

VISTAS

SEPTEMBER/OCTOBER 2005

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Navigating Ethics and Byway Accounting

*...You find a lost wallet.
...Your spouse's company could
win a bid with information you
have from your byway.
...You're the first to notice
that your co-worker's review
is accidentally posted on the
office Intranet.*

What's the right thing to do in each situation? Most people grow up learning the basic differences between right and wrong, according to the society's definitions. As adults, they know what to do when ethical issues pop up. They proceed day to day with an inherent ethical consciousness that supports their actions, even for routine decisions—such as returning a pen to the rightful owner.

As a member or leader of a byway organization, you are exposed to many ethical considerations that are important to you and your group—especially in the financial arena. **Specifically, you need to be aware of current and pending legislation**

that may very well affect the way you administer accounting procedures for your nonprofit organization or your nonprofit partners.

This article won't turn you into an accountant and it doesn't provide legal or professional advice. However, it should help you to consider that many decisions you make relating to your byway organization have ethical implications.

SOX and Ethical Accounting Procedures
America's legal system attempts to reinforce the differences between right and wrong by granting the government the authority to enforce laws created by elected legislators. (Of course, you can debate the extent to which government should mandate ethics.)

In recent years, insider trading and information sharing, asset over-valuation, underhanded board member activity and inappropriate distribution and



use of corporate stock options are just a few of the activities that have focused attention on ethical issues.

Similarly, and perhaps even more reprehensible, are the fiscal scandals that have surfaced in the nonprofit world. Many good organizations suffered damaged reputations because of unethical individuals. In response, Congress, state legislators and other leaders have engaged in serious ethical debates, many resulting in initiatives directed at improving accounting procedures and governance.

The Sarbanes-Oxley Act of 2002 (commonly referred to as SOX), created and enforces many new accounting procedures intended to strengthen public confidence in the shaken world of corporate governance and securities trading. SOX requires that the boards of publicly traded companies broaden their role in overseeing financial

Ethics (ěth'iks) n:

1. Principles of right or good conduct.
2. Conforming to accepted principles of right and wrong especially those governing the conduct of a profession.
3. The branch of philosophy dealing with the rules of right conduct.

Source: Webster's II: New Riverside Dictionary, 1996, Houghton Mifflin Company

Dining Destinations

What is one of the best things about traveling the byways? Finding food! Usually, my search for food isn't because I'm hungry. It's because I enjoy traveling to new areas and experiencing local foods and flavors. It's fun to shop at a different grocery store than your usual one at home, dine



Michelle Johnson, Deputy Director, America's Byways™ Resource Center, shown with her family.

at a fun or unique restaurant and try new tastes. There are so many places to sample new foods: truck stops, fancy restaurants, specialty cafés, espresso-to-go, delis, and more. And let's not forget the food! Imagine thick tomato soup with a grilled cheese sandwich on sourdough bread in a retro diner. Or crab cakes served with an ocean view. Fresh-picked berries for a picnic dessert. Smooth coffee and a fresh breakfast pastry at a sidewalk café. Ahhh, the choices.

Here's my favorite "food find" on a byway: A byway leader treated me to a picnic lunch with a meal cooked entirely in his truck while we were touring the byway. And when I say, "in his truck," I mean on the engine.

It was my first experience with "meals-made-on-the-go." The verdict? My meal was fun and tasty. Whether it's in a big city (Hint: Ask me for dining recommendations when we're in Cleveland!) or in rural America, there are always great food finds. I especially love ordering the daily special in small-town cafés. I've never been disappointed. And, the search can be as much fun as the actual eating. Imagine touring a city or a byway, soaking in the sights and sounds and stopping every so often to enjoy a great meal. Sounds like a perfect vacation. Hungry? I am! I wonder if my twenty-minute commute home is enough to "grill" steaks for dinner? I may have to find out.



Food Travels websites to check out:

www.roadfood.com
www.roadtripamerica.com
www.byways.org
www.seeamerica.org
www.travelingusa.com
www.keyingredients.org



CAPITAL CORNER

Reauthorization: Lessons Learned

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

While none of us had any doubts that the Congress would eventually enact a new, multi-year surface transportation law, the three-year saga of TEA-LU was both exhausting and frustrating. The legislation was slowed by new concerns about terrorism and by a faltering funding model. It was hampered by regional and urban-rural divisions and political skeletons, including the 1990 federal gas tax hike's perceived political costs to President George H.W. Bush. It was slowed by an abundance of "mega-projects" of regional and national significance that reduced general funding, which is distributed to the states under formulas. And it was

slowed by more limited bipartisan leadership in the legislative drafting process.

One of the clear messages the byways community needs to take away is that our byways program benefited during the reauthorization effort from two of three political essentials.

The first essential is that the National Scenic Byways Program is a good idea. No one I know challenges that assertion.

The second political essential is support from one or more political heavyweights. And we had that from U.S. Representative Jim Oberstar, U.S. Representative Tom Petri and U.S. Transportation

Secretary Norman Mineta. They deserve our thanks.

These two political essentials resulted in continuation of the National Scenic Byways Program, and even a modest growth in funding through 2009.

But we lacked the third of the three political essentials: a strong and unified national advocacy network. Dozens of us wrote letters and talked to members of Congress and staff. Some state highway agencies included support for byways in their communications. But, honestly, the political muscle of the byways community in the 2004-2005 reauthorization effort went largely unexercised. Had our

efforts been at this level in the development of ISTEA in 1990 and 1991, I seriously doubt that the byways program would have been created.

The good news is that we are only two years away from the start of the next reauthorization effort. By then, we will have even more designated National Scenic Byways and All-American Roads, more success stories to tell, and additional projects funded with tens of millions of new dollars in Congressional districts around the nation.

Next time around, we can count on one of the political essentials to remain. Byways will still be a good

idea. And we fervently hope our political champions will remain—and that some new champions will join them, giving us a second political essential. *But it is up to us to ensure that the third political essential is in place: a national network of motivated and trained advocates. And that effort needs to begin today.*

Thoughts on Celebrations and Anniversaries

In August, the American Association of State Highway and Transportation Officials (AASHTO) convened a group of transportation, tourism and recreation leaders to discuss the upcoming 50th anniversary of the Interstate highway system. My first inclination was to ignore the session—heck, we're busy enough trying to focus on the changes to byways and trails and more arising from the new highway bill.

Then it occurred to me that members of my family had dropped everything just weeks ago to help celebrate my in-laws' 60th wedding anniversary. And I'm certainly glad we all did. We had a great time and heard some funny stories about 60 years together. Our family was closer and prouder of our roots when we departed.

I recalled going to an event hosted by The Walt Disney Company, which is celebrating the 50th anniversary of Disneyland during an 18-month "year." Granted, it is a marketing campaign, but there really is more. Disney is genuinely proud of its corporate history and culture. Its cast members and past cast members are some of the most avid celebrants of the anniversary.

It would be very easy to ignore the anniversaries of public laws and programs that are important to our daily lives—easy and wrong. It is important to stop and think about how the Interstate system of roads totaling some 40,000 miles has changed life in America so much. Getting to the beach and the ski area is so much easier. So is getting to work and stores. The Interstate system is vital to keeping grocery stores stocked. It makes the magic work when you put a 37-cent stamp on an envelope and it

amazingly arrives at your kid's camp more than a thousand miles away in two days. And Interstates are vital to byways. They facilitate travels to the special corridors that byways showcase and they provide alternative routes for trucks and travelers who want to watch lane

Thinking about the Interstate celebration prompted me to think about other celebrations. July 1st marked the 100th anniversary of the Forest Service. Created by President Theodore Roosevelt, the agency was handed a very special part of America that now totals

Disney and my family, use the anniversary to celebrate and bring attention to a good idea and the important work of many? Such thinking ties in to our long-term advocacy for byways in Washington because celebrations are perfect venues for giving thanks to those in government who have made a difference and deserve to be remembered, and to invite new public leaders to be part of our successful team.

The issue facing us on byways is remarkably similar to the issue that John Horsley and AASHTO are addressing for Interstates. What will capture the attention of the tens of millions of Americans who love to drive our byways and help them appreciate that byways don't exist by accident? What will convince them to take some simple action to aid the byways movement over its next ten years?

Let's use a portion of our time together in Cleveland to brainstorm and put a planning team together so that December 2006 provides a means to celebrate what we have accomplished together. ★

...it is up to us to ensure that the third political essential is in place: a national network of motivated and trained advocates. And that effort needs to begin today.

markers only on their journeys. Byways just aren't for them (at least not on this trip!).

You'll hear more about the Interstate anniversary plans soon, and especially about plans to have a colorful mix of old and new trucks, cars, RVs, motorcycles and more trek from every state capital to a rally in Washington, D.C., next June via the Interstate system. I hope you'll find a way to join in the celebration and make clear your support for continuation of this important transportation facet.

some 190 million acres. A majority of the designated National Scenic Byways and All-American Roads pass through national forests. In 2006, other anniversaries include the 100th anniversary of the Antiquities Act, the 30th anniversary of the Bureau of Land Management's Organic Act and the 15th anniversary of the creation of the National Scenic Byways Program.

What will the byways do to celebrate our 15th anniversary? Can we, like AASHTO and

SAFETEA-LU: Good News For Byways

On August 10, President Bush signed into law the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). Overall funding for surface transportation for five years (FY 2005 – 2009) will total some \$286.4 billion. The news is good for the National Scenic Byways Program. Authorizations increase over the period: \$26.5 million (FY 2005), \$30 million (FY 2006), \$35 million (FY 2007), \$40 million (FY 2008) and \$43.5 million (FY 2009). SAFETEA-LU recognizes America's Byways as the collection of National Scenic Byways and All-American Roads. It also allows Indian tribes to submit grant applications and nominate tribal roads for national designation directly to the Federal Highway Administration. Watch the Federal

Highway Administration's website at www.fhwa.dot.gov/index.html for more information about SAFETEA-LU being completed as this issue of *Vistas* goes to print.

Another important action taken by the Congress in the new bill, called SAFETEA-LU, is reauthorization of the America's Byways Resource Center. Funding for the vital work of the Center will increase from \$1.5 million in the current year to \$3 million for each of the next four years.

These actions demonstrate the support byways enjoy from Congress and the Administration. With continued success, and clear documentation of that success, the prospects for byways in the days ahead are very, very good. ★

Redbud Trails Program Blooms in Kentucky

Beautiful pink and purple blooms of redbud trees have long provided a splash of color to Kentucky's highways. Southern and Eastern Kentucky Tourism Development Association (SEKTDA) has begun working to enhance that natural beauty and showcase the impact of these magnificent trees with the Redbud Trails Program.



Children help plant a redbud tree near one of Kentucky's National Scenic Byways as part of the Redbud Trails Program.

In May 2004, SEKTDA began identifying locations where the redbuds could be found in abundance on and near Kentucky's three National Scenic Byways: Wilderness Road, Red River Gorge and Country Music Highway.

"Once this was completed, we were able to see what areas were most in need of having trees planted," said Jeff Crowe, Byways Director, Southern & Eastern Kentucky Tourism Development Association.

With the assistance of over 1,800 volunteers from the fifteen counties included in the nationally designated Byway areas, over 71,000 redbud seedlings were distributed and planted along the Byway routes in April 2005.

"The volunteers were amazing," Jeff said. "They really got behind the project and were very enthusiastic about taking part in the planting." The volunteers consisted of students, local officials, various clubs and organizations, as well as concerned residents.

SEKTDA's efforts did not go unnoticed by local officials. Over 35 Southern and Eastern Kentucky County Judge Executives signed proclamations declaring the month of April as Redbud Month.

The addition of the redbuds will do more than just add to the inherent natural beauty of the scenic

"Only by working together can we make this region, our home, a better place for ourselves, our children and their future."

Jeff Crowe, Byways Director,
Southern & Eastern Kentucky Tourism Development Association

byways. "We feel certain that the profusion of blooms will lengthen the tourist season," said Jeff. Redbuds typically begin to bloom in late March—about a month and half prior to the traditional Kentucky tourist season.

Congressman Hal Rogers (KY 5th District) proposed the original concept of planting the redbuds with the hope of strengthening the local economy through increased tourism. "The Redbud Trails Program creates an enticement for tourists to make the trek to Kentucky earlier in the year, in order to admire the highways strewn with vivid redbud blooms," said Congressman Rogers. Earlier visitors may encourage seasonal businesses to open sooner in the year, which in turn could persuade even more visitors to come to Kentucky during this time.

SEKTDA plans to continue the Redbud Trails Program by working with downtowns and communities located directly off the Byway routes to plant larger, more dominant redbud trees for an immediate impact on the visitors' drive, welcoming them into Kentucky with true Southern hospitality. "Only by working together can we make this region, our home, a better place for ourselves, our children and their future," concluded Jeff.

For more information on Kentucky's National Scenic Byways and the Redbud Trails Program, contact Jeff Crowe at (606) 677-6095. www.tourseky.com

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GLENN HIGHWAY PANEL DEDICATION

Since its creation in 2001, the Glenn Highway National Scenic Byway Association has worked tirelessly to establish its highway as a premier visitor attraction in the interior of Alaska. The group added another milestone to this ongoing effort this past June 10 with the dedication of the South Palmer Station Interpretive Wayside located in Palmer, Alaska, approximately 40 miles north of Anchorage.

The formal ribbon-cutting ceremony included remarks by Lieutenant Governor of Alaska Loren Leman and America's Byways Resource Center Director Henry Hanka. The Lieutenant Governor noted the importance of

the National Scenic Byways Program to the State of Alaska and the importance of the Glenn Highway region.

Set at the south edge of Palmer on the grounds of the Alaska State Fair, the interpretive wayside is a massive open structure of natural timbers with a roof to keep visitors out of the weather. Seven large panels, in full color, trace the roots of the Matanuska Valley from the geological beginnings of the ice age to the Palmer settlement experiment of President Franklin Roosevelt and the New Deal Program. The present wonders of wildlife, majestic mountains and glaciers are depicted in separate panels. Ample



The recent ribbon-cutting ceremony for the South Palmer Station Interpretive Wayside marked another milestone for the Glenn Highway National Scenic Byway Association.

signage, parking and visitor facilities ensure a positive experience for all who stop. This is sure to become another success story for the Glenn Highway Association. ★

For more information, please contact:

Glenn Highway National Scenic Byway Association,
Post Office Box 4902
Palmer, Alaska 99645



Dear Kate Bolder:

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

Dear Kate:

I'm a member of a byway advisory group with a fairly loose organization structure. We meet about once each month, have named officers and even opened a bank account. Some of us are feeling a little jittery, though, knowing that new accounting laws will require close scrutiny and maybe even audits for groups like ours. One person pretty much takes care of the bank account and we generally trust that our spending is okay. None of the rest of us writes checks or reads the bank statement. Should we be worried? Who's going to be in trouble if something turns up in a future audit?

Signed,
Trembling a bit and starting to sweat

Dear Jitterbug,

When things heat up, a little sweat can be a good thing. So take a few deep breaths, order lemonade instead of coffee and try to stay cool.

Many grassroots groups start as a loose collection of volunteers working to accomplish good things. Everything can progress smoothly, then money comes into the picture and the angst begins.

If you don't have a legal structure, such as nonprofit status or a corporation, you will need a fiscal agent to receive and distribute certain funds. That sort of means they hold the checkbook and your group has policies and procedures describing who can authorize receiving or spending funds.

If you do have a legal structure, you should have the same sort of policies and procedures that apply to your internal systems.

Clearly you are already worried, whether you should be or not. To relieve some of the concern, be sure that at least two people sign off on receipts and deposits into your account. At your regular group meetings, have the person who holds the checkbook make copies of the bank statements and give a brief report on current activities.

Finally, look for an accountant, bookkeeper or attorney who will volunteer a bit of time to consult with you on your budget and financial records. Clarify what questions you have. Then boldly make a call with your request for help. Prevention of financial mistakes at this early stage will smooth the way as your organization's finances get more complicated.

Although one person is taking care of the day-to-day details of your account, each of you is responsible to know what is going on, and each of you is accountable to the donors who contribute to your cause.

*Trust is built on true information,
Kate*

Tune in!

Rock and Road!
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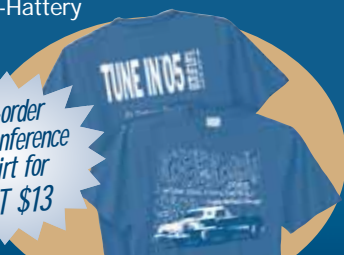
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- Ohio & Erie Canalway Coalition
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transactions and accounting procedures. SOX is divided into eleven sections, each with a different focus, such as:

- Instilling a sense of corporate responsibility
- Establishing auditor independence from the organization
- Enhancing financial disclosures
- Limiting conflict-of-interest situations
- Imposing criminal penalties for corporate fraud and white collar crime

Of the eleven sections, only *Title 8: Corporate and Criminal Fraud Accountability* directly applies to nonprofit organizations (and any formal organization). *Title 8* addresses retaliation and document destruction. (See “What Does This Mean To Your Byway?” section below.)

Legislation directed specifically at nonprofits is probably not far behind. In fact, the U.S. Senate Finance Committee is expected to begin legislation on nonprofit accountability, similar to SOX, during 2005. The Committee held an April 2005 hearing entitled “Charities and Charitable Giving: Proposals for Reform,” aiming toward improved nonprofit governance and stopping fiscal tax evasion and abuse. The Panel on the Nonprofit Sector, convened by the Independent Sector, completed a June 2005 report to Congress entitled, “Strengthening Transparency Governance Accountability of Charitable Organizations (www.nonprofitpanel.org/final/),” which may provide the framework for new national nonprofit accountability legislation.

Beyond the impending national legislation, several states are also considering mandates aimed at nonprofit governance. Some states have already passed such legislation, and nonprofits in those states are scrambling to react. Governor Arnold Schwarzenegger signed California’s Nonprofit Integrity

Nonprofits have an ethical responsibility to take care of the money that the public generously donates to their causes.

Act (NIA), which will affect any nonprofit required to register with the Attorney General’s Registry of Charitable Trusts. While the economic impact to small nonprofits from this legislation is still undetermined, the NIA has undoubtedly changed the way they perform their services. State and federal legislators have tossed around the nonprofit governance topic for some time

As a leader of a nonprofit, you should be aware of what is happening at both the national level and within your state. The National Council of Nonprofit Associations (www.ncna.org) has a very helpful website that lists current state proposals intended to change the way nonprofits administer accounting procedures: www.ncna.org/_uploads/documents/live//2005_State_Governance-Updated_6-20-2005.doc.

now, making it difficult to predict if and when new mandates will be signed into law.

What Does This Mean To Your Byway?

Two provisions of SOX directly affect all organizations, including nonprofits, both stemming from *Title 8: Corporate and Criminal Fraud Accountability*:

- **Retaliation:** It is illegal for an organization to take retaliatory measures against any of its members or employees who provide truthful information.
- **Document Destruction:** It is illegal for an organization to knowingly alter, cover-up or destroy entries in accounting

records with the intent of obstructing a federal investigation.

In addition, the U.S. Senate’s proposed legislation for nonprofits holds a notable provision that may directly impact byway organizations. Many byways rely on land easements to preserve viewsheds and environmentally sensitive areas along the scenic byway. The current version of the federal proposal could make land easement donations less attractive for charitable givers by reducing the amount that givers could claim for tax deduction. Follow the outcome of this pending legislation closely if your byway depends on land donations.

Of course, future state and federal legislation directed at nonprofits can’t be predicted. As such, the wise action may be to voluntarily comply with several aspects of federal and state laws that generally address nonprofit governance legal and ethical issues. These actions can be grouped into three areas:

1.) Increased Awareness

Nonprofit boards should become aware of SOX. You don’t have to be experts on governance and related financial matters. However, basic training and discussions on being accountable during budgeting and financial matters is imperative for board members. Further, the executive director, board chair or financial committee chair, as appropriate, should certify all financial documents. This requires these individuals to attain a complete understanding of their financial statements.

2.) Policy and Structural Changes

Nonprofit boards should enact simple policies stating their

ethical intentions. These policies should include the following topics:

- Minimizing or prohibiting loans to board members or staff
- Code of Ethics policy
- Whistleblower protection policy
- Records-retention policy

The National Council of Nonprofit Associations offers a sample code of ethics for nonprofits on its website. Additionally, nonprofits should consider increasing the number of independent members on their boards, especially those with some financial and accounting experience.

3.) Audit Committee

If your organization is required to have an audit, consider establishing an audit committee whose main responsibilities would be appointing, compensating and overseeing the work of its auditor. The audit committee should be independent of the financial committee that creates the financial statements for the organization.

The Situation Summary

The Sarbanes-Oxley Act of 2002 (SOX) has raised awareness of the need for organizations to be held accountable. While SOX is directly aimed at publicly traded corporations, nonprofits need to be aware of its potential implications as well as pending nonprofit governance and accounting standards legislation. Nonprofits should begin voluntary compliance with key provisions of SOX and pending legislation, including possible new laws in their respective states.



Byway organizations tend to be relatively small with annual profits below \$100,000. Understandably, many compliance measures such as audits will be difficult to implement. Small organizations often cannot afford professional and independent audits. They rely on "expert" advice from members or simply go without an audit. Proposed legislation is hinting that small nonprofits will be exempt from many of the costly and difficult-to-implement requirements, which are mainly aimed at larger nonprofits such as universities, hospitals and nation-wide charities.

Conversely, other measures such as code of ethics, whistleblower policies and financial training for board members are inexpensive and relatively easy to implement. Pursuing these voluntary

compliance measures ahead of pending legislation will:

- Give organizations a head start dealing with future accountability legislation.
- Mitigate legal responsibility to organizations and their members.
- Legitimize fundraising efforts by being able to tout voluntarily compliance with governance and accounting laws.

Most important, however, a nonprofit organization is, by its very nature, trying to better society. Nonprofits have an ethical responsibility to take care of the money that the public generously donates to their causes. This ethical reason alone is enough for you to consider voluntary compliance with accounting and governance laws. ★

TOOLS AND RESOURCES

Please see the following websites for further information on nonprofit accountability standards.



STRENGTHENING TRANSPARENCY GOVERNANCE ACCOUNTABILITY OF CHARITABLE ORGANIZATIONS (Report to Congress by the Panel on the Nonprofit Sector, June 2005) *Independent Sector*
www.nonprofitpanel.org/final

CHECKLIST OF SARBANES-OXLEY IMPLICATIONS TO NONPROFITS *Independent Sector*
www.independentsector.org/issues/sarbanesoxley.html

MODEL CODE OF ETHICS *Independent Sector*
<http://www.independentsector.org/issues/accountability.html>

CHECKLIST FOR ACCOUNTABILITY *Independent Sector*
www.independentsector.org/issues/accountability/Checklist/Checklist_Full.pdf

STATE BY STATE LISTING OF NONPROFIT ACCOUNTING LEGISLATIVE PROPOSALS *National Council of Nonprofit Associations*
www.ncna.org/_uploads/documents/live/2005_State_Governance-Updated_6-20-2005.doc

BYWAY BRIEFS

9NEWS, in partnership with the National Trust for Historic Preservation, the Colorado Historical Society and the **Colorado Scenic and Historic Byways Program**, will launch in 2006 an ongoing campaign entitled, "Explore Colorado." The campaign is designed to encourage in-state travel and draw residents via the state's scenic byways to destinations rich in heritage, history and recreational enjoyment throughout Colorado. The scope of the project includes three major components: live television programming once a week, a series of educational vignettes highlighting that week's featured spot and detailed background information on the Internet about the special location.

For the first time since it opened more than four decades ago, the **Natchez Trace Parkway Visitor Center** will undergo a major makeover. The visitor center closed on July 6 to make way for renovations, which will include all-new interpretive exhibits with audio visual elements, as well as "hands on" interactives, an inlaid floor and illuminated images. A temporary visitor center will operate daily in the immediate vicinity to during this time. The National Scenic Byways Program first awarded the Parkway a grant for the project in 2002. The National Park Service, Eastern National and BancorpSouth are also sponsors for the construction.

The June 2004 ceremony commemorating the **Rogue-Umpqua National Scenic Byway** designation earned the "Beautification Award" presented by the Roseburg Visitors and Convention Bureau. The award honors beautification projects of efforts designed to enhance tourism. Byway leader Christina Lilienthal accepted the award.

A groundbreaking ceremony for the Holcim Cement Plant Interpretive Site took place on Thursday, July 7 at Holcim's cement manufacturing plant in Clarksville, Missouri. A partnership between Holcim (U.S.) Inc. and the **Little Dixie Highway of the Great River Road** is responsible for constructing an interpretive center along the route of the National Scenic Byway, and it will allow visitors to see a shining example of how nature and industry can coexist. This project was honored with a 2003 *The Road Beckons: Best Practices for Byways* award for being an outstanding example of creating connections, attracting committed partners and leveraging resources.

A Conversation With...

Jennifer Getz
Program Analyst
National Park Service

1 *What is your background and what do you do at the National Park Service?*



From early on, I had two career goals: to become an archaeologist and to work for the National Park Service (NPS). I entered college with that career path in mind.

Because I had an idea of what I wanted to accomplish, I was able to graduate from Lycoming College, a private liberal arts college in Williamsport, Pennsylvania, with majors in archaeology, art history and history. With a degree in hand, I applied for a seasonal position at Fort McHenry National Monument and Historic Shrine (FOMC) in Baltimore, Maryland. I spent one summer working at FOMC with no idea of where my next job might be. As luck would have it, I was asked to consider a term position in the Washington, D.C., office as an assistant working with a group of people who were responsible for coordinating the reorganization of the NPS. I went to work on the

implementation of the Recreational Fee Demonstration Program for the NPS. After four years with the NPS Fee Program, I took a job working in various capacities within this Program. One of my responsibilities within my position is to coordinate the National Scenic Byways Program for the NPS.

Even though I have never made it into the archaeology field, all of my positions with the NPS have been interesting and have provided me an opportunity to learn new things and meet new people, which has made for an enjoyable career thus far.

2 *What is the involvement of the National Park Service and the National Scenic Byways Program?*

The NPS is actively involved at both the national and park levels in the National Scenic Byways Program. In conjunction with the National Scenic Byways Program staff, our program developed a National Scenic Byway guide position for the parks. The purpose of this guide is to help park personnel gain a basic

understanding of the National Scenic Byways Program. The guide has two responsibilities. The first is to help those parks considering nominating a park road as part of a National Scenic Byway or All-American Road. The second is to help parks apply for grant money for projects to be funded by the National Scenic Byways Program.

At the NPS, the Transportation Management Program includes the National Scenic Byways Program. Seven Regional Federal Lands Highway Program Coordinators work with the parks in their respective regions on the National Scenic Byways Program with regard to designation and grant nominations. Our program offers guidance and provides the information to the appropriate coordinators within the regions and parks. However, it is up to the parks to work with their local communities and byways groups for designation and nominations.

3 *The NPS has a number of programs that work with community groups and/or gateway communities,*

such as the Rivers and Trails Conservation Association and the National Heritage Areas. Describe these programs and explain how they differ from each other. Are they relevant to byway groups?

Yes, both the Rivers and Trails Conservation Assistance Program (RTCA) and the National Heritage Areas are invaluable resources to byway groups. Both programs have extensive information about what they do and how they can help on their individual websites.

RTCA information can be found at www.nps.gov/rtpca. Posted on their website is a report entitled, "Serving Communities: A report on the National Park Service assistance in 2004." As identified in this report, RTCA deploys a core team of professional staff to work directly with communities nationwide on a variety of recreation and conservation initiatives. They use NPS expertise to help communities help themselves: "to create trail networks for walking, cycling and kayaking; to protect lands along streams and rivers for wildlife and water quality; to renew neighborhood parks; to restore fishing streams; to promote sustainable tourism; and to enhance resource stewardship."

National Heritage Areas reflect a strategy that encourages residents, government agencies, nonprofit groups and private partners to collaboratively plan and implement programs and projects that recognize, preserve and celebrate many of America's defining landscapes. National Heritage Areas seek short- and long-term solutions to their conservation and development challenges by fostering relationships among regional stakeholders and encouraging them to work collaboratively to achieve shared goals. The National Heritage Areas website is: www.cr.nps.gov/heritageareas.

Byway groups can contact these programs directly or, by working with an individual park, they will have access to these resources as well.

4 Can you tell us the current goals for the National Park Service? Are they still about preservation?

The National Park Service Organic Act states the mission is to "...to promote and regulate the use of the...national parks...which purpose is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." The NPS mission has not changed. Preservation is still a part of that mission. However, Director Fran Mainella recently established the "National Park Service Legacy Initiative and 4-year Plan" for doing business in the 21st Century. Five items are identified in this initiative of how the NPS is going to move forward toward our 100th-year anniversary in 2006. These five items are as follows:

Management Excellence: The NPS promotes management excellence and will epitomize government accountability. We will be a highly transparent organization whose productive, safe workforce reflects the diversity of our country and uses effective business practices to fulfill our core work.

Sustainability: The NPS will pursue sustainable facilities, operations, business practices, and resources through conservation, design, fiscal responsibility, information technology, partnerships, philanthropic support and positive relationships with Congress.

Conservation: The NPS will continue to be a leader in natural and cultural resource conservation, protection, restoration, and stewardship. We will accomplish our work through partnerships with educational institutions, intergovernmental organizations at the local, state, and federal levels, and interest groups.

Outdoor Recreation: People's enjoyment of and appreciation for the National Park System is essential to its conservation. The NPS embraces its critical responsibility to provide appropriate outdoor recreation and to

contribute to the physical and mental well-being of all Americans. We will provide these opportunities both through the National Park System itself, and through our role in a seamless network of parks.

21st Century Relevancy: The NPS mission will be relevant to contemporary America through engaging the public, developing a seamless network of parks, and protecting America's cultural heritage.

5 How can byway groups that run adjacent to or through national park areas best access park help?

I would encourage byway groups to contact the Superintendent's office at the park. Phone numbers for the various parks can be found on the www.nps.gov website. Most parks are aware of initiatives within their gateway communities and, if given the opportunity, would like to participate. Every park wants to know if a byway

person who is designated to work on byway/roadway issues. They may also have a transportation planner or a person with a planning background that would be able to assist the byway group. Smaller parks may not have someone with that type of background. However, all parks have a Regional Federal Lands Highways Program Coordinator with knowledge of the National Scenic Byways Program that can offer assistance.

Park staff will be able to bring to the table the knowledge and experience that may be relevant to what the group is trying to accomplish. The park staff will have intimate knowledge of the park's intrinsic qualities in the areas of historical, natural and cultural resources. For example, Scott Eckberg of Nez Perce National Historical Park participated in a co-leadership role on the Northwest Passage Scenic Byway advisory team. This mutually beneficial involvement enabled



Jennifer Getz, Program Analyst, National Park Service

developing a corridor management plan or contribute to the overall development of a scenic byway. In terms of implementation, parks are able to use a few of their fund sources as a matching grant when a byway group applies for National Scenic Byway funds.

7 What is the trend in park creation across the country? Will there be more?

There are currently 384 units in the National Park System. Legislation needs to be introduced by Congress before a new park can be created. The process is usually started when a Member introduces a Study Bill, which gives the NPS the authorization for funding a study of a trail, scenic river or area to determine if it is suitable for possible inclusion into the National Park System. Once the study has been completed, another Bill is introduced to establish the unit. There have been seven new units introduced since 2001. Of those seven, the NPS administration has formally supported two in testimony. The NPS administration has stated in recent years that they would like to defer action on adding new units, so that the NPS can devote our resources to addressing deferred maintenance. There are several studies that are currently ongoing, but no legislation has been signed recently that has identified any new park units. ★

Park staff will be able to bring to the table the knowledge and experience that may be relevant to what the group is trying to accomplish.

group is considering a National Scenic Byways designation effort that could include the park or adjacent areas. The Superintendent's office would be able to identify a park staff member who may be able to work on or with the byway groups on nominations for both designation and grant applications.

6 Can park staff be of assistance to byway groups for planning and implementation?

Yes, park staff can be of great assistance to byway groups for planning and implementation. Larger parks may have a specific

the revision of a 1997 corridor management plan that enhances the byway's NPS profile, reinforcing the motorway's intrinsic historical and cultural qualities through a closer alignment with the component park sites. The advisory team submitted the Northwest Passage Scenic Byway for designation as an All-American Road in April.

A park's staff will also have knowledge of the numerous park and National Scenic Byways Program resources available. Planning efforts may have already been done within the park that would be useful in

THEN AND NOW

–100 Years in Oregon Country!

By Christina Lilienthal, Landscape Architect

The year 2005 marks the centennial for the USDA Forest Service across the nation, and, coincidentally, the American Automobile Association (AAA) of Oregon. Nationally, the AAA and the Forest Service are presently important partners in the National Scenic Byways Program. This interest in the public good, transportation and tourism opportunities extends back in time. In Oregon, the two organizations took a complementary track, evolving to the sophisticated frameworks of today. Let us review some of the milestones for the AAA of Oregon and the USDA Forest Service in Oregon, which laid the foundation for our current public land stewardship, partnerships, scenic byways programs and contemporary public service.

The Early Days

Stephen Dow Beckham's book, *Land of the Umpqua*, states that settlers "labored for years to burn the forests, remove stumps, carve roads along the hillsides, and drive the Indians from their old villages and food-gathering sites. These pioneers

perceived the land and its resources as their unique bounty. With little thought of public trust or general good, they pursued their individual rights to exploit the land and get rich in the process. For doing this they were respected and gained the distinction as the founders of 'civilization' in the valley of the Umpqua."

Beckham went on to describe how Congress focused its land legislation on "fostering private ownership and farming. The Homestead Act of 1862 and its land grants to railroad and wagon road companies became the capstones of that policy. In the business of getting rid of the public domain, the federal government was remarkably successful. By 1900 it had disposed of 1,000,000,000 acres—one half of the country. Only belatedly did the nation begin to realize that timberlands and wild country were also an important asset and in the public interest."

The government made the first withdrawal of public land in Douglas County in 1886 to protect a large area around Crater Lake. In 1891, the Forest Reserve Act was

passed and "Section 24 of this law permitted the president to reserve forest lands still in the public domain." The Cascade Range Reserve was declared by President Grover Cleveland in 1893. The first Rangers and Forest Supervisors in Oregon were appointed in 1898. In 1905, the responsibility for administering those lands passed to the Forest Service in the United States Department of Agriculture (Beckham, 1986). This was the beginning that led to the present acknowledgement of the 100-year USDA Forest Service legacy.

The Pioneer Automobiles

During the same period, with 218 automobiles in Oregon—most of them in Portland, a group of Portland "pioneer automobilists" were determined to see Oregon in the vanguard of the automobile age, which was speeding into the world of transportation. It was 1905, and the city would host the Lewis & Clark World Exposition. According to the AAA of Oregon, the automobilists knew that a great many visitors would be coming to Portland in automobiles—that is, if the machines could negotiate the roads leading into the city. And that was by no means a certainty.

After an early spring meeting, the Portland Automobile Club was born, the precursor to the AAA of Oregon. Comprised of bankers, businessmen, professional men and other citizens, the group's avowed purpose was "to promote better roads for automobiles, stop reckless driving and assure fair legislation in the regulation of motor vehicles."

Two roads of "mud and rut" condition cried out for attention in the Portland area. Since they could get no official agency interested in the project, the Club members decided to do the work themselves. Armed with picks and shovels, they tackled the laborious job of leveling



A crew constructs a gravel road near Diamond Lake.

the worst of the chuckholes and generally cleaning the road surface so that visiting automobilists from the south could drive into the city of Portland. Next, they wanted to oil the road to the Exposition grounds, and they lobbied county and city road officials. The historical record of the AAA of Oregon tells the story: "No soap. Officials of the day were not road-minded and they refused to provide the money for the work. So once again the club directors took matters into their own hands and set out to raise funds for the oiling. They raised \$10,000 to finance the work and as a result of their endeavor, the...road became the first oiled road in Oregon, and perhaps the United States."

The Auto Club took up road projects immediately, because good roads were very important to automobile owners. They established a loop drive out of Portland across the Willamette River, which made a nice Sunday Drive. Considerable time was spent in 1905 seeking improvements to the Mt. Hood Highway. Since local officials took little interest in the use of the automobile, and there was increasing interest in automobile touring around the country, "the Club ordered 1,000 tin road signs to aid auto tourists in finding their various destinations, and authorized \$1,500 to pay for the installation of these signs." (AAA of Oregon)



An old wagon road in Douglas County, Oregon.

Then and Now – 100 Years in Oregon Country continues on page 11

Sound familiar? How many agencies, organizations and clubs have aided present day auto tourists in finding their way on scenic byways by financing, ordering and installing road signs?

Some of the “historical firsts” for the Portland Automobile Club include:

- In 1909, the Club contracted for the publication of the first *Tour Book of Oregon*.
- In 1912, the Club (a) asked the American Automobile Association to use its influence to secure passage of HB17734 to build a road across the Cascade Mountains, and (b) conducted a survey of the Mt. Hood Road with the view of obtaining government ownership of the road.
- In 1913, the Club conducted the first survey of the Columbia River Highway.

Over the years the membership grew and by 1914 they had 772 members. “Meanwhile, work had been progressing on the Columbia River Highway, and on November 12, 1914, the Club agreed to cooperate with the Hood River people in the official opening of the highway. It was decided that the Club would participate by conducting a run to Hood River to be called Apple Blossom Time in Hood River Valley.”

Sound familiar? How many automobile clubs across the nation have assisted scenic byways in their celebrations and dedications to honor designations or special accomplishments?

In 1916, the Club decided to change its name to the Oregon State Motor Association to more closely reflect the statewide position of the Club, which was followed by the establishment of Statewide Branch Offices.

Stages of Growth

Back on the federal level, in 1907, President Roosevelt enlarged the Cascade Range Forest Reserve. “Roosevelt’s proclamation came in an atmosphere of confrontation between conservationists and lumbermen and developers. Senator Charles Fulton of Oregon had introduced an amendment to the 1907 appropriation bill for the Forest Service, which prohibited the

President from using his executive powers to create any new national forests in Oregon, Washington, Idaho, Montana, Colorado and Wyoming. In a frantic eight-day period before this law took effect on March 4, Forest Service officials and the President mapped out new national forests, afterward known as the “Midnight Reserves.” On March 1 and 2, Roosevelt created or enlarged 32 national forests in the states covered by the soon-binding law.” (Beckham, 1986)

Significant national legislation was passed that helped in the development of public roads in the West. Due to the fact that “national forests contained significant resources and because the President proclaimed the Forests in the Pacific Northwest to counter the anti-conservation attitudes of lumbermen and politicians, ill-feelings existed about the Forest Service and its operations. Congress recognized this and in the 1907 Appropriations Act for the Forest Service, provided that 10 percent of all money earned by the Service through the sale of timber or lease of grazing rights should pass to the state or territory that generated

The mid-thirties and forties brought significant development of administrative and recreation facilities in national forests triggered by the Great Depression.

the revenues. These funds were designated for schools and roads. A year later, Congress raised this amount to 25 percent.”

The mid-thirties and forties brought significant development of administrative and recreation facilities in national forests triggered by the Great Depression. As Beckham wrote, “The onset of the



Between 1933 and 1942, several hundred thousand Americans worked on forest projects, such as this Ranger station in Douglas County, Oregon.



North Umpqua River Road, built by the CCC, opened to the public in 1940; here, a 1925 Dodge is one of the early travelers on the route.

Depression in 1929 caused social planners to turn to a variety of alternatives to cope with human need and economic stagnation in the United States.” He went on to say, “...The federal government, between 1933 and 1942, put several hundred thousand Americans to work on forest-related projects. These included construction of

in the Umpqua watershed following World War II.”

The contribution to the national treasury was significant from public land resources in the West. “In timber production for national forestlands, Douglas County was second only to Lane County in Oregon during the years 1949-70. In terms of overall timber production these adjoining counties led the state and the nation.”

The Multiple-Use Sustained-Yield Act of 1960 created a shift from only playing a development role of public timberlands to a broader range of activities that included administration of outdoor recreation, range, timber, watershed, and wildlife and fish purposes. This meant that resources were to be utilized in combination and not necessarily limited by economic factors. This was the beginning toward a balancing of resources.

Look for Part 2 of this article in the next issue of *Vistas*.

For information about the US Forest Service Centennial, go to: www.fs.fed.us/centennial.

For information about the AAA of Oregon, call 1(800) 452-1643 or visit www.aaa.com. ★

trails, roads, bridges, campgrounds, picnic areas, guard stations, ranger stations, warehouse complexes, fire lookouts, water systems, reforestation, fire fighting, forest disease control and other tasks.”

This same timeframe “became a turning point in the development of access and forest management on the national forest lands... The rudimentary trail systems, which often followed the Indian footpaths along the ridges and up the streams of the Western Cascades, were expanded by ‘tens of dozens’ of miles. In many instances, roads replaced former trails.” This workforce was called the Civilian Conservation Corps (CCC). “The work of the CCC set the stage for a new era in forest uses

Idaho's Northwest Passage Scenic Byway Participates in Scenic Conservation Demonstration Workshop

By Scott Eckberg

Wending across north-central Idaho, the Lochsa and Clearwater rivers formed natural travel corridors for the Nez Perce people. In 1805 the Lewis and Clark Expedition followed this ancient route in the quest for the Pacific. In the explorers' wake, a traditional native homeland was profoundly transformed by two centuries of settlement, industry and, of course, transportation.

Designated in 1989 and nationally designated in 2002, the Northwest Passage Scenic Byway winds through a landscape of stunning mountain, river and prairie vistas. The challenge of accommodating contemporary Idaho lifestyles, while preserving values that make this motorway nationally significant, was tackled in a unique workshop cosponsored by the America's Byways Resource Center and Scenic America.

The challenge of accommodating contemporary Idaho lifestyles, while preserving values that make this motorway nationally significant, was tackled in a unique workshop cosponsored by the America's Byways Resource Center and Scenic America.

Held May 18-19 in Orofino, "Conserving the Scenic Context of our History and Culture" was facilitated by Meg Maguire, a consultant and former president of Scenic America, along with staff of the America's Byways Resource Center. Participants included community, county, state and federal agency representatives.

"We sought this training because of the national attention this region has received, in part due to the Lewis and Clark bicentennial," said Wanda Keefer, who, as advisory team coordinator, applied to host

the workshop. "North-central Idaho has been discovered again; properties are being bought up and retirees have found us, but this Byway is not adversely impacted by billboards or other development—yet."

The time was also right, she added, given that after a year of intensive work, including public consultations, the team had just submitted an updated Byway corridor management plan (CMP) and All-American Road nomination. Keefer envisioned the workshop as a catalyst to focus

Byway constituencies around its new CMP, which replaced an initial 1997 document, and spark a shared momentum for implementing its recommendations.

The new CMP expanded the federally designated Byway corridor the length of U.S. Highway 12, across north-central Idaho from border to border, and added sites reflecting its intrinsic historic and cultural qualities. Team members include a city planner, county commissioner, state highway department engineer, state and federal land managers, community leaders, and regional Idaho travel and economic development associations.

Members knew their respective constituencies and organizational constraints, and recognized what would work in implementing the CMP in a conservative, economically distressed environment. Together, they realized that for this workshop to succeed, out-of-state trainers needed first to understand their Byway and the perceptions of its residents toward government regulation.

In mid-April, the team hosted a pre-workshop visit to Idaho led by Meg, Byways Resource Specialists Chel Ethun and Curt Pianalto, and Kevin Fry, president of Scenic America.

"Coming from the East, I was immediately impressed by the rugged, comparatively undeveloped



Scenic Conservation Pre-workshop Visit: Leaders from the Northwest Passage Scenic Byway, Scenic America and America's Byways Resource Center evaluate sites along the Byway as they relate to the Byway's historical and cultural context.

Northwest Passage Scenic Byway continues on page 13



Scenic Conservation Workshop Breakout Groups: Members from the Northwest Passage Scenic Byway broke into small work groups to brainstorm issue areas for sections of the Byway.

nature of this Byway,” Meg said. “We familiarized ourselves with the social and economic realities of the Byway’s communities, the independent spirit of its residents, and the challenges faced by the advisory team in advocating and codifying scenic conservation.”

“While not unique to Idaho or the West, local attitudes had to be dealt with if this workshop was to meet the advisory team’s purposes,” Meg added. “The last thing we wanted was to be perceived as outsiders, telling them what they should do—we wanted them to articulate a vision that would take ownership for improving their Byway, instead.”

The trainers learned that private property rights, and resistance to zoning and land use planning generally, were core Idaho values. They marveled at sites evoking the Northwest Passage Scenic Byway, including state and national parks that interpret ancient Nez Perce culture, the Lewis and Clark expedition, and later settlement history, amid comparatively untrammelled natural settings.

The pre-workshop visit helped immeasurably in fine-tuning the following month’s training. Meg and Chel used *Conserving our Treasured Places: Managing Visual Quality on Scenic Byways*, a book produced by Scenic America and America’s Byways Resource Center, as the workshop framework. A field trip incorporated the late nineteenth-century mining- and timber-based downtowns of Orofino, Kamiah, Kooskia, and Stites, as well as other Byway sites.

Representing diverse organizations and agencies, the 23 workshop participants divided into working groups to assess the themes of general design, working landscapes, signs, the Main Street Program,

“We familiarized ourselves with the social and economic realities of the Byway’s communities, the independent spirit of its residents, and the challenges faced by the advisory team in advocating and codifying scenic conservation.”

Meg Maguire, consultant and former president of Scenic America

context-sensitive highway design, and corridor-wide issues. Meg, Chel, and America’s Byways Resource Center Deputy Director Michelle Johnson facilitated the breakout sessions. They emphasized

a pragmatic approach to conserving viewsheds, and identifying community needs and existing networks, which could benefit from Byway affiliation and funding sources.

As a result of the sessions, specific actions were identified to explore the National Trust’s Main Street Program for distressed communities, develop wayfinding systems, and work with the Idaho Transportation Department on billboard enforcement and context-sensitive highway design.

Participants heeded Meg’s watchwords: “We must take Beauty off its pedestal and put it into policy, practice and performance.” They explored existing ordinances by which the state and communities could perpetuate the Byway’s values. Meg’s post-workshop report comprised an issue-by-issue summary

of workgroup findings for advisory team consideration. The findings dovetailed neatly into the implementation steps recommended in the team’s new CMP.

For Wanda Keefer, the workshop’s value to the Byway advisory team was three-fold:

“I appreciated first of all Meg’s thoughtful, customized approach to organization,” she said. “The pre-workshop visit was critical for her and Center staff to grasp some of our real challenges and opportunities, around which they could tailor our workshop and productively focus participants. “Second, the publications and other resources of the America’s Byways Resource Center, particularly its staff specialists, were superb. One outcome of this workshop was the team’s realization of all the knowledge and expertise the Center has to offer.

“Finally, I was impressed by the workshop’s broad and proactive participation, including key Idaho Transportation Department staff who now have a better grasp of our Byway and its management direction,” Wanda said. “Our team will tap this network for administrative, funding and regulatory support as we proceed with implementing our corridor management plan.”

To learn more about this team’s experience, contact Wanda Keefer at wkeefe@lewiston.com.

Scott Eckberg is the Idaho unit manager of Nez Perce National Historical Park, and co-leader of the Northwest Passage Scenic Byway advisory team. ★

EDITOR’S NOTE:

During the development of *Conserving our Treasured Places: Managing Visual Quality on Scenic Byways*, staff from America’s Byways Resource Center and Scenic America saw the benefit in including a model workshop for byways who would like to embark on a scenic conservation plan. When the manual was released to the byway community in 2004, staff from both organizations felt that it would be best to host a demonstration workshop with a byway using the manual. Byways from throughout the country were invited to apply

to host the demonstration workshop. Criteria for consideration included a concurrent need for scenic conservation planning as well as the considerable volunteer and resource hours to host such a demonstration workshop.

After the criteria were met, the byway finalists were literally put into a hat and the Northwest Passage Scenic Byway (NWPSB) was selected at random. We were very fortunate to have such an enthusiastic Byway that was so well suited to explore scenic

conservation. It should be noted that the NWPSB put in many, many hours of research time and pre-planning to ready themselves for the demonstration project. Their work is not yet complete and it will be many more hours and documents before they have a plan for the entire Byway.

To learn more about how scenic conservation planning works or to explore the possibilities of your byway using the model workshop, call the America’s Byways Resource Center at (800) 4BYWAYS, ext. 5.

Road to Cultural & Heritage Tourism Lined with Shopping Stops

New Opportunities to Package and Promote U.S. Cultural & Heritage Tourism with Shopping

By Rosemary Rice McCormick

People who love to travel, love to shop. They also love to explore historic homes, catch the latest Broadway musical or hike through a forest of towering redwood trees when visiting the United States. Global travelers want to give more than their credit cards a workout. They want to expand their minds by delving into the culture and ethnicity of the places they are visiting.

What differentiates a typical tourist from a cultural/heritage shopper tourist? A recent study shows they stay longer and are far more likely to carve out time for art galleries, museums, concerts, cultural or historic sites, or national parks, as well as shopping. Cultural shopper tourists visit more destinations

Shopping continues to rank the highest on the list of activities overall for international travelers while visiting the United States. Nine out of ten of overseas and Mexican air travelers shop during their visits to the U.S., spending over \$6 billion on gifts and souvenirs. That's an average of over \$350 per person, per trip. These conservative figures do not include spending for non-gift related apparel, accessories and household items, categories that are not tracked by the OTTI in-flight survey.

The United Kingdom currently generates more cultural shopper tourists to the U.S. than any other overseas market, twice the number from runner-up Germany and far



heritage tourism, so we are actively seeking opportunities to feature cultural and heritage experiences in Shop America Tours packages. Cultural and heritage attractions can derive revenue from the incremental sales and exceptional exposure to online travel shoppers world wide," explained Michael O'Connell, Shop America's Executive Director. "Ideas include Shop & Culture, Shop & Show, and we are open to any and all creative packaging ideas that also feature shopping."

Karen Mac Donald, Director of Communications at Taubman, added, "It's clear that international travelers play a significant role in the American retail marketplace. This study illustrates the value of combining shopping with cultural and heritage tourism to create a more well-rounded travel experience for the international travelers." Taubman Centers have developed Cultural Shopping Tourism packages at Cherry Creek in Denver, as well as other markets, to cross-sell shopping with cultural and heritage experiences. ★

Fort Lauderdale, Chicago, Bloomington (Minnesota), New Orleans, San Diego, as well as state shopping programs in California, Florida, Virginia and Arizona. Shop America Tours is a division of SAA that develops and markets packaged tours online at www.shopamericatours.com and in partnership with major tour operators including Mark Travel (Southwest Vacations, Funjet, United Vacations), Expedia, Travelocity, Orbitz, MLT, Liberty GoGo, Kintetsu, Allied Tours, Gulliver's and more. Capitalizing on the growing trend in Dynamic Packaging, where travelers create their own packages online by selecting where they want to stay and what they want to do, Shop America Tours sells thousands of shopping tours each year to visitors from around the world.

These packages are commissionable to the tour operator and travel agents and do not include hotels, featuring the experiential added value to the guest. Top selling Shop America Tours include Shop & Shuttle, Shop & Play, Shop & Dine, Shop & Spa/Beauty, Bridal Shopper, Man of Style and new in Las Vegas: Shop & Golf.

"We understand the important link between shopping and cultural and

Nine out of ten of overseas and Mexican air travelers shop during their visits to the U.S., spending over \$6 billion on gifts and souvenirs.

while within the U.S. They're more likely to be leisure travelers. Overall, they're more affluent and spend more while contributing to global understanding through cultural exchange and commerce. It's a win/win partnership to package shopping with cultural and heritage tourism.

This is the conclusion of Taubman Centers, Inc., a leading U.S. shopping center developer, and the U.S. Department of Commerce/Office of Travel and Tourism Industries (OTTI). The two organizations recently collaborated and released a study examining the correlation between shopping and cultural/heritage tourism. OTTI compiled data from in-flight surveys completed by international travelers as they exited the U.S.

outdistancing other top markets: Japan, France and Mexico (air). Cultural shopper tourists (those who both shop and participate in a cultural or heritage activity such as attending a concert or visiting a national park or museum) are 33% of the total. They report longer stays of at least two more nights and higher-on-average spending levels than general travelers. Cultural shopper tourists also visit a greater number of states and are more likely to be new-to-market travelers.

Selling Shopping Tours Shop America Alliance (SAA) is an exclusive trade association representing over 200 of the leading shopping destinations in the U.S., including shopping centers, retailers, outlets and major shopping destinations—Las Vegas,

EDITOR'S NOTE:

Rosemary Rice McCormick serves as President of the Shop America Alliance, which represents over 200 of the leading shopping Tourism destinations in North America, publishes *Shop America* magazine and markets shopping tours. Visit www.shopamericavip.com and www.shopamericatours.com. Shop America is the proud producer of the U.S. Cultural & Heritage Tourism Summit, an industry milestone event presented by the U.S. Department of Commerce and the President's Committee on the Arts and the Humanities, October 6-8, in Washington, D.C. For more information, visit www.uscht.com.

2005 Calendar

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

SEPTEMBER

September 18, 2005

*Dedication of the 1828 Blaine Bridge
Ceremony and Festival*
Blaine, Ohio
Historic National Road
For more information, please visit:
www.blainebridge.org

September 21-22, 2005

National Scenic Byways Designation Event
Washington, D.C.
For more information, please visit:
www.bywaysonline.org

September 25-28, 2005

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

September 27-October 2, 2005

National Preservation Conference 2005
Portland, Oregon
For more information, please visit:
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 7-10, 2005

ASLA Annual Meeting & Expo
Fort Lauderdale, Florida
American Society of Landscape Architects
For more information, please visit:
www.asla.org

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 11-15, 2005

AMPO Annual Conference
Denver, Colorado
Association of Metropolitan Planning
Organizations
For more information, please visit:
www.ampo.org

October 14-17, 2005

*2005 National Watchable
Wildlife Conference*
Virginia Beach, Virginia
Watchable Wildlife, Inc.
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

*Rock and Road
2005 National Scenic Byways Conference*
Cleveland, Ohio
For more information, please visit:
www.bywaysonline.org

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.
Project for Public Spaces
For more information, please visit:
www.pps.org

NOVEMBER

November 1-3, 2005

*8th Annual National Tribal
Transportation Conference*
Scottsdale, AZ
For more information, please visit:
<http://ttap.colostate.edu>

November 8-12, 2005

National Interpreters' Workshop
Mobile, Alabama
For more information, please visit:
www.interpnet.com/nhw2005/

November 29-Dec 1, 2005

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

DECEMBER

December 4-8, 2005

Ranger Rendezvous XXVIII
Charleston, South Carolina
National Park Service
For more information, please visit:
www.anpr.org

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Contact *Vistas* Editor:
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Get ready to go!

**AMERICA'S BYWAYS™
WELCOME YOU!**

Pack your bags! If you submitted a nomination, your byway could be welcomed into the collection on September 21 and 22. You'll be notified just days before the event if your byway is selected. Get ready to go!