

VISTAS



AMERICA'S BYWAYS

MAY/JUNE 2003

What's Inside:

Along The Way	2
Typical Destination Research Project Outline	3
NEW PUBLICATION	
<i>Scenic Byways: A Design Guide for Roadside Improvements</i>	4
Off the Shelf	5
Promoting America's Byways	6
Planning For Success: A Few Lessons from the 2003 APA Annual Conference	6
Capital Corner	7
Driving the Byways	8
Byway Organizations	10
New Mexico Expands Scenic Byway Program	11

Practical Marketing Plans for Byways



Byways start with plans. Plans about the vision for the corridor, plans for the organization, plans for work programs, plans for projects. Marketing strategies should be no different. When deciding who to market to and how, it requires careful planning; however, one of the most overlooked aspects of marketing is the plan.

What is Marketing?

Let's start with the basics of marketing and marketing plans. Many a byway has made the statement, "We don't want any more visitors, so why do I need to worry about marketing?" Well, the reality is that marketing is part of our everyday lives and is not used for the sole purpose of getting visitors.

All of these audiences are important to your byway and help accomplish your goals at some point. When looking at your byway's work plan, it is important to realize the audience that you need, and, accurately market your idea to them.

For the purposes of this article, let's define marketing in the following way: **Marketing is about influencing a specific audience to act.**

This is different from *interpretation*, which is informing and educating an audience. The act of marketing strives to use a variety of methods to convince some group of people to do something you want.

How many of the listed groups does your byway wish to influence to help you accomplish your goals?

relies on messages and images to help us make decisions. There is a great deal of competition out there for your message. Do you think that companies like Coke and Pepsi spend millions on advertising and public relations because they like to? The reality is that they have to. Believe it or not, if Coke or Pepsi stopped promoting their message, we would actually buy something else.

- *A good rule to keep in mind is that an average person has to be confronted with a message six (6) times before he or she will remember it. How often is your byway's message heard?*

When to Create a Marketing Plan
Create a marketing plan any time you identify a goal that requires involving another audience. A marketing plan is a tool to get to the result after you answer the question: What do you want to accomplish or change?

Keep in mind that you may have 2, 3 or even 4 different objectives that need marketing plans—be prepared to have many working documents.

Are They Expensive?

No, marketing plans are not always expensive. Marketing plans are simply an element of your work plans. In most cases, a committee can create a marketing plan. Depending upon the goal, however, the marketing plan may be more elaborate. If the goal is large and requires research or large amounts of dollars to accomplish, you may want to consider looking for outside help.

Many a byway has made the statement, "We don't want any more visitors, so why do I need to worry about marketing?" Well, the reality is that marketing is part of our everyday lives and is not used for the sole purpose of getting visitors.

Examples of audiences that are as (if not more) important as visitors, which require the same attention and savvy, include:

- Community groups
- Your byway's membership
- Local political leaders
- Businesses of influence
- Media
- Potential partners

Remember that Your Project is Not on the Top of Everyone's Mind

In today's society, we are confronted with hundreds of messages and images suggesting that we do something everyday. Think about all the signs, tag lines, images and jingles you hear and see just on the way to the office. Whether we like it or not, we are a society that

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ALONG THE WAY *Staff Notes*

by Chel Ethun, Byways Resource Specialist

Communication Is Key

Recently I gave a presentation to a group of fifth graders at a local elementary school about something that has absolutely nothing to do with byways. I was asked to come speak about a recreational pastime and passion of mine, dog sledding. We were busy in our office preparing for the national conference this May among other things, and I really did not prepare anything formal in advance. It was a subject that I knew like the back of my hand and hey, they were fifth graders. So off I went with truck, gear and dogs and spoke for a half hour each to three classes. The format became something routine by the last class, but by no means the same.

What I found when opening the thank-you cards crafted by the fifth graders was shocking and a good

lesson for all of us in the byway community. The kids were asked to state one thing they learned during the presentation and what they liked best. To my astonishment, there were three very distinct categories mentioned. I could neatly sort their responses into piles, each a specific fact from the presentation.

I had no plans when rushing off to talk about this subject and I didn't think about what the end result would be. There is so much about dogsledding that the kids missed. The lesson I learned was that when we are passionate about something, we should not take for granted that we will always get our point across. Byways are such a complex subject and many of us are so involved with our byway projects and plans that we don't really think about how we communicate what we are doing.

When we talk to groups or individuals, we need to remember that they don't have the whole picture or the passion that we carry. What elements do we want our captive audience to remember? What is important? People are busy. Even in an informal conversation, we can be distracted by side events that characterize our memory of that conversation. If you could imagine thank-you cards coming from the people you speak to about your byway, what would they say?

Communication is a key element in how our society operates. We receive messages everyday in the form of radio, paper, television, Internet and conversations on the street. In the byway community, we focus on telling our byway story through interpretation and other lasting materials along the corridor; however, we often miss the important job of telling our byway

story in our everyday encounters with community leaders, civic groups, casual conversations and the like. These seemingly small interactions can drastically characterize how well the rest of our projects are received or interpreted.

As one boy put it in his thank-you card, "I learned everything you said." Now the real question becomes, what was I really saying? ★



Chel Ethun
Byways Resource Specialist

Practical Marketing Plans for Byways continued from pg. 1

Creating a Marketing Plan

The following is a simple outline of steps to take and questions to ask when developing a marketing plan.

Identify Your Market

- Who is interested in your byway and/or your byway's issues?
- Where do they come from?
- What do they like?
- How do they like to receive information?

Identify Your "Brand"

- Be realistic
- Have some fun
- Keep your customer in mind
- Learn to laugh at yourself

Identify Your Desired Goals and Outcomes

- What effect are you trying to create?
- What do you want changed?
- What would be success in your organization's eyes?

Brainstorm Methods

- How can you get what you want?
- Be wild and crazy
- Think BIG
- Think out of the box

- Remember all media available—try to brainstorm as many ideas as possible using those mediums

Possible media include:

- Press release
- Special event
- Print advertisement
- Broadcast
- Web advertisement
- Contest
- Special communication plan
- Promotional material

Test Your Ideas Against Your Audience

- How well will an idea work with your audience?
- Is the method one your audience would be interested in?
- Is your idea a "slam dunk" with your audience or merely a shot off the board?

Create a List of Partners to Help Get Your Ideas Done

- Financial
- In-kind donors
- Other marketing partners
- Friends of your byway

Rank Your Ideas and Set a Timeline

- Take the best of your ideas and put them in a calendar
- Identify who will get them done and which partners you might use
- Be realistic about the time you have and what you can accomplish

Identify Go/No-Go Steps

- Successful plans have checkpoints along the way
- Create steps in your individual goals that can be monitored, so that you can abandon a project before it is too late
- Identify a keeper of the plan who can adjust time schedules and monitor success

Crafting the Plan

Now you can finally write it down!

A plan should include:

- Audience description
- Goals/outcomes
- Description of specific objectives
- Detailed timeline
- Description of tools and partners ★

A SUCCESSFUL MARKETING PLAN ADDRESSES THESE TOPICS:

- **WHO YOU ARE:** Importantly, first define a clear picture of your byway for your audience. One of the biggest mistakes is to assume that an audience sees you one way, but the group actually pictures you as something completely different.
- **WHAT YOU WANT:** Within the larger work plan, what specific goals are you trying to accomplish with this audience? What are your expected outcomes?
- **WAYS TO GET THERE:** Look at all methods that will help you to accomplish your goals.
- **TOOLS YOU CAN USE:** These are the specific tools (brochures, PR campaigns, partners, etc.) that help your byway accomplish the goals.
- **REALITY CHECKPOINTS AND EVALUATION:** A must for any work plan is to have ways to measure success and failure—during the project and afterward.

Typical Destination Research Project Outline

by Judy Randall, Randall Travel Marketing Services

Editor's Note: Many byways ask the question, "How do I get good research information about visitors?" The following is one example of an exhaustive method to gather that data and apply it to your plans.

This excerpt is used courtesy of Judy Randall of Randall Travel Marketing Services. Judy spoke at this year's National Scenic Byways Conference on Effective Marketing Strategies with Little or No Money. In addition, Judy will be a guest speaker for a special telemarketing workshop available for byway leaders on marketing research. To view the entire article and review the other resources available, visit the Randall Travel Marketing Web site at www.rtmnet.com.

The objective for most of the destination tourism research projects conducted is to determine the most effective positioning and branding for the destination as well as to develop a strategic marketing plan.

The outline for a typical research study includes:

1. Reconnaissance

- Mystery shopping, site evaluation and documented report, for example. This is a comprehensive look at what the visitor typically encounters at your destination. The researcher analyzes and documents elements such as gateways, signage, and the real experience visitors have at your visitor centers, attractions, hotels, restaurants, etc. Findings should be fully documented and presented to the local industry.
- Additionally, intercept interviews are conducted at random with visitors found during the reconnaissance visit.

2. In-depth analysis of status

- Growth of tourism over the past 5 years
- Growth of infrastructure
- Tax relief to local community resulting from tourism

3. Scientific, quantified research

Surveys sent to random samples of inquirers and visitors over a one-year period to document visitor profile, conversion statistics, visitor expenditures, and comprehensive product perceptions.

4. Lodging property survey

A survey is sent to each lodging property to determine market mix (percentage of total lodging booked for business, convention, group, leisure, etc.), monthly occupancy, top feeder markets, and average daily rates (ADR).

5. Written evaluation of current marketing efforts and materials and recommendations

6. A comprehensive strategic plan developed based on research results

DELIVERABLES

The typical destination tourism research project final report includes the following:

Current Status:

- Organization/destination overview and comparisons to other similar destinations
- Analysis of marketing history and tourism revenue growth for past five years

Lodging Property Report:

- Market mix analysis
- Monthly occupancy
- Average daily rate (ADR)

Visitor Research Report:

- Profile of current and most likely potential visitors
- Visitor origin points
- Rank order of sources of information used for trip planning
- Visitor conversion statistics (segmented by conversion of previous visitors and new visitors)
- Party size and average length of stay
- Visitor spending statistics (by segment including lodging, dining, transportation, retail, and attractions)
- Rank order of visitor interests
- Satisfaction rating of attractions and events
- Mode of travel

- Overall strengths and weaknesses of destination
- Most desired new products
- Demographics (age, sex, income, occupations)
- Most effective marketing messages and tools

Strategic Marketing Plan Containing:

- Specific recommended marketing objectives
- Profile of targeted audience(s)
- Recommended market positioning and strategies
- Recommended product development strategies
- Recommended organizational strategies
- Recommendations for tracking and measurement

RESEARCH FUNDING METHODS

"I don't have the money in my budget to do research" is a phrase that is heard all too often. The reality is that most destination marketing organizations (DMOs) are under-funded and have to make use of every dollar for outreach in an increasingly competitive market. Unfortunately, this situation forces the DMO to continue implementing an outreach program that has not been consumer tested. Without research you are guessing!

The funding approaches outlined here have been used successfully to implement research projects without adversely affecting their immediate program of work. Most methods rely on involving partners in the project.

Fiscal Year Bridge

Research projects take weeks and months to complete and are not paid for in one payment. Many research projects are bridged across two fiscal years with half of the project funded in each year.

City/County Partnership

Co-op a research project with shares of the funding coming from one or more of the following organizations: CVB/DMO, City Government, County Government, Economic Development Commission, Chamber of Commerce, Downtown Development Authority, Civic Club.

Public/Private Partnership

Co-op a research project with funding coming from one or more investors that can include the following: CVB/DMO, local government, attractions, festivals/events, lodging properties, restaurants.

Regional Partnership

A DMO can provide leadership in its geographic region by spearheading a regional research project. Regional research can be statewide, or include a number of counties that share some geographic similarity. Depending on the number of partners involved in the funding, the fee per participant can be as low as \$1,000.

Grant Funding

Many communities have foundations that are set up to fund economic development projects and national foundations have been known to provide research funding. Local, State and Federal programs are in place in some regions to fund economic development and tourism research. Contact your local or regional development and/or tourism government agencies to see if your proposed research project fits the criteria for any funds that may be available.

★ NEW PUBLICATION NOW AVAILABLE! ★

Scenic Byways: A Design Guide for Roadside Improvements

Scenic Byways: A Design Guide for Roadside Improvements, published this year, is now available through America's Byways Resource Center. This publication was developed to assist planners, designers and byway organizations with techniques and ideas for designing visitor facilities and roadway improvements so that they complement the special qualities of their byways. The *Design Guide* was funded by FHWA's Federal Lands Highway Program with the USDA Forest Service San Dimas Technology & Development Center as the project leader, in partnership with the US Fish and Wildlife Service, National Park Service, the Bureau of Land Management and the Bureau of Indian Affairs. While the *Design Guide* was developed to assist byway designers and managers on public lands, the principles and ideas are helpful to all byway efforts. The following is an excerpt from the book.

Roads are designated as scenic byways because of their unique, intrinsic qualities. By designation, we invite the public to visit, experience and appreciate these special places. But designating a road as a scenic byway is only one step in a continuing process to maintain and enhance these corridors and the quality of the experience for travelers.

Byway Design Considerations
Planners and designers are faced with creating a unique, recognizable byway image while sensitively integrating facilities into the surrounding landscape and local communities. They have a responsibility for choosing

materials and construction that will result in longevity and minimize resource consumption. They must also design the byway to safely accommodate a variety of visitors with differing needs and interests who experience the byway through a variety of modes of transportation, from cars and RVs to bicycles and motorcycles.

Planning and designing scenic byway roadside improvements involves a careful analysis of visitor needs and potential use patterns, resource access and protection, facility operation and maintenance requirements, aesthetics, the appropriateness of built features, and the economic impact to the local community.



The rock wall at this overlook melds into the rock outcrop, reflecting the character of the sweeping sandstone landscape of Utah's Highway 12 Scenic Byway.

The corridor management plan (CMP) and interpretive plan set the foundation for the types and locations of roadside improvements. In the design phase, the specifics of site design and materials are determined as they relate to the goals of the CMP. Careful integration of the goals and objectives will greatly enhance the visitor's experience of the byway.

The following are important considerations that will guide the design for byway facilities:

Identity

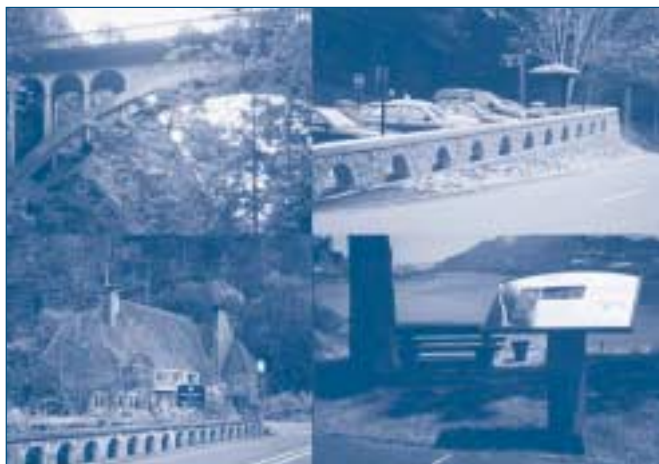
Identity can be characterized as the image or theme that captures the character or personality of the byway: logos, colors, materials, signs, architectural character and graphic style are all elements of a byway's identity. Each element conveys a unique feeling that

adds to how visitors perceive and remember your byway. A clear identity also makes it easier for visitors to quickly recognize that they are on the byway and to find their way.

Consistency

The byway's identity should be apparent throughout the entire byway, even when it encompasses a variety of elements and environments. It may be necessary to vary some of the elements so that each facility fits its purpose and location. These elements, however, should retain some characteristics of the byway's overall identity. For example consider:

- Using the same logo but another color.
- Use a different sign base but keep the same sign design profile.



The bridges of the Columbia River Gorge inspired the use of an arch silhouette and stone in the design of roadside features along the Historic Columbia River Highway (upper left). These consistent design features give a visual unity to built features, and help travelers recognize byway opportunities.

- On buildings, use the same materials, but change colors to blend into the surrounding environment.
- Graphic elements need to be consistent, such as type style, artistic approach and color pallet.

Repeating elements of the byway's image gives everything a more unified and organized appearance, lets visitors focus on the information being presented, and creates a more memorable experience.

Regional Character

One of the main reasons people travel scenic byways is to experience the unique character of a particular area. Byways highlight the special physical and cultural aspects of a region and should seek to protect these assets by resisting the homogenous development that can make one part of the country look like another.

Look for regional character in the landscape forms and traditional architecture along your byway. They can be used when designing facilities to perpetuate the unique character of the region. Motorists on scenic byways are seeking something novel and "real" and want to learn about the uniqueness of your particular area.

Architectural Theme

The architecture of facilities and structures along the route should reinforce the identity of the byway. Visitors should recognize that a structure is part of the byway without having to read the sign.



The entry detail of the Coldwater Ridge Visitor Center suggests the volcanic eruption and resulting crater at Mount St. Helens (in the background).

The style need not be unusual to be effective and noticeable. It may be more desirable to use the local architectural theme to blend in and complement other structures.

Structures do not need to be exactly the same to present a consistent image. In fact, some variation will add interest and allow each structure to fit in its surroundings. Repetition of design elements, such as roof pitches, colors, materials, column treatments, window details, etc., will visually tie the structures together.

Appropriate Level of Development

The context of the site, visitor use, and visitor expectations determine the level of appropriate development. Remote sites may not require many amenities. In fact, the added amenities could

detract from the experience because they interfere with the solitude and level of naturalness that the visitor is seeking. As the number of visitors or the site's proximity to a populated area increases, more site amenities are expected and needed. These added amenities could include lighting, flush toilets, water fountains, pay phones, vending machines, dog walks, etc.

The Challenge Remember:

- To include your partners and stakeholders as you begin the design process. Enlist their advice; integration of their ideas will improve your projects.
- That your organization is the connection between the planning, the passion and the final projects along your byway. As

the "keepers of the vision" it is important to work closely with the design professionals through all stages of project design and implementation.

The time you spend in careful planning and design will help preserve the special qualities of your byway, making traveling a more enjoyable experience for your visitors for years to come.

Copies of Scenic Byways:

A Design Guide for Roadside Improvements are available through the America's Byways Resource Center. Contact Jeanine Buck by email at jbuck@byways.org or by phone at 1-800-4-BYWAYS (1-800-429-9297) Press 5; or call her direct line at 1-218-625-3310 to request a copy. ★

Off the Shelf

Community Culture and the Environment: A Guide to Understanding Sense of Place

2002, United States Environmental Protection Agency EPA 842-B-01-0003

This new 300-page resource available from EPA focuses on understanding community sense of place and how to identify and understand community attitudes, values and behaviors and incorporate them in your community plans.

An extensive tool kit for assessing your community's culture fills out the bulk of the workbook. Activities such

as creating an assessment team, worksheet examples for surveys and analysis and various methods for gathering data and developing the public participation are included. Case studies of success stories demonstrate different ways in which the method has worked and can be applied in the field.

Community Culture and the Environment is available from the National Center for Environmental Publications and Information by calling 1-800-490-9198 or by mail to NCEPI, U. S. EPA Publication Clearing House, P.O. Box 42419, Cincinnati, OH 45242. ★

Promoting America's Byways

The Federal Highway Administration has contracted with Fleishman-Hillard (FH), a public relations firm, and the Dan Rosenthal Company (DRC), an advertising agency, to help promote America's Byways. The purpose of this initiative is to assist in implementing the National Scenic Byways Program marketing plan. In October 2002, FH and DRC held a brand communications summit to validate the strategy and direction of the marketing



campaign. The session allowed the group to develop a new tagline – "America's Byways: Come Closer." This call-to-action provides individual byways with the opportunity to tailor the message to reflect their own distinct characteristics (e.g., Come Closer – We Have Mountains to Hike). The brand celebrates the diversity of each road while unifying all of the roads under a shared thematic umbrella. Since then, press kit folders, letterhead and address labels have been developed. We are currently in the process of completing a program brochure that targets the media and travelers and a customizable brochure that can be used by byways. Raising awareness and promoting America's Byways is an important aspect of the marketing campaign. A number of tactics to attract media attention have been developed and employed. An editorial calendar, which features a variety of seasonal topics related to the

byways, including fall foliage, family trips and winter drives has been developed. FH continuously responds to reporters' queries for story ideas, offering travel tips, America's Byways spokespeople, photographs and other relevant information.

Through this outreach, we have secured articles in *Self* magazine, *Better Homes & Gardens*, the *Cleveland Plain Dealer*, the *Pittsburgh Post Gazette* and *Endless Vacation*. We also have strong interest from reporters at *National Geographic Adventure* magazine, *Child* magazine and the *Chicago Tribune*. FH has been in contact with a producer at the game show, *Jeopardy!*, who has expressed interest in featuring a category on America's Byways.

A new look for www.byways.org is being developed. The new Web site captures the spirit of the "Come Closer" theme. We are creating an e-newsletter for the

local byway community and for the general public. The e-newsletters will provide the community with current information about the program and direct the traveler to some of the most fascinating spots along America's Byways. Both the Web site and the e-newsletters feature incredible photographs of the byways—sure to inspire anyone to plan a trip.

With an effective media strategy in place, and collateral materials ready to use, the America's Byways communications and marketing campaign is encouraging travelers to "Come Closer" and see what the byways have to offer.

For additional information about the America's Byways marketing and communications initiative, please contact:

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★

PLANNING FOR SUCCESS

A Few Lessons from the 2003 APA Annual Conference

Late in March over 4,000 people gathered in Denver, CO for the American Planning Association's 2003 National Planning Conference. Learning venues included workshop sessions, mobile workshops, exhibit hall and special meetings and events for planners from across the country. Several folks from the Scenic Byway community attended the event, and related workshops were among the choices for participants. Sessions included "Promoting Rural Planning through Scenic Byways" and "Rehabilitating an Aging Urban Scenic Parkway."

Not surprisingly, common messages came through during the conference regardless of the specific topic or type of project that was being presented. Those messages included:

- Have a clear and compelling vision. The organization mission will typically stay the same for the long run. As goals are

achieved, the vision will need to be updated to pull the organization forward and to continue to make desired change. This will require more planning!

- Build and foster solid leadership. Leaders, especially in grass-roots organizations such as byway groups, often come from unexpected places. Look for technical skills and expertise, stable character traits (such as integrity and consistency) and interpersonal skills—all three are necessary to be an excellent leader.
- Create a concrete plan with goals, objectives, timelines, resources needed, persons responsible and a system for evaluation.
- Check the plan at regular intervals and be responsive to evaluation findings.
- Be flexible, but not to the point where people become confused or frustrated by frequent and unexpected changes.

- Get community (stakeholder) input early and via an ongoing basis. Involving and informing people about the plan helps the group anticipate and manage conflict, which builds long-lasting support.

An often-repeated quote among planners in all fields comes from Lewis Carroll's *Alice's Adventures in Wonderland* (1865).

"Would you tell me which way I ought to go from here?" asked Alice.

"That depends a good deal on where you want to get," said the Cat.

"I really don't care where," replied Alice.

"Then it doesn't much matter which way you go," said the Cat.

The American Planning Association is an excellent source for workshops, training and books to help with any planning process. For example, the Planners Book Service

Catalog contains well over 330 books, workbooks and videos. Categories listed include:

- Citizen Participation
- Commissions & Boards
- Design Resources
- Economic Development
- Environment
- Finance
- General Planning
- Growth Management
- Land Development
- Land Use Law
- Management
- Planning Tools
- Smart Growth
- Tourism Planning

The 2004 APA National Planning Conference will be held April 25-28 in Washington D.C.

More information about the American Planning Association and planning-related resources are available on the organization's Web site at www.planning.org or by calling (312) 786-6344. ★



Virtual Tours: An Idea Worth Pursuing

by Mary Beth Seibert, American Recreation Coalition

Ideas for byway projects can come from many directions. Here in Washington, where the cross-pollination of ideas is commonplace, we are always on the lookout for innovative solutions and up-and-coming technology applications. And because so many projects with national significance get their start here, we have the opportunity to get acquainted with some pretty interesting stuff early in the game.

For example, we recently played a supporting role in *American Frontiers: A Public Lands Journey*, a project designed to draw attention to the beauty and diversity of our public lands through a 3,000-mile trek. The project was a huge logistical challenge involving many organizations, volunteers and public agencies, all working to coordinate the efforts of two teams trekking only on public lands starting at the Canadian border and the Mexican border. The teams finally joined up in Salt Lake City on National Public Lands Day after a six-week journey. Our involvement in this project brought us into contact with folks representing TerraFly, a product developed by Florida International University's High Performance Database Research Center. The TerraFly program uses high-resolution imagery from the U.S. Geological Survey (USGS) and allows Web users to "fly over" an area using an ordinary Web browser. During the American Frontiers trek, visitors to the official Web site could track the progress of the two teams' journeys using a special application developed by TerraFly.

It did not take us long to realize that TerraFly had great potential in the scenic byways arena as well.

Special features of TerraFly include the ability to customize information overlays, to develop unique icons representing various points of interest, and to provide clickable and hyperlinked access to html pages with detailed information on the location clicked. We began to investigate additional partners interested in a new "virtual tour" pilot project.

first virtual tour. After developing criteria and consulting with several byways, we decided to invite the Logan Canyon National Scenic Byway to participate in the pilot project.

The pilot effort, showcasing both TerraScope and TerraFly technologies, is now well underway. Many of you had the opportunity to explore the

byway, using the artificial terrain display technology. In some places, the "flight" or "drive" may be supplemented with a real-time observation from a Web cam placed on the actual byway.

Along the virtual journey, the visitor can click on any of the icons, including some that offer audio clips, telling the byway's story and mine rich sources of information. A click on a hotel or B & B icon hyperlinks the visitor to that facility's Web page, even offering online reservation potential. Or, for example, clicking an icon for a state park along the byway brings the visitor to a Web page providing information on the park's facilities, programs and special events.

It is likely that a virtual tour similar to Logan Canyon's could be replicated for any of the byways at reasonable cost, and could be made available on the Internet by the end of 2003. For more information on the pilot project, or for access to a demonstration site, please feel free to contact us.

It has always been fun and rewarding to initiate projects that benefit the scenic byway community, and this project is no exception. It has been fascinating to realize how computers—in concert with big ideas and clever people—can play a growing role in spreading knowledge about America's Byways.

For more information, please contact:

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It has been fascinating to realize how computers—in concert with big ideas and clever people—can play a growing role in spreading knowledge about America's Byways.

The next partner was found right in the "backyard" of the byways movement: the folks at Utah State University that created and manage the byways.org Web site. As it turned out, Stephen Clyde and his colleagues had been working on the development of another "virtual" program called TerraScope, which creates an artificial depiction of the terrain along a byway.

Now, the ideas were starting to gel and excitement was building. Used together, these new computer-based technologies had the potential to greatly enhance the interactivity and visual impact of byways information available on the Web. Potential byways visitors would be able to "travel" along a byway and "visit" selected points of interest, providing a new level of virtual tour with many exciting features.

Next, we needed to find a byway partner with the right combination of topography, features and available information to create the

Logan Canyon Virtual Tour at the National Scenic Byways Conference in New Mexico.

A "virtual byway tour" works as follows: A potential byway visitor searches the Web for information about a particular byway, and enters a portal site for the virtual tour. The visitor selects a byway to explore, and can then "drive" the route. The visitor can select the speed of the journey as well as the type of icons to be investigated on the information overlay. The visitor begins a "flight" along the byway, stopping at the icons the flyer wishes to investigate further. Over 20 categories of features are represented by icons, including typical byway features such as campgrounds, visitor centers, boat ramps, trailheads and historic sites, as well as useful traveler information such as restaurants, gas stations and overnight accommodations. At certain places, the "flight" could be converted to a "drive" along the

Driving the Byways

Santa Fe Trail National Scenic Byway (New Mexico)

Byway Length:

381 miles

Designations:

1987 - National Historic Trail
(and NPS auto tour route)

1996 - New Mexico Scenic
& Historic Byway

1998 - National Scenic Byway

Unique History:

"The rumble of freight wagons, the shout of the bullwhacker, the snap of the whip, the bellow of oxen, the quiet conversations in Spanish and English. These are the trail sounds that evoke the pioneer spirit. After all these years, the Santa Fe Trail still stirs emotions," writes Mike Pitel, New Mexico Department of Tourism.

The Santa Fe Trail was the first of America's great Trans-Mississippi routes. The Trail, including the Mountain and Cimarron routes,

"The rumble of freight wagons, the shout of the bullwhacker, the snap of the whip, the bellow of oxen, the quiet conversations in Spanish and English. These are the trail sounds that evoke the pioneer spirit. After all these years, the Santa Fe Trail still stirs emotions."

Mike Pitel, New Mexico Department of Tourism

crossed over 1,200 miles from Franklin, Missouri, to Santa Fe, New Mexico. The route played a critical role in the westward expansion of the United States.

Between 1821 and 1880, the Santa Fe Trail was primarily a commercial highway. It was an important two-way avenue for the trade of goods—and culture. The Trail fostered an exchange among Spanish, Indian and American ways of life. And, as the first international trade route, it carried needed materials from Missouri to northern Mexico and brought silver, furs, mules and wood to Missouri.

From 1821 until 1846, it was an international commercial highway used by Mexican and American traders. In 1846, the Mexican-American War began. The Army of the West followed the Santa Fe Trail to invade New Mexico. When the Treaty of Guadalupe ended the war in 1848, the Santa Fe Trail became a national road connecting the United States to the new southwest territories. Commercial freighting along the Trail continued, including considerable military freight hauling to supply the southwestern forts. Stagecoach lines, thousands of gold-seekers heading to the California and Colorado gold fields, adventurers, fur trappers, and emigrants also used the Trail. In 1880 the railroad reached Santa Fe and the Trail faded into history.

Freight wagons no longer cross the prairies, but the legacy of the Santa Fe Trail endures as buildings, historic sites, landmarks and original wagon-wheel ruts. Today, the area around the Santa Fe Trail boasts over 20 Historic Districts and more than 30 individual sites listed on the National Register of Historic Places. Most of these sites are directly related to the Santa Fe Trail.



Non-federal historic sites, trail segments and interpretive facilities that meet National Park Service standards for resources preservation and public enjoyment may become part of the Santa Fe National Historic Trail through voluntary certification. Certified Trail properties display the official Trail logo.

Organization:

The New Mexico Santa Fe Trail National Scenic Byway Alliance is a "volunteer group with a small bank account" dedicated to the preservation, public awareness and appreciation of the Santa Fe Trail. A fiscal agent is recruited when projects require financial administration. This citizen's group came together to seek designation as a National Scenic Byway and its efforts have remained focused on the byway corridor. The Alliance works in cooperation with other groups and agencies along the Trail, including three New Mexico Chapters of the Santa Fe Trail Association (a national organization): Corazón de los Caminos (Heart of the Trails) Chapter, End of the Trail Chapter, and the Cimarron Cut-Off Chapter.

Four officers (Chair, Vice President, Secretary and Treasurer) provide organizational leadership. There are logistical challenges along a long-distance byway like the Santa Fe Trail, and e-mail is a critical communication tool. Meetings are held at least four



The ruins of Fort Union are an impressive memorial to the men and women who won the West. Stone foundations and adobe walls are remnants of what was once the largest U.S. military installation on the 19th-century southwestern frontier.



The land has kept a careful record of the tracks and trails that crossed the American West. Santa Fe Trail ruts can still be seen even though the wagon trains carrying goods have not trod its length for over one hundred and twenty five years!

times a year. The location shifts from community to community. Members participate in exploring and mapping Trail sites, erecting markers at Trail crossings, visiting private landowners along the Trail to encourage preservation, and having fun!

Current Projects:

Today, private individuals and organizations own much of the Santa Fe Trail. Trail advocates, in cooperation with the National Park Service, work with local landowners to “certify” properties along the Trail. **Certified sites** become part of the National Historic Trail and are marked

with an official Trail sign. A cooperative agreement is drawn-up between the National Park Service and the property owner. The certification agreement is not a legal document, but rather a good-faith expression of mutual expectations and interests. The agreement is completely voluntary, and can be terminated by either party at any time. In this partnership, landowners agree to manage the site so as to protect its resources, and to provide for “appropriate” (often limited) public use. For example, ranchers agree not to plow over, or build on top of, Trail ruts. In exchange, the landowners receive

technical assistance in areas such as historic preservation, archaeological protection, architecture, engineering, landscape architecture, planning, maintenance, trail building, and interpretation.

Sharing the history and stories of the Trail is an important priority. The Alliance has produced an educational **CD-ROM** and an audio-tape driving tour. Funding has also been secured for an interpretive brochure/map.

Historic preservation is also a critical area of concern. Members participate in an **Annual Work Day** at Fort Union National Monument sponsored by the

Corazón Chapter. The volunteers’ chores have included painting, mudding adobe structures and general clean-up. The reward is fun, lunch and the gratification of helping to preserve an important historic site.

Members of the Alliance and the Santa Fe Trail Association share a keen interest in learning more about the Trail’s history. Lectures, educational tours and frequent **field trips** (open to the public) are valued membership benefits. Chapter members look forward to day trips to Trail sites (often in locations that not accessible to the general public).

An extensive *Santa Fe Trail National Scenic Byway Profile Asset Inventory* has been distributed along the Trail. The Profile provides detailed information on 136 sites including photographs, descriptions, significance, contacts and available services.

For more information contact:

Nancy Robertson, Chair
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Raton, NM 87740

Phone: (505) 445-8226
robertsonn@bacavalley.com



TO LEARN MORE:

The New Mexico Santa Fe Trail National Scenic Byway Alliance recommends these resources.

Santa Fe Trail Official Map and Guide, National Park Service, Long-Distance Trails Group, Santa Fe, NM 87504-0728; (505) 988-6888

Santa Fe Trail Association, Santa Fe Trail Center, RR#, Larned, KS 67550

End of the Trail Chapter, Santa Fe, Pam Najdowski, mikenaj@cnsps.com

Corazón de los Caminos, Las Vegas, Mary Whitmore, whitmore@newmexico.com

Cimarron Cutoff, Clayton, D. Ray Blakeley, uchs@plateautel.net

Santa Fe Trail New Mexico National Scenic Byway, audio-tape (limited quantities)

New Mexico-Centuries Along Scenic Byways, New Mexico Department of Tourism, CD-ROM

Santa Fe Trail Scenic Byways Profile, New Mexico Department of Tourism, CD-ROM

Santa Fe Trail National Scenic Byway Profile Asset Inventory, available at New Mexico Visitor Information Centers in Raton and elsewhere on computer and in hard copy

WEB SITES

www.newmexico.org, 1-800-733-6396 (Free New Mexico Vacation Guide and many other materials)

www.nenewmexico.com, (Northeast New Mexico; site contains Santa Fe Trail travel itinerary)

www.newmexicoscenicbyways.org

www.santafetrail.org, Wagon Tracks Quarterly

www.nmmagazine.com, Bookstore, 1-800-711-9525

www.nmhu.edu/research/sftrail/corazon

www.collectorsguide.com (Guide to arts in Santa Fe, Taos and Albuquerque)

BOOKS

Guidebooks are available from bookstores such as Amazon.com, Barnes and Noble, and the SFTA Last Chance Store (PO Box 3, Woodston, KS 67675, 888-321-7341):

The Santa Fe Trail Revisited, Gregory M. Franzwa, Patrice Press, 1989.

The Santa Fe Trail: Its History, Legends & Lore, David Dary, Penguin Books, 2000.

Following the Santa Fe Trail: A Guide for Modern Travelers, Mark Simmons and Hal Jackson, Ancient City Press, 2001.

Bound for Santa Fe, Stephen G. Hyslop, University of OK Press, 2002.

Byway Organizations

Editor's Note: This is an excerpt from "Making the Grassroots Grow," a new publication available this summer from America's Byways Resource Center. This guide presents basic organizational concepts, case studies and best practices from the National Scenic Byways Program.

What Is a Friends Group?

Helping Hands from Nonprofit Organizations

Everyone knows the value of friends. Friends are our advocates, allies, helpers and promoters. Just as we need personal friends, byways need professional friends.

Friends groups are widely recognized citizen organizations that work to enhance the quality of life in their communities. For many years, friends groups have actively supported public libraries, schools, nature centers, zoos, wildlife refuges and many other worthwhile organizations and causes. Friends groups can be formed within a community, a region, a state or as a national organization.

What Can Friends Do for You?

Friends provide things that an organization can't supply for itself, such as specific services, volunteers, funding or advocacy. It's important that friends groups have clear

Friends groups are widely recognized citizen organizations that work to enhance the quality of life in their communities.

objectives and well-defined, publicly understood goals. They support, promote, improve and expand the work of another agency or organization. As a separate, independent entity, a friends group can operate in ways that are not possible for the primary organization (such as a byway group). A friends group has its own officers and organizational structure.

Frequently, friend groups are focused on fundraising activities. The Acadia Byway (All-American Road) has benefited from gifts

by the Friends of Acadia, an organization dedicated to protecting Acadia National Park and the surrounding communities. Established in 1986, this impressive friends group has donated over \$2 million in grants. Friends groups whose primary objective is fundraising generally organize as a nonprofit corporation with 501(c)(3) tax-exempt status. Not only does the organization receive tax benefits, but contributors and benefactors are also entitled to a personal tax deduction by making a gift or donation to the organization.

The primary disadvantage to forming a 501(c)(3) is the limits on lobbying efforts. Friends that are interested in significant lobbying activities should consider forming as a 501(c)(4) organization.

A friends group can be a strong advocate for a local byway and the scenic byways program. A friends group would not manage your byway, but could complement the byway's goals and mission by providing important funding and political support. ★



The historic Beckwith Ranch is located within the Frontier Pathways Scenic & Historic Byway corridor in south central Colorado. From 1870-1930, this was the pre-eminent ranch in the region and an important landmark. By the 1960s, the Beckwith Ranch included only ten intact ranch buildings, all suffering from years of decay and neglect. In the early 1990s, a new nonprofit 501(c)(3) organization, *The Friends of Beckwith Ranch*, formed to save and interpret the ranch. The Friends arranged to get the ranch complex donated to the nonprofit organization. The members have mustered support to stabilize the structures and restore the farmhouse for adaptive reuse as an interpretive center along the byway. Eventually the group would like to develop a living history museum on the site.

You've Got To Have Friends

When it comes to famous friends, these organizations can serve as role models:

Friends of Public Libraries
www.folusa.org/html/factsheets

Friends of National Wildlife Refuges
www.refugenet.org

Most National Forests and National Parks also have active friends groups.

New Mexico Expands Scenic Byway Program

By Laurie Evans, New Mexico State Scenic Byway Coordinator

Taking the scenic route is an easy choice in New Mexico! In December 2002, the New Mexico State Highway and Transportation Department announced the designation of three new scenic byways, and the extension of an existing byway. This brings the total to 27 scenic byways in New Mexico. The last time new byways were added to the system was in 1999.

Park. Certainly, people have been visiting these sites for years; but, now the cooperative planning of such disparate entities as the Zuni and Navajo tribes, the National Park Service, the four Corners Heritage Council, and the municipalities of Aztec, Bloomfield, Farmington, and Gallup, among others, will boost efforts to attract tourists to the area. An important aspect of this

canyon. The 94 miles of this byway pass through only three communities in Harding County, an area of 2,125 square miles populated by more cattle than people. Sights to see are dinosaur tracks in Mosquero Canyon, historic churches in Gallegos and Bueyeros, and the remains of 19th-century entrepreneur Melvin Mills' empire in Mills Canyon. His Mills Canyon Hotel and

El Camino Real was designated as a state scenic byway in 1994 and a National Scenic Byway in 1998. The byway designation, based on the historic Royal Road that led from Mexico City into Nuevo Mexico, ran from the Texas border to the Santa Fe Plaza. However, the first Spanish capital of New Mexico was established in 1598 at San Juan Pueblo and remained there until it was relocated to Santa Fe in 1610. Therefore, El Camino Real originally extended to San Juan Pueblo. Scenic byways are designations of roadways, but since this one is based on a historic alignment, the extension of the byway corrects an inaccuracy.

These new designations extend the web of byways over the face of New Mexico, and offer the communities located on them yearly opportunities to apply for federal grant funds to promote tourism and economic development. Local involvement is emphasized in the program.

For further information, please contact:

Laurie Evans
New Mexico State Scenic Byway
Coordinator

(505) 827-5516

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In December 2002, the New Mexico State Highway and Transportation Department announced the designation of three new scenic byways, and the extension of an existing byway. This brings the total to 27 scenic byways in New Mexico.

Designation is based on six intrinsic qualities: cultural, historic, archaeological, recreational, natural and scenic.

A request for applications for new designations was sent out statewide in August 2002. Six applications were received by the October deadline; of those six, four were recommended for designation by the Scenic and Historic Byways Council (SHBAC). A short description of each of the new byways follows.

The **Native Heritage Scenic Byway** leads travelers on a loop through northwest New Mexico. This byway promises to be one of the most traveled in the state. It takes in the spectacular scenery of Angel Peak, Shiprock, and the Bisti/De-Na-Zin Wilderness. It features the historic trading posts on the Navajo reservation. Archaeological sites include Salmon and Aztec ruins and Chaco Culture National Historical

designations is that the byway goes to the Arizona and Colorado state borders, setting the stage for cooperation with the byway programs in those two states and offering opportunities for interstate promotion. Prior to this designation, there were no byways in this part of the state.

El Llano del Frontera also fills a gap in the byway system. This byway follows NM 39 from Abbott to Logan, cutting a northwest-southeast swath through the northeastern part of the state. This area is not as familiar to travelers as the better-publicized and more populated parts of the state. It does not offer a well-known destination for tourists, but the landscape is every bit as beautiful and the history just as fascinating as in better-known parts of the state. This vast ranch country with its big skies and gently swaying grasslands is occasionally relieved by the red gash of a steep-sided

ten miles of fruit orchards and vegetable gardens were once a popular vacation spot on the stagecoach line.

It may come as a surprise that the **High Road to Taos** is now a scenic byway. Most people think it already was! It has certainly been known as one of the most scenic drives in New Mexico for more years than the byway program has been in existence. The byway features some of the most famous and most often depicted churches in New Mexico, including the Santuario de Chimayo and the San Francisco de Assis Church in Ranchos de Taos. The route passes the Picuris and Nambe pueblos, historic Cantonment Burgwin, and Pot Creek Pueblo. But what fascinates motorists who choose this route to Taos over the low road by the Rio Grande is the view of an older New Mexico, a mountain road winding through the tiny traditional villages.

2003 Calendar

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

2003

JUNE

June 7-11, 2003

International Heritage Development Conference
Pittsburgh, Pennsylvania
www.riversofsteel.com/conference

June 13-15, 2003

Illinois National Road Festival
Celebrations and events in 14 byway communities

AUGUST

August 3-5, 2003

Minnesota Rural Summit '03
Sixth Annual Rural Summit
Mankato, Minnesota
Minnesota Rural Partners
www.minnesotaruralpartners.org

SEPTEMBER

September 5, 2003

2003 Massachusetts Historic Preservation Conference
Boston, Massachusetts
Massachusetts Historical Commission
www.state.ma.us/sec.mhc

September 30-October 5, 2003

57th National Preservation Conference
Sponsored by the National Trust for Historic Preservation
Denver, Colorado
For more information, please visit:
www.nationaltrust.org

OCTOBER

October 11-15, 2003

41st Annual Conference Urban & Regional Information Systems Association
"Powering Progress Toward Process and Information Integration"
Marriott Marquis Hotel
Atlanta, Georgia
URISA
www.urisa.org

NOVEMBER

November 11-15, 2003

Sparks Your Imagination
2003 National Interpreters Workshop
Reno/Sparks, Nevada
www.interpnet.com/interpnet/workshops

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Arrowhead Regional Development Commission
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Duluth, MN 55802

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