference
Virginia Beach, Virginia
For more information, please visit:
www.watchablewildlife.org

October 14-17, 2005

Land Trust Alliance Rally
Madison, Wisconsin
For more information, please visit:
www.lta.org/training/rally.htm



October 16-19, 2005

2005 National Scenic Byways Conference
Cleveland, Ohio
For more information, please E-mail
center@byways.org

October 20, 2005

State/FHWA Coordinator Workshop
Renaissance Cleveland Hotel
Cleveland, Ohio
For more information, contact
Bethaney Bacher at
bethaney.bacher@fhwa.dot.gov

October 26-28, 2005

TIA Marketing Outlook Forum
Seattle, Washington
For more information, please visit:
www.tia.org

October 28-31, 2005

6th International Public Market Conference
Washington, D.C.
For more information, please visit Project
for Public Spaces: <http://www.pps.org>

NOVEMBER

November 4-8, 2005

NTA Annual Convention
Detroit, Michigan
For more information, please visit:
www.ntaonline.com

November 8-12, 2005

National Interpreters' Workshop
Mobile, Alabama
For more information, please visit:
www.interpnet.com/nlw2005/

November 29-December 1, 2005

RVIA 43rd National RV Trade Show
Louisville, Kentucky
For more information, please visit:
www.rvia.org

2006

February 1-4, 2006

Go West Summit
St. George, Utah
For more information, please visit:
www.gowestsummit.org

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CATCH YOUR INFORMATION STATION

Tune in!

CLEVELAND, OHIO • OCTOBER 16-19

- Register before August 15 and SAVE!
- Order your conference T-shirt now for only \$13. Proceeds benefit the Ohio Canal Corridor.
- The Poster Sessions are back! Learn about innovations, successes and challenges from your peers.
- For things to see and do in Cleveland, visit www.travelcleveland.com.

- Come early or stay late! Take a drive on some of Ohio's many scenic byways. For information, visit www.ohiobyways.com or www.byways.org.

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