

VISTAS



AMERICA'S BYWAYS

JULY/AUGUST 2003

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Sustainability through Leadership



When a group forms around a common mission and vision, such as a byway project, opportunities will emerge to find and develop leaders to help keep the group on course.

A person can hardly walk past a newsstand, bookstore or magazine rack these days without seeing titles that refer to leadership. There are theories, models, studies, tips, guides and assessments on what leadership is and how to develop those skills. From playgrounds to complex organizations, someone always seems to be in the lead—showing the way. Interestingly, what leaders *do* is not obvious and a leader is not always a person with an impressive title or credentials.

Why We Need Leaders

Everyone has ideas about what should be done and how to do it. Sometimes individuals strike out alone and accomplish great things. More often, groups form around a common idea to get things done. If key individuals don't draw the group members together, then confusion, frustration and conflict begin to impact the work and the group may even break up without

accomplishing the goal. Each National Scenic Byway has a person named as the "Byway Leader." However, many different individuals who take on different roles in the organization can provide leadership. This is often not a job position or description. Any person who takes a part in drawing others toward a desired outcome is serving as a leader.

What Leaders Do

Every organization, whether it deliberately creates them or not, follows a set of guiding principles. Organizations form around vision, values and purpose—what the organization stands for and what the members are working to create or change. Effective leaders articulate that vision in a compelling way, identify the values and hold themselves and organization members accountable to them as decisions are made and actions taken. Leaders set the boundaries, hold to the course and provide

ongoing encouragement to members to do the right work.

Leadership and management are connected, but not the same. As John Kotter, professor of Leadership at Harvard Business School, differentiates it, management is about coping with the complexities of an organization and brings a degree of order and consistency. Leadership, in contrast, is about coping with change and setting the direction for the organization.

Most leaders do spend time acting as managers. They may develop work plans, supervise staff or volunteers, or conduct evaluations and report on projects. However, in the words of Frederick Smith, CEO of FedEx, "The primary task of leadership is to communicate the vision and the values of an organization. Second, leaders must win support for the vision and the values they articulate. And third, leaders have to reinforce the vision and values."

Directions

My brother graduated from Michigan Tech about ten years ago. It was to be my second trip to Houghton/Hancock, Michigan, and I was looking forward to watching my little brother graduate from college. I got directions to his house, packed my bags, bought a gift and hit the road. When I was about half way there I realized that I had forgotten the directions at home. No big deal, I thought. I'll remember when I get there, plus how hard would it be to find the house?

Little did I realize what I had gotten myself into. Upon my arrival in Houghton/Hancock, I couldn't remember the street name, let alone which city he lived in. I stopped and checked a phone book. Nothing. I called information. Nothing. I called the college. Nothing. After hours of driving around town in the middle of the night, I finally found a campus radio station,

and asked for help. They tracked down someone at the college to give me the information I needed. The college staff said they would only give me the phone number if it was an emergency. I thought it qualified!

Have you ever forgotten the directions to your destination? It can be very frustrating to know where you want to be, but not knowing how to get there. It's a lot like planning for your byway. It's important to have a vision (your final destination) and actions, goals and objectives (the directions) for your byway and the communities along the way. What is your vision for your road? What will the road, the communities, the attractions, and special places look like in five years? Ten? Twenty?

Once you have a vision, ask yourself: Who owns the vision? Just as important as it is to have a vision, it is equally important that it is a shared and supported by

others. Are you all alone, or are others working with you? Do volunteers, communities, residents and visitors share the vision? The more individuals that support the vision and work for it, the stronger the community and the more successful you will be.

If your vision is clear and realistic, then it is time to identify the tasks to make your vision real. Specify who will complete the tasks and set deadlines. Then stick to them. Keep checking your tasks; revisit them often. Bring them to meetings and ask questions. As I learned in the dark of night, it is critical to bring the directions with you. You'll need to check them every so often if you want to realize your dreams (and find your destination).

To my relief, the person at the college (reluctantly) agreed that it was an emergency, broke the rules and gave me the information I needed. I called my brother to get directions and



Michelle Johnson, Associate Director
America's Byways Resource Center

discovered that I was miles from where I needed to be. After hours of traveling and searching, I was frazzled and very tired. The rest of the weekend was much smoother!

Best wishes as you realize your dreams. As always, we are here to listen and help as you create a vision and develop goals for your byway. Planning for your future doesn't have to leave you frazzled and tired. That's where we can help.

And don't forget when you leave home for a big trip to an unknown land—bring the directions! ★



Frank Walker, Assistant Superintendent of Yellowstone National Park, spoke at the ceremony and took part in a historic skit for the dedication. Photo by Jim Peaco

Beartooth All-American Road Celebrates Its Grand Opening

On Saturday, May 24, the Grand Opening celebrations of the Beartooth All-American Road designation took place in Cooke City and Red Lodge, Montana. Five days earlier, the city of Cody, Wyoming, celebrated the event during its Public Lands Day ceremony. This date was also the official opening of the road for the summer season. U.S. Senator Conrad Burns and

U.S. Representative Denny Rehberg were on hand in Red Lodge as well as Dave Galt, Director of the Montana Department of Transportation, to say a few words and cut the ribbon for the official opening. Cooke City's celebration took place a few hours later with other members of the Montana Department of Transportation and distinguished guests. ★



One of only a handful of existing old-time Yellowstone tour buses drove skit actors and speakers through town. Photo by Jim Peaco

What Leaders Are

Learning to recognize the qualities of excellent leaders increases the likelihood of identifying individuals who can help achieve the goals and sustain byway groups over the long run.

Are leaders born or made?

Research shows probably some of both. In *Leading Change*, John Kotter writes, “The historically dominant concept takes leadership skills as a divine gift of birth, a gift granted to a small number of people. Although I, too, once believed this, I have found that the traditional idea simply does not fit well with what I have observed in nearly thirty years of studying organizations and the people who run them. In particular, the older model is nearly oblivious to the power and the potential of lifelong learning.” Some people seem to have a natural style that others are drawn toward and are eager to follow. By trial and error they reinforce their natural leadership qualities and improve the skills that make them effective. Others have the core qualities of leadership, then work to learn the skills needed to become strong and effective leaders. They continue to learn and develop skills as a lifelong habit.

Either way, leaders know how to communicate a vision and a case for change in ways that compel others to grab onto it and help make it happen. It's not so much about giving orders or detailed instructions (that's management); it's more about the presentation of a compelling future—the desired end result if everyone pitches in to achieve a common goal.

Unless the leadership consistently stays on the path of the vision, an organization will move toward apathy and, eventually, cynicism. True leadership, as opposed to management, is not easy, and it's no wonder that leaders frequently imagine quitting and moving on to simpler roles. Fortunately, they usually stick with it.

Byway organizations need solid leadership to be sustainable. Leadership will emerge from unexpected sources but will always come with certain qualities that draw others in to work together. Leaders have technical skill and expertise, specific character traits and effective interpersonal skills that play together to make them effective in leadership roles. Let's look at each of these qualities and ways to identify and develop emerging leaders in byway groups.

Technical Skills and Expertise

We all have skills and knowledge gained through experience and education. These are sometimes the quantifiable things we put on resumés and what others think of when they are looking for someone to take on a task or fill a position. It's why we are hired and promoted. It is often the base of how we get a foot in the door; however, if it's the **ONLY** reason someone is hired or promoted, that person will eventually reach a point where he or she is ineffective in other key leadership areas. Be cautious about leaders who have great credentials but nothing else. Technical skills are important, but they aren't enough to sustain a group through the rough spots.

Character Traits

Warren Bennis, in *Organizing Genius*, wrote, “Leadership always comes down to a question of character.” There are many lists of traits that great leaders have in common and a few of those traits show up on every list. Indeed, when one presenter at this year's National Scenic Byways Conference asked a group to name traits of a good leader, these same few appeared on that list:

- Effective leaders hold a set of **core values and principles**, which they consistently live by and employ in the way they treat people—both at work and in personal life. The specific set of values will vary widely from one individual to another, but are so strongly held and demonstrated in decisions and actions that there is no doubt what is steering the leader.
- Leaders are **honest** by nature. What they say and what they do are like two parallel lines. People following their direction do not have to second guess whether what is stated one day will still hold true another.
- Leaders have **integrity**. The reality of a leader's life and work conforms to the words they speak and write. They stand up for the values and principles of their organization and are loyal to their people—even (and especially) when those people are not present. They follow through with their commitments and are accountable to others who depend on that.

Interpersonal Skills

Leaders interact with others in many different situations and environments. Leadership is, of course, a continuous series of interactions with other individuals and with groups. Robert Coles, a professor at the Harvard Medical School, writes that leaders know how to persuade people to keep others company and to do the things that are the right things to do. They help build relationships and develop strong teams.

Leaders communicate, listen, solve problems and manage conflict and they don't back away from situations that require those skills. They may coach and foster those skills in others, but they don't shrug off the responsibility, downplay the importance or pass blame or judgment on others.

Leaders must be willing to solve problems of all sorts and be comfortable with having a steady stream of problems to solve. People new to leadership positions often have a sense that when they get past the current problem they are working on everything will be happy and peaceful. But, there's always another problem to solve or conflict to manage. A leader must develop the skills to help solve the problem or help build a team that can. This is why many people don't enjoy leadership roles: Others only come to them when there is a problem. Leaders have to enjoy the problems and develop the skills to solve them.

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Effective leaders have excellent interpersonal skills and bring them into play, whether they are at the front of the room facilitating or at the table as group members.

The Six-State Historic National Road Corridor Celebrates All-American Road Designation

Thursday, May 8, 2003 was a great day on the **Historic National Road, the Road that built the Nation**. On that day, all six states through which the Historic National Road traverses (Maryland, Pennsylvania, West Virginia, Ohio, Indiana and Illinois) held ceremonies celebrating its recent designation as a National Scenic Byway, **All-American Road**.

“This is just a terrific day for the entire Historic National Road Corridor. The entire National Road Alliance organization worked very hard to receive the All-American Road designation. We had a great time last June 11 (2002) when we all gathered in Washington to receive the awards from Transportation Secretary Norman Mineta, but this is what’s really important. The fact that this event is happening right now in all six states of the Historic National Road and that the byways communities—the people—are all out here on the road that carried

many of our ancestors west to the new frontier, celebrating the designation and the efforts to make the Historic National Road a destination—that’s what it’s all about,” said Jerry Roll, president of the National Road Alliance. The Alliance is a six-state organization whose mission is to advocate and communicate for the promotion, preservation and enhancement of the entire Historic National Road. Jerry is also director of the National Road Association of Illinois.

In all six-states, byway communities gathered at 10:30 a.m. EDT. The ceremonial ribbon cutting occurred at 11:00 a.m. EDT, with members of the legislature, local byway leaders, students and FHWA representatives. While the weather was threatening, the spirits of those attending were high with the excitement of the day’s events. Here’s a brief look at what went on in each state.



Ohio Historic National Road members officially cut the ribbon on May 8, 2003.

We also expect this new designation to have a significant economic impact on the towns located along the Road, as travelers stop to buy souvenirs, visit attractions, dine in the restaurants and spend the night.

MARYLAND

On May 8, nearly 100 people cheered on Lt. Governor Michael Steele as he took the reins of a horse-drawn Conestoga wagon and guided it down Main Street in New Market to celebrate a new milestone for one of America’s oldest roads. The Lt. Governor and other State and local officials arrived in grand style to cut a ceremonial ribbon simultaneously with five other states for the Historic National Road Scenic Byway— designated an All-American Road.

During his remarks at historic Mealey’s Restaurant, Lt. Governor Steele announced four new grants that the USDOT/FHWA has awarded for projects along the Historic National Road. The \$406,000 in funding included \$25,000 for organizational development, \$145,000 in capital improvements at Washington Monument State Park, and \$232,082 for interpretation and capital improvement at Casselman River Bridge State Park. Another \$200,000 has been earmarked for promoting the Historic National Road as a unique tourist destination. “This is a great time to market the Road, as more and more travelers are coming to Maryland to immerse themselves in our history,” said Lt. Governor Steele before

he unveiled the new “America’s Byways” signs that will be posted along the historic highway. “We also expect this new designation to have a significant economic impact on the towns located along the Road, as travelers stop to buy souvenirs, visit attractions, dine in the restaurants and spend the night.”

After the ribbon-cutting ceremony, the Lt. Governor walked along the road, stopping by town businesses such as the New Market General Store, and talked to local residents, historic interpreters, visitors, and local, state and federal officials.

PENNSYLVANIA

Over 100 members of the byway community turned out in less-than-perfect weather to participate in the ribbon-cutting ceremony. It had rained much of the night and early morning, and the intended ceremony site was a swamp. However, the ceremony was held at the historic “S” Bridge where the committee discovered dry ground. Donna Holdorf, executive director of the National Road Heritage Corridor (NRHC), commented to the group, “Isn’t it amazing that all around us there are puddles and mud, but here on the original surface of the Historic National Road, it’s dry as a bone? Now that’s construction engineering.”

State Transportation Secretary Allan Biehler, P.E., took scissors in hand and cut the celebratory ribbon. "The All-American designation is the highest recognition bestowed on a scenic byway," Secretary Biehler said. "It represents the best of the best, the finest driving routes in the country. In addition to showcasing unforgettable places, the All-American Road is a destination unto itself. What a wonderful way to open the tourism season," said the Secretary. "This All-American Road designation highlights a route that stands tall in our nation's transportation history and will help direct people to a delightful, scenic experience in southwestern Pennsylvania." Joining Secretary Biehler were state Sen. J. Barry Stout, D-Washington, the minority chairman of the Senate Transportation Committee, Representative Peter Daly and county and local officials.

"In addition to showcasing unforgettable places, the All-American Road is a destination unto itself."

State Transportation Secretary Allan Biehler, P.E.

On hand to help with the celebration was the McGuffey High School Band and the Claysville American Legion Color Guard. "This is another great day for the Historic National Road," said NRHC board chairman Robert Wetzel. "The Historic National Road has been the recipient of many awards. It is one of Pennsylvania's first State Scenic Byways and the state's only National Scenic Byway. The opportunity to focus attention on what those of us here today already know to be a scenic and historical corridor will bring new visitors to the area and help the NRHC accomplish its mission of preservation and tourism development around the history and heritage of a road that carried so many of our pioneering ancestors to their Promised Land."



The National Road Association of Illinois celebrated the All-American Road designation with a ribbon-cutting ceremony.

WEST VIRGINIA

The May 8th ribbon-cutting ceremony for West Virginia's Historic National Road was a successful event. The event took place at Valley Grove and was hosted by Mayor John Lucas and the village council.

Many byway community representatives from local government, tourism agencies, and West Virginia's State Byway Coordinator, Kenneth Ferguson, turned out for the celebration. While it was raining in other parts of the panhandle of West Virginia, no rain fell in Oak Grove during the ceremony.

The event was kicked off at 10:45 with interviews by two local television stations, the local newspaper and National Public Radio. At 11:00 a.m. EDT, Deb Keddie, a West Virginia National Road Alliance board member, invited all in attendance to help string the ceremonial ribbon.

A reception followed in the Valley Grove Community Center where the new West Virginia Historic National Road sign was unveiled and remarks were made by Mr. Ferguson.

OHIO

On May 8, at two sites, Ohio joined the five other National Road states in celebrating the designation of the National Road as an All-American Road. The Clark County Heritage Center in downtown Springfield and the National Road Zane Grey Museum in Zanesville hosted celebrations. The Springfield event included comments from the city's mayor and county commissioner, John Detrick, who recounted the six generations of his family that have lived and worked along the National Road. Exhibits were set up in Heritage Hall, Ohio's new National Road sign was unveiled, antique cars were displayed and the event culminated with a red, white and blue balloon release. Delegations from five eastern Ohio National Road counties attended the Zanesville event and helped cut the ribbon at the entrance of the National Road/Zane Grey Museum. Speakers included Glenn Harper of the Ohio Historical Society and past President of the National Road Alliance and Paul Staley, State Scenic Byway Coordinator. An open house and reception followed the public ceremony.

INDIANA

On May 8, the Indiana National Road Association coordinated a ribbon cutting with the other five states that the Historic National Road travels through to celebrate the All-American Road designation. The event in Indiana took place at the Indiana Statehouse in downtown Indianapolis, on Washington Street, which is also the Historic National Road. The White River Jazz Band kicked off the event at 9:00 a.m. Then several speakers honored the Road by describing its historic and current significance to themselves, the state of Indiana and the nation. First Lady Judy O'Bannon, State Representative Thomas Saunders, Federal Highway Administration's Indiana Division Administrator John Baxter, Indiana Department of Transportation Commissioner Bryan Nicol, and City of Indianapolis Department of Metropolitan Development Director Maury Plambeck all spoke to 110 fourth graders and another 40 invited officials and public guests. Washington Street was closed for ten minutes for the ribbon to be strung across the road and cut at 10:00. Many students and guests took pieces of the ribbon home with them as souvenirs from the event in the National Road's history.

Eight Projects Win Awards as “Best Practices for Byways”

Best practices. Proven winners. Call them what you will, these projects are some of the best examples of innovative planning, partnering, funding and implementation of byway projects.



Florida's A1A Scenic and Historic Coastal Highway

Pictured left to right are: John Chell, Mariano Berrios, Barbara Jenness, Garry Balogh, Vickie Renna, John Horsley, George Schoener, Al Hadeed and Anne Wilson



Louisiana's Creole Natural Trail

Pictured left to right are: John Chell, James Brown, Valerie Horton, Jamie Gaines, Cindy Johnson, John Horsley, George Schoener, Monte Hurley, Shelley Johnson and Ty Bromell



Missouri's Little Dixie Highway of the Great River Road

Pictured left to right are: John Chell, John Horsley, Bertha Mae Taylor, George Schoener, Vernon Hughes, Ralph Huesing and Michael Schroeder



New Hampshire's Kancamagus Scenic Byway

Pictured left to right are: John Chell, George Schoener, Carol Barleon, Terry Miller and John Horsley



FLORIDA

Protection of a Scenic Byway by an Interim Development Ordinance

(A1A Scenic and Historic Coastal Highway)

Increasing growth pressures accelerated the need to protect environmentally sensitive lands and vistas along the A1A corridor. Residents, local businesses, developers and the county joined forces to draft an Interim Development Ordinance to help preserve the character and natural resources of the region. Completed in just seven months with all in-kind labor, the IDO establishes additional setbacks from the road, rewards innovation in site design, limits the size of commercial projects to preserve open space, limits signage and enhances landscape requirements to include native landscaping and tree protection.

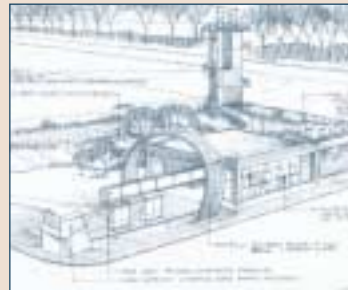


LOUISIANA

Creole Nature Trail Marketing Initiative

(Creole Nature Trail All-American Road)

Known as “Louisiana’s Outback,” the Creole Nature Trail remained one of the state’s best-kept secrets until a comprehensive marketing plan was launched to promote the Trail’s significance as a primary travel destination. Efforts were carefully planned to coincide with projects being implemented along the byway. The Trail now welcomes visitors from all over the world who come to experience this unique region. Over the last five years, tourism in the region has increased 30 percent.



MISSOURI

Industry and Environment: Finding Compatibility

Holcim Cement Interpretive Facility/Clarksville Refuge

(Little Dixie Highway of the Great River Road)

A unique public-private partnership has been cultivated along the Mississippi River. The byway has joined forces with Holcim Inc., one of world’s largest cement manufacturers, to construct an interpretive center and provide access to a wildlife refuge adjacent to the byway. A group of dedicated partners is working together to educate residents and visitors on the relationship of the river and its resources to the region.



NEW HAMPSHIRE

Implementation of the Kancamagus Interpretive and Facilities Plan

(Kancamagus Scenic Byway)

A treasured resource, the “Kanc” was designated one of the first USDA Forest Service Scenic Byways in 1989. Working side by side, the USDA Forest Service and a group of byway advocates parlayed funding for two overlook sites into a comprehensive Interpretive and Facilities Plan for the route. With over \$4 million invested, many projects have been successfully implemented, including interpretive sites, trails, scenic overlooks, landscape restoration, and the raising of two timber frame barns to welcome visitors.

On May 19, eight winning projects were honored at the 2003 National Scenic Byways Conference in Albuquerque, New Mexico. The national competition, titled “The Road Beckons: Best Practices for Byways,” was the second sponsored by the American Association of State Highway and Transportation Officials, the Federal Highway

Administration and the America’s Byways Resource Center. Thirty-seven projects from 21 states competed for the distinction. “The competition is a way to identify and showcase the excellent work being done throughout the country to enhance, preserve and promote America’s scenic byways,” explained Shana Baker, Director

of the FHWA National Scenic Byways Program. While each of the projects has distinct features, the winners were characterized by a commitment to value irreplaceable resources, craft well-defined implementation plans, attract multiple partners, secure funding and successfully attract and educate visitors.

“Behind each project is a group of dedicated people,” said Henry Hanka, Director of America’s Byways Resource Center. “The volunteers and local communities use Best Practices recognition as a springboard to leverage even greater successes. It’s an inspiring collection of work.”



New Mexico’s Historic Route 66 and El Camino Real

Pictured left to right are: John Chell, George Schoener, Laurie Evans, Lorin Saint, and John Horsley



North Dakota’s Shyenenne River Valley Scenic Byway

Pictured left to right are: John Chell, Bobby Koeplin, Deb Koeplin, Janice Stowman, Daryl Heise, Mary Lee Nelson, John Kwapinski, Becky Heise, Rich Schueneman, Karen Schelske, Dan Schelske, George Schoener and John Horsley



Oregon’s Rogue Umpqua Scenic Byway

Pictured left to right are: John Chell, George Schoener, David Sell, Bob Deane, Christina Lilienthal, Pat Moran and John Horsley



Washington’s Mountains to Sound Greenway – I-90

Pictured left to right are: John Chell, George Schoener, Doug Schindler, Kelly Kirkland, Paula Connelly and John Horsley



NEW MEXICO

Cultural Corridors: Public Art on Scenic Highways

(Route 66 and El Camino Real)

Two mighty roads, El Camino Real and Historic Route 66, cross just west of Albuquerque. Along these fabled routes, a series of monumental public artworks have been installed to celebrate the value of both transportation and art. Designed as roadside attractions, the sculptures captivate the attention of residents and visitors as they travel the historic roadways and think about those that have made the journey before them. Funding of \$1.2 million has resulted in 12 noteworthy art projects along the two byways.



NORTH DAKOTA

The Shyenenne River Valley Scenic Byway: Hidden Treasures of the Great Plains

(Shyenenne River Valley Scenic Byway)

An investment in high-quality interpretation will add value to the visitor experience and residents’ quality of life in North Dakota. What began as a small project to increase tourism and tell the story of the Shyenenne River Valley has exploded into a multimillion-dollar project that includes 38 interpretive sites, six map panel locations and a new visitor center. Funding for the project was leveraged from 39 different sources.



OREGON

Implementation of the Byway Development Plan

(Rogue-Umpqua Scenic Byway)

A volcanic past has endowed “the Rogue” with natural beauty, dramatic scenery and incredible landscapes. Mindful of the uniqueness of the site, FHWA Federal Lands Division, the USDA Forest Service and the Oregon Department of Transportation drafted a Development Plan to enhance visitor access and experience while protecting the resources of the area. Over ten years, \$22 million has been invested in recreation access, safety improvements, interpretation, visitor information and scenic enhancements.



WASHINGTON

The Re-greening of Zorro Mountain: Erasing the Scars

(The Mountains to Sound Greenway – I-90)

It’s a striking drive on I-90 between Seattle and eastern Washington. However, dominant Z-shaped scars marred the view from the road: vestiges of abandoned logging roads on the steep mountainsides. Inspired to restore the natural features of the peak, youth volunteers spent two summers laying compost, hay and grass seed and planting trees as part of a creative Re-greening Partnership led by the Mountains to Sound Greenway Trust. Today, the scars have slowly begun to fade and new growth has taken hold. ★

★ See “Learning from Best Practices” on page 11!

Red River Gorge Scenic Byway (Kentucky)

Byway Length:

46 miles

Driving Time:

5 hours

Designations:

National Geological Area, 1974

National Natural Landmark, 1975

National Wild and Scenic River, 1993

State Scenic Byway, 2001

National Scenic Byway, 2002

Unique Features:

A Methodist preacher once described heaven to his congregation as “a Kentucky kind of place.” He surely must have had the heavenly beauty of the Red River Gorge Scenic Byway in mind when he voiced this comparison. Winding from Stanton to Zachariah, the byway is rich in natural wonders with a wealth of spectacular scenic and recreation experiences. Nicknamed the “Grand Canyon of the East,” the Red River Gorge has been carved by wind and water for over 70 million years and offers countless trails leading to more than 100 natural sandstone arches.

The Red River Gorge begins at the Nada Tunnel, a one-lane road hand-carved through solid rock by early railroad loggers. Two teams began in 1910 on each end and worked their way to the middle using steam-powered jackhammers and carbide lamps. Getting through the 900-foot-long, 12-foot-wide and 12-foot-high tunnel is a bit of an adventure even today. If two vehicles meet, it’s an unwritten rule that the one who has covered the shorter distance has to back up.

The Red River Gorge is one of the nation’s special natural areas. Its deep canyon walls, rugged sandstone cliffs and stunning arches were shaped by the mighty Red River. Hosting a unique collection of flora and fauna, the Red River Gorge area is home to endangered, threatened, sensitive and rare species of both plants and animals. The presence of 90 percent of the native fauna of eastern Kentucky points out the diversity and stability of local habitats, making this a pristine, natural area. Not surprisingly, the gorge has become a Mecca for rock climbers and nature lovers.

Spanning 78 feet in length and 65 feet in height, a natural sandstone arch is the main attraction at Natural Bridge State Resort Park. The internationally known landmark was created during many thousands of years by the freezing and thawing of water absorbed into sandstone. The strata about midway up is loaded with seashells, evidence that this area was once under water. Nine trails lead out from Natural Bridge State Resort Park, several of them constructed in the 1930s by the Civilian Conservation Corps, following the originals made by the Cherokee. If you prefer to float over the treetops to the top of the arch, climb aboard the Sky Lift and ride to within 600 feet of the arch. At Natural Bridge State Resort Park, Hemlock Lodge is nestled in the mountainside and all the 35 rooms feature balconies to enjoy the spectacular vistas. The resort park is known for its reasonable fees, family-friendly activities and good mountain country cooking in the spacious, window-filled dining room. Campsites and cottages also are available. For some good old-fashioned fun, swing by Hoedown Island for traditional square dancing.



More than 100 natural sandstone arches attract visitors to the Red River Gorge. © 2001 by SEKTDA

The towering cliffs and natural serenity of Torrent Falls invite you to sit a while and ponder the majesty of nature.

Names such as Sky Bridge, Angel Windows and Raven Rock conjure up images of the unique beauty of the byway. A ridge top arch, Sky Bridge is one of the most popular and largest arches in the Red River Geological Area. Set amidst trees, wildlife and unique geological features, Angel Windows is a fitting framework for the many arches. Standing almost as if on guard along the byway, Raven Rock is said to have been named for the many flocks of ravens that used the gigantic rock as their roost.

Located just a few miles from Natural Bridge State Resort Park is a beautiful 160-foot waterfall set among the forests. The towering cliffs and natural serenity of Torrent Falls invite you to sit a while and ponder the majesty of nature. Torrent Falls is also the home of the Via Ferrata Climbing Adventure, a European climbing system with handgrips, footsteps and safety cables. It is the first Via Ferrata in the United States.

As the roadway winds and twists, you get a glimpse of the past at Gladie Creek Historic Site. Gladie Cabin is a reconstructed log home dating back to the late 1800s, during the logging period of Kentucky's history. In the cabin museum, you can see log branding irons, tools, models of old equipment and photographs. Grazing alongside the cabin is a herd of bison.

Pull the curtains back on one of the most stunning views of the region by hiking the Sheltoewe Trace National Recreation Trail. Running 269 miles through the entire length of the Daniel Boone National Forest, the trail sometimes follows roads and other times goes through the woods. Sheltoewe, a Shawnee word meaning "Big Turtle," is the name given to Daniel Boone when he was adopted as the son of the Shawnee chief Blackfish. Boone made several explorations through what is now the national forest that bears his name to find a way from Virginia to Kentucky.

Projects:

A new visitors' center will soon be open to greet travelers to the Red River Gorge Scenic Byway. Now under construction at the Gladie Creek Historic Site, the information center will be located to the left of the historic Gladie Creek Cabin and is expected to be completed by the spring of 2004. The new center will have restrooms, a small gift shop, interpretive displays, brochures, costumed interpreters and a film about the Red River Gorge and Gladie Creek Historic Site.

A guidebook with numbered stops along the byway also is in the works. The guidebook will be a valuable resource to help travelers appreciate the physical, cultural and historical forces that have sculpted the Red River Gorge over the ages. To complement the guidebook, additional trail signs with directions and lengths of the trails will be installed. Byway pull-offs allowing travelers to take a closer look at some of nature's wonders and read informative descriptions have already been added. Being able to easily pull over and get out of a vehicle has made the byway more welcoming and user friendly. The USDA Forest Service and the

PRIDE program (Personal Responsibility in a Desirable Environment) have combined to keep litter from marring the natural beauty of the byway.

Partners were crucial in developing the many projects that have enhanced the byway. Many local officials, businesses and organizations are among the important partners who contributed countless hours to making the projects a reality.

In September 2000, Congressman Hal Rogers unveiled the "Company's Coming" Initiative for Southern and Eastern Kentucky. One of the goals of the initiative was to strengthen and unify a diverse region by portraying tourism offerings in a new and positive way. Under the direction of Executive Director Sheila Kuczko, the Southern and Eastern Kentucky Tourism Development Association is working to enhance the existing and potential tourism industry throughout Southern and Eastern Kentucky through business development, promotion and education. The National Scenic Byway designation will increase visitation and help to bolster local economies. This is one of the first highways to be awarded national scenic byway status in Kentucky.

For the future, the byway committee is looking at funding sources for a new Web site, a video detailing the byway and surrounding counties and the installation of additional wayside exhibits.

Organization:

The Red River Gorge Scenic Byway committee is made up of representatives from local tourism offices, the State Office of Tourism, the Southern and Eastern Kentucky Tourism Development Association, Kentucky Division of Transportation Planning, county planning offices, local county officials and the National Forest Service. Local organizations and residents are involved in regular planning sessions for the byway. These organizations include city and county government, special interest groups, nonprofit groups, business leaders, state agencies, forest service, natural resources, education organizations and representatives from gateway communities. Officials and residents of the three counties where the byway is located (Powell, Menifee and Wolfe counties) play an important role in the byway's success.

For more information, call 1-877-TOUR-SEKY. ★



Stunning views greet travelers to the Red River Gorge. © 2001 by SEKTDA

The new National Scenic Byway designation will increase visitation and help to bolster local economies. This is one of the first highways to be awarded national scenic byway status in Kentucky.



Reauthorization Update

by Derrick Crandall, President American Recreation Coalition

The summer Congressional break is now here. While there has been substantial activity behind the scenes on the nation's next surface transportation package, there is no clear vision for when and how key issues—including the overall size of the next federal surface transportation package—will be decided. The Hill and the Administration remain billions of dollars per year apart in spending goals, a gap of vital importance to scenic byways and other ISTEA-era initiatives. Traditional highway program needs will almost certainly sap the difference in total spending between TEA-21 and the Administration's SAFETEA proposal, threatening to squeeze a variety of key conservation, recreation and tourism programs.

The prospects for passage of a six-year surface transportation package in 2003 are now well below 50 percent. But concerns over transportation needs and the political reality of the 2004 elections are virtually certain to ensure that federal financial assistance to state road programs—including byways—will not be interrupted. Serious behind-the-scenes conversations are underway to evaluate options, including either a one- or two-year TEA-21 extension, and whether the extension might include other provisions that don't alter the basic funding distribution formulas.

Supporters of the National Scenic Byways Program have remained active in Washington. Leading national organizations sent letters to key members of Congress and the Administration, recommending a series of changes for the byways program. The recommendations include:

- Continuation of the merit-based grant program for top scenic byways projects, but at a **significant** increase in funding for these grants. The organizations also recommended development of national priorities, which would be reflected in a portion of the grant awards.
- To deter earmarking that began in FY 2002, the organizations asked the Congress to count earmarked projects as a portion of any Minimum Allocation payments due to a state, while merit-based awards would continue to be excluded from this computation.
- Continuation of the America's Byways Resources Center by specific legislative provision, along with funding beyond the general DOT administrative take-down.
- Continuation of designations of All-American Roads and National Scenic Byways on a 12- to 24-month cycle through FY 2009.

The message they are delivering is simple: the National Scenic Byways Program is a winner, making a difference across the nation.

- Technical assistance and other support to Federal land management agency scenic byways programs and eligibility of these routes for funding from the national priorities grant portion.
- Expansion of the national scenic byways marketing program.
- A new scenic byways advisory committee to oversee the development of national priorities for the byway program, including grant moneys, and to recommend to the Secretary criteria and processes for the grant program.

The organizations have followed up the letters with visits to key members of Congress and staffers. The message they are delivering is simple: the National Scenic

Byways Program is a winner, making a difference across the nation. The changes are evolutionary, not revolutionary, and are designed to expand opportunities for involvement in the program by local interests, national organizations and the Congress. The addition of a process for identifying national priorities is especially exciting, since this can bring the collective resources and power of hundreds of organizations together to address new technologies and regional projects.

Copies of the letters are available at www.funoutdoors.com—along with the suggested legislative language offered by the national scenic byways champions.

Byways Virtual Tour Project

Participants in the National Scenic Byways Conference in May saw firsthand the exciting opportunity to integrate extensive information about byways features into a "fly-over" of a byway. The combined energies and vision of Florida International University, Utah State University, Multimedia Data Services and the American Recreation Coalition went to work on Logan Canyon National Scenic Byway first, and the results are now available from a link at www.byways.org. The screen image is an aerial photograph onto which various icons—trailheads and campgrounds, visitor centers and museums, live webcams and restaurants and much more—are superimposed as you travel at speeds ranging from a hover to supersonic. At any point along the way, a traveler can click and interrupt the journey to get detailed information about one of these features. Also, the entire trip can be narrated.

The results of the first Byways Virtual Tour Project have convinced the original partners to continue to refine the tour and have

brought new partners to the effort, including America's Byways Resources Center, which will play a key role in a research effort evaluating virtual traveler satisfaction and identifying the information these visitors are seeking. Up to six additional byways will be included in the next phase of the Byways Virtual Tour Project, selected on or near September 1, 2003, with a goal of completion of the virtual tours of January 1, 2004. If you are interested in being part of this exciting process, E-mail Derrick Crandall (arc@funoutdoors.com) now for details.

Fly-In Planned for Fall 2003

As Congress continues its work on legislation modifying the National Scenic Byways Program, either through a six-year bill or a TEA-21 "extender," byways champions from across the nation are planning to come to Washington, D.C., this fall to team up and tell the byways story, chorus style.

This visit to Washington cannot be funded with federal grant money, since all federal grants expressly prohibit use for lobbying purposes.

If you are interested in spending two or three days in the nation's capitol this fall, please let Mary Beth Seibert know by phone (202-682-9530) or E-mail (arc@funoutdoors.com).

Potpourri

Summer and fall travel forecasts continue to create optimism for travels along America's Byways. RV sales, campground bookings, houseboat rentals and other indicators all point to adventures on the ground in safe and scenic U.S. locations and a desire to enjoy time with family and friends. Combined with the help of TIA's See America's Byways campaign, this interest is likely to have an impact on your byway. The challenge is to make these visits deliver—or as the Walt Disney Company explains, to maximize Magic Moments while minimizing Tragic Moments. That emphasizes the need for partnerships—local and state government agencies in the tourism, transportation and recreation fields, federal land agencies, businesses in your communities, even those that don't see themselves as tourist-focused and others. To learn more



RV sales, campground bookings, houseboat rentals and other indicators all point to adventures on the ground in safe and scenic U.S. locations and a desire to enjoy time with family and friends.

about some of the best partnerships at work in the nation today, go to <http://www.partnerships2003.org/main.html> for details on **Joint Ventures: Partners in Stewardship**, an exciting conference organized by seven federal agencies and dozens of allies scheduled for November 17-20, 2003, in Los Angeles. ★



Learning from Best Practices

A lot can be learned from the people who have "seen it, done it, been there!" Get practical information and real-life examples drawn from the Best Practices project applicants.

The Road Beckons: Best Practices for Byways (May 2003)

This 28-page publication highlights thirty-seven projects from the 2003 "Best Practices for Byways" competition. It's a rich portfolio of field-tested solutions and innovative project ideas drawn from byways across the country.

Case Studies: Best Practices for Byways (May 2003)

A set of 14 individual case studies presents how-to information from projects that exemplify best practices in seven important areas:

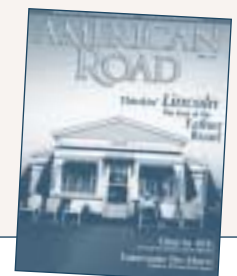
- Leveraging Resources
- Conservation
- Recognizing & Acting on the Possibilities
- Interpretation
- The Built Byway Environment
- Marketing
- Creating Awareness and Educating the Public

The case studies are available on the www.byways.org Web site. You may also request specific topics or the full set of case studies from America's Byways Resource Center.

To receive a copy of these resources, contact Jeanine Buck at 1-800-429-9297, ext. 5 (press 1, then press 7) or E-mail: jbuck@byways.org.

American Road Magazine Awards Ad Space

Gold-level sponsor *American Road Magazine* held a drawing for valuable prizes at the 2003 National Scenic Byways Conference opening general session. Two full-page advertisements and one spread were awarded to three lucky nationally designated scenic byways! The Energy Loop (Utah) and the Historic National Road (IL, IN, MD, OH, PA, WV) advertisements will appear in the fall issue of *American Road*. Look for the ads from the winners!



Byways Come Together to Learn about Developing Marketing Plans



Ohio Byway Links session participants work in small groups to define their customers.

State Meetings Prove Valuable to Byways

In two instances this spring, byways from within a state came together to meet, share ideas and learn. Both of these meetings were initiated at the byway level with support from the state coordinator as a way to touch base during the off-years of a state byway conference or other formal meeting. The intention is that a byway host a location and all byways are invited. In both cases this spring, marketing plans were the topic du jour.

West Virginia Byways

Byways from West Virginia and neighboring states came together to exchange ideas, make suggestions and discuss marketing from a byway perspective. The West Virginia Historic National Road in Wheeling, West Virginia hosted the meeting. The meeting included an evening reception and tour of the historic courthouse in downtown Wheeling, a full day workshop on marketing plans and a tour of the Historic National Road in West Virginia.

Ohio Byway Links

Byways in Ohio have a tradition of meeting and networking through the Ohio Byway Links program. Coordinated through the Ohio State University Extension program, Ohio Byway Links offers semi-annual meetings and training sessions for byways throughout the state. This meeting was held in the town of Deersville along the Tappan Moravian Trail, a state byway in southeastern Ohio. The meeting started with a gathering of representatives from the Ohio byways marketing committee to discuss the Ohio Byways marketing plan for the state. An evening reception followed for all byway representatives, proceeded by a full day workshop and tour of the Tappan Moravian Trail.

The Marketing Workshop “increased the understanding of many byway representatives to realize the importance of a common vision to market Ohio’s Byways effectively,” stated Sharon Strouse, Ohio Byway Links president.

I was impressed that marketing can be as simple as getting information out to the community and improving your awareness of the byway in your own backyard.

“I’m encouraged that a marketing plan can realistically be created to increase a byway’s capacity to reach its goals,” said Amy Grove, Morgan County Scenic Byway representative.

“I was impressed that marketing can be as simple as getting information out to the community and improving your awareness of the byway in your own backyard,” said Ken Baldwin, Heritage Corridors of Bath Byway Representative. “Marketing is not selling,” he concluded.

The Workshops

America’s Byways Resource Center staff members Chel Ethun and Susan Koschak led workshops on developing a successful marketing plan for your byway. The workshop included general principles about planning and marketing theory as well as a chance to have some “hands-on” experience with crafting a look at a fictitious byway’s customer.

Small groups were given an assignment to present what specific customers might look like for their fictitious byway. These customers might be a visitor from out of town, a board of community members, or perhaps political influences within a region. The groups were very creative and in some cases used crayons, magazines and stories to describe their customers.

This exercise gave the byways a chance to focus on the attributes of customers that matter to their respective marketing plans and a chance to “think out of the box” when it comes to describing their needs.

State byway meetings are a great way to stay connected and learn new skills or refine existing ones. Both the West Virginia byways and Ohio byways have developed a valuable network to call upon and share ideas. The America’s Byways Resource Center is happy to provide training workshops on subjects such as marketing, interpretation, sustainability and wayfinding at both state conferences and byway meetings. It is also important to remember the expertise within the byway community and ask different byways to share their experiences. ★



The Ohio marketing committee discusses a state marketing plan at the Deersville Community Hall, Deersville, OH.

How Do You Find Leaders in the Byway Community?

Leaders are often found in unexpected places. If you carefully consider the list of qualities that are critical for effective leadership—technical skill and expertise, specific character traits and effective interpersonal skills—you will begin to see individuals in a new way.

Taking time to list the skills and qualities you are looking for, and then identifying individuals who have them can be far more effective than trying to think of the possible individuals first. We tend to keep naming the same leaders over and over again because those people have done a good job in the past.

Looking for emerging leaders and giving them an opportunity to take that role is one way to build a community and increase the pool of available leaders. The more leaders you have, the less

chance there is that any of them will “burn out.” Remember the thought that leaders often feel like quitting? Giving them an end point to their role will help prevent that. And, after all goes well, people who have the qualities of leadership often can’t resist jumping right back in again.

Leadership does not need to be about hierarchy, status or who the “boss” is. Peter Senge, Director of the Center for Organizational Learning at the Sloan School of Management, Massachusetts Institute of Technology, describes leadership communities—organizations that have many leaders because there are many people at many levels who play critical roles in generating and sustaining the work to achieve a vision.

Leaders are people who “walk up ahead” and are committed to the

learning and changes that need to happen to achieve goals and missions. They naturally influence others with their expertise, character traits and interpersonal skills. Look for those qualities and you will find people who can take on leadership roles.

Support current leaders and help develop those who are emerging. Allow people to step forward and give it a try. You’ll take risks and so will they. Everyone will learn a lot and the organization will be stronger for it.

While you tend to the business of your days, spend some time as an observer. Whether you are in business meetings, volunteer work groups, classrooms or with children on a playground, you will see leaders. Watch for the qualities that make them effective and look for those when you want to build leadership in your byway group.

As you pass some of those newsstands and bookstores, check out some of the literature. Here are a few titles that may be of interest and there are hundreds more. Much of the research and writing is related to the world of business, but the lessons are easily transferable to public and community organizations.

- *Leading Change*, John Kotter
- *Organizing Genius*, Warren Bennis
- *Good to Great*, James Collins
- *Built to Last*, James Collins and Jerry Porras
- *The Fifth Discipline*, Peter Senge
- *The Fifth Discipline Fieldbook*, Peter Senge
- *Shackleton’s Way*, Margo Morrell and Stephanie Capparell
- *Lives of Moral Leadership*, Robert Coles
- *Harvard Business Review* (monthly periodical) ★

The Six-State Historic National Road Corridor Celebrates All-American Road Designation continues from pg. 5

ILLINOIS

Jerry Roll, president of the National Road Alliance, and Executive Director of the National Road Association of Illinois welcomed a crowd of approximately 100 people to celebrate the dedication of the six-state Historic National Road. With overcast mild weather, the crowd enjoyed a great ceremony, which included speeches from representatives from the state’s National Road Association, Federal Highway Administration, Illinois Department of Transportation, State and Federal legislators, local mayors and officials. The speeches were followed by a ribbon-cutting ceremony, parade of vintage vehicles christening the new All-American Road, and a reception in the First Capitol of Illinois.

Norm Stoner of the Federal Highway Administration, the agency awarding the All-American designation, said this country’s scenic byways, “are a collection of distinct routes that tell the story of America. They are the crown jewels of our 4-million-mile transportation system.” Stoner noted, “The Historic National Road is significant even among these precious jewels.”

David Phelps, assistant secretary, Illinois Department of Transportation stated, “The National Road is an example of the vision and clarity that our forefathers possessed. When our forefathers were trying to grow a nation, they knew that they were making it easier for people and goods to travel, and that was the key intent of their whole design and plan. Not only to the economy, but also to the nation itself, connecting the east with the frontier, moving toward the west, giving Americans a common and shared experience was a key to our growth. If the road could talk, I’m sure we’d be amazed and thrilled by some of the stories it would tell.” ★



Young travelers show their enthusiasm for the Historic National Road during the dedication.

The National Road is an example of the vision and clarity that our forefathers possessed. When our forefathers were trying to grow a nation, they knew that they were making it easier for people and goods to travel, and that was the key intent of their whole design and plan.

South Dakota Conference Focuses on Sustainable Tribal Tourism

The Lakota, Dakota and Nakota people have been hosting visitors to their lands for centuries. Today, they are struggling to find ways to share their cultural, historic, scenic and recreational resources without losing the resources.

There is a great demand for tours related to Native American culture, especially in the international travel market. Many tribes are working to enhance and promote tourism as a means of economic development, while maintaining respect for tribal traditions and lands. It's not easy.

In March 2003, the Lower Brule Sioux Tribe (LBST) hosted a three-day training session to discuss the opportunities and challenges related to sustainable tribal tourism. LBST is a key partner in South Dakota's Native American Scenic Byway.

LBST Chairman Michael B. Jandreau supports tourism initiatives. He said, "Our tribe can gain a tremendous amount. We are learning how to treat people more effectively. Also, we are learning to be who we truly are—more significantly—again. It's all right to live on a reservation. It's all right to be Indian. And it's important to keep memories of who we are, and to share that with other people."

Issues for Tribes

Some of the key issues facing tribes:

- Although Indian culture is one of the most important factors in attracting visitors to the state of South Dakota, the economic benefit of tourism accrues primarily to non-Indian-owned service industries (hotels, restaurants, tour companies) and galleries. There is a dire need to move tourist dollars into the reservation and reduce the high rate of unemployment within the tribe.
- Increased visitor traffic will require greater infrastructure, such as access roads to specific sites and attractions, development of visitor centers, lodging and eating accommodations. The size and form of new development needs to be appropriate for the tribes.
- The majority of tourists lack knowledge about the Indian culture. Education can increase respect for local people, culture and the land. Visitor protocol needs to be shared and promoted.
- Preserving the sanctity of sites, artifacts, rituals and ceremonies considered sacred by the Indian tribes is an important priority. One participant said, "We can't sell our culture; enough has already been taken without our permission. No amount of money is worth that."

It's important to accommodate visitors while respecting the privacy of community members and preserving the local environment.

- There is a need to prepare and utilize land-use plans. Many tribes have defined areas for commercial, residential and protected areas. Land-use plans could also concentrate tourism development to designated areas to protect cultural and environmental resources.
- Individual communities need to set goals and understand what they can tolerate in terms of visitor capacity. It's important to accommodate visitors while respecting the privacy of community members and preserving the local environment.
- The Circle of Tipis near Oacoma serves as the information center for the Native American Scenic Byway. Each of the tipis represents one of the Sioux tribes of South Dakota. Here, visitors can get travel information, watch tribal artisans and dancers, taste traditional foods and learn about tribal traditions and culture.
- LBST is conducting a "Local Artisans Survey" to identify local artists who are interested in selling products (quilts, beadwork, baskets, etc). An art auction in August 2004 will feature Lakota/Dakota/Nakota artisans.

Tourism Initiatives

The Lower Brule Sioux Tribe is taking time to develop tourism at a pace that allows for planning and intervention to reduce negative impacts. Despite the challenges, the tribe continues to welcome tourists. Byway leader Scott Jones explained, "There's lots of reasons why we should shut our borders to visitors. But, there's a long history of hospitality in Lower Brule. It's part of our tradition and our culture." LBST is participating in several tourism initiatives:

- A passport program will encourage tourists to visit and learn about several area reservations. Designed to look like a porcupine pouch, the passport will be stamped (with peace medal stamps) at specified stops.
- Several cottage industries have been introduced, especially arts and recreation enterprises. Many conference attendees were interested in learning how to start a tourism-related business such as providing tours, catering, artwork, accommodations, visitor services, entertainment, etc.
- The Alliance of Tribal Tourism Advocates (ATTA) is an association of tribes, Indian and non-Indian individuals, agencies and organizations that are concerned about responsible tourism development on the reservations and in off-reservation communities. Organized in 1993 by tribal governments in the South Dakota region, the consortium believes in cultural integrity and traditional values in the development of tribal cultural tourism.
- ATTA is the coordinating entity for a signature event, titled *Oceti Sakowin Experience: Remembering and Educating*, during the upcoming Lewis and Clark Bicentennial. Over several weeks (August 27-September 26, 2004), a festival of events will showcase the story of the Lakota/Dakota/Nakota Sioux. Lewis and Clark met the Sioux during their expedition in 1804.
- Heart of the Sioux Nation Tours offers cultural immersion programs that provide visitors with authentic travel experiences on the reservation.



At the Circle of Tipis, visitors receive information about Indian Country and the Native American Scenic Byway. They also learn protocol for visiting the reservations.



Local high school students are interpreting their stories through film. The students are documenting—and learning—cultural activities by planning and producing educational videos. For example, students not only filmed "Setting up a Lakota Tipi," they learned how to do it themselves.

Conference organizer Daphne Richards-Cook talked about creating the *Oceti Sakowin Experience: Remembering and Educating*. Oceti Sakowin means "Seven Council Fires," which refers to the seven bands that made up the original Sioux tribe. Cook said, "Today, the tribes are welcoming visitors to their lands by developing educational materials and programs for them. We hope that people will be moved by our stories—prior to, during and after their visit. If we don't tell our own story, non-natives will tell it for us—and it may not be right." ★

We hope that people will be moved by our stories—prior to, during and after their visit. If we don't tell our own story, non-natives will tell it for us—and it may not be right.

Coming and Going

Welcome: Patricia McNally



The Federal Highway Administration (FHWA) National Scenic Byways Program is pleased to announce that Patricia S. McNally has joined the team as Marketing Manager. Patricia has over 15 years experience in U.S. and international marketing communications, which includes work for the former US Travel and Tourism Administration, the State of Illinois Tourism Office, and the Chicago Economic Development

Commission. In 1993, Patricia served on the National Scenic Byways Advisory Committee, and is excited to use her knowledge and skills to contribute further to the America's Byways marketing efforts.

"It's great to be back in Washington, D.C., working on such a successful community-based program. My goals at FHWA are to further America's Byways brand recognition and assist the byway communities in their marketing and PR efforts."

Please join us in welcoming Patricia to the National Scenic Byways Program. Patricia may be reached via E-mail at Patricia.McNally@fhwa.dot.gov or by phone at 202-366-9766 or 800-429-9297 press 3, then #3.

Good-bye: Nancy Brunswick

Nancy Brunswick, Byway Resource Specialist, will be leaving in July after two and half years with the America's Byways Resource Center in Duluth, Minnesota. Nancy is a USDA Forest Service employee housed at the Resource Center as a result of a unique partnership between the Resource Center, Federal Highway Administration and the Forest Service. She recently accepted a transfer to Albuquerque, New Mexico, where she will continue her work with the Forest Service on the Cibola National Forest. We thank her for her contributions to scenic byways and wish Nancy the best of luck in her new position!

Off the Shelf



★ Now ★
Available!
★

Making the Grassroots Grow: Building and Maintaining Effective Byway Organizations

Making the Grassroots Grow is now available from America's Byways Resource Center. This guide presents basic organizational concepts, case studies and best practices from the National Scenic Byways Program. For a copy of this publication, please contact Jeanine Buck at jbuck@byways.org or 1-8004BYWAYS (1-800-429-9297) Ext. 5, then press 7. Note: A copy of this publication will be sent to all National Scenic Byways and state coordinators.

Quantifying the Economic Impacts of Scenic Byway Designation

The America's Byways Resource Center sponsored a study to review how researchers attempted to measure the economic impact of scenic byway designation. The resulting executive summary offers individual byway leaders, state coordinators, and other byway partners the tools and information they need to draw conclusions from previous economic impact research. The summary is available online at www.byways.org.

2003 Calendar

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

2003

AUGUST

August 20, 2003

State Coordinators Conference Call
Time: TBA

Toll-free number and passcode to be announced

SEPTEMBER

September 5, 2003

2003 Massachusetts Historic Preservation Conference
Boston, MA

Massachusetts Historical Commission
For more information, please visit www.state.ma.us/sec/mhc/

September 5-9, 2003

AASHTO Annual Meeting
Minneapolis Convention Center
Minneapolis, MN

For more information, please call:
612-376-1000 or 202-624-5800
or visit www.dot.state.mn.us/aashto

September 13-16, 2003

NADO 2003 Annual Training Conference
Hilton Minneapolis
Minneapolis, Minnesota

For more information, please visit www.nado.org

September 17, 2003

State Coordinators Conference Call
Time: TBA
Toll-free number and passcode to be announced

September 30-October 5, 2003

New Frontiers in Preservation
57th National Preservation Conference
Denver, Colorado
For more information, please visit:
www.nthpconference.org/

OCTOBER

October 11-15, 2003

41st Annual Conference of the Urban & Regional Information Systems Association
URISA

Atlanta, Georgia
For more information, please visit www.urisa.org/annual.htm

October 16-19, 2003

Land Trust Alliance Rally 2003
Sacramento, California
For more information,
please call 202-638-4725
or visit www.lta.org

NOVEMBER

November 11-14, 2003

2003 Watchable Wildlife Conference
McAllen, Texas

For more information, please visit:
www.watchablewildlife.org/conference/

November 11-15, 2003

Sparks Your Imagination
2003 National Interpreters Workshop
Reno/Sparks, Nevada

For more information, please visit:
www.interpnet.com/interpnet/workshops.htm

2004

APRIL

April 22-25, 2003

Preserving the Historic Road in America Conference
Portland, Oregon

For more information, please visit:
www.historicroads.org/

New Office Hours at America's Byways Resource Center

America's Byways Resource Center hours of operation will now be **8:00 a.m to 4:30 p.m.** Central, Monday through Friday. Previously, the office was open until 5:00 p.m. Please note this slight change in office hours. We continue looking forward to serving you!



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

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Class Mail
US Postage
PAID
Permit No. 721
Duluth, MN