



Special Conference Issue  
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 National Scenic Byways Program  
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**Inside this Issue**

- 1** Sharing America's Stories
- 2** Top Rated Workshops
- 3** Quotes by Conference Keynoters  
Top Ten
- 4** Focus Groups  
Tackle Key Issues
- 5** Focus Groups
- 6** Focus Groups
- 7** Focus Groups
- 8** Conference Pictures
- 9** Survey Results

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# Vistas



## Sharing America's Stories

### Building Successful Byways Community by Community

Over 265 byway leaders, state scenic byway coordinators, tourism and transportation officials, experts, and partner organizations assembled in Louisville, Kentucky on August 22-25 for the National Scenic Byways Conference. Attendees traveled from 47 different states (including Hawaii, Alaska and Puerto Rico). Thirty-nine of the 53 nationally designated byways were represented, as well as many state byway programs.

The conference received high marks from attendees. On the evaluation forms, the overall conference received a "very good" ranking of 4.3 on a 5-point scale. There was widespread and enthusiastic support for several conference elements. The opening session was almost universally described as "excellent" with many positive comments about the opening keynote address by Judy O'Bannon, First Lady of Indiana. The next most popular session was the Byways Town Meeting, an open discussion forum that was held on the last morning of the conference. George Schoener was complimented on his effective facilitation style for this session. The bus tour of the Ohio River Scenic Route was also popular, with two-thirds of the attendees rating it as "excellent." Ninety percent of the conference participants said that there were frequent opportunities to network.

#### *A Sample of Evaluation Survey Comments*

✪ Networking opportunities were excellent and extremely beneficial. ✪ Great workshops, great focus groups, great mix of forums and formats. ✪ Liked the opportunity to meet people that will help my byway to grow. ✪ Wealth of practical knowledge. ✪ Enjoyed the bus tour and riverboat ride on the Belle of Louisville. ✪ Participants were eager to share their programs and experiences. Provided a great mix of perspectives from grassroots efforts to government. ✪ The facility was not big enough. A good problem to have. ✪ It was too hard to choose workshops (that's refreshing!). Repeat more sessions. ✪ Time well spent. ✪ It was very beneficial to see other people's products and processes in the exhibit area. ✪ Lunch focus group discussions were great. ✪ The conference was fun! To learn and laugh, what better way to grow professionally. ✪ Feature tracks based on levels of experience—"beginner," "intermediate," and "advanced." Not all byways have the same levels of knowledge on issues. ✪ Lots of positive energy. ✪ Keep internet resource room. Good chance to meet the computer gurus from Utah. ✪ Judy O'Bannon (keynote speaker) is a tremendous motivator. ✪ Format was good--a flowing meeting--breakout sessions good--"town hall" format excellent. ✪ Plenty of networking time. Small hotel meant you could visit waiting for the elevator. ✪ Schedule left one

(Continued on page 2)



breathless. ⚡ Well organized and responsive to participants' needs. ⚡ Great turnout! Open participation to related professions (e.g. tourism). ⚡ The conference touched so many aspects of byways.

## Top Rated Workshops

Twenty-one cutting-edge seminars and workshops were presented, including sessions on byway leadership, marketing, grants, balancing preservation and promotion, transportation enhancement funding, context sensitive design, interpretive planning, historic preservation, nurturing byway champions, and sign and logo planning. Twelve workshops received an "excellent" or "very good" ranking (4.0 or higher on a 5-point scale). Nine workshops received a "good" or "better than average" ranking (3.51 to 3.88 on a 5-point scale). A brief summary is listed below for the five top-ranked conference workshops.

### *Telling Your Byway's Story: Interpretive Planning*

Not only was this session highly rated, it was also highly attended with approximately 70 participants. David Dahlquist (Shive-Hattery, Inc.) and John Veverka (Veverka and Associates) led an introduction to interpretive planning. Two byway examples were shared as learning points: (1) Teresa Mitchell, of the Seaway Trail, talked about an exciting new project, the Discovery Center. The Seaway Trail recently leased (20-year lease) a historic three-story Federal style limestone building that will house byway office space, a visitor center, and gift shop. (2) A second byway example showcased the Panoramic Byway of Puerto Rico. Martha Bravo-Colunga and Manuel de Lemos discussed their state byway and the interpretive planning for the route.

### *Unlocking the Key to Successful Grant Writing*

This workshop was well attended by byway leaders looking for alternative funding sources and new funding strategies. Basic, but critical, information was provided for those looking to leverage scarce dollars--from approaching major national foundations to formatting a proposal to "catch the eye" of a potential funder. A number of websites, including [www.not-for-profit.org](http://www.not-for-profit.org); [www.tgci.com](http://www.tgci.com); [www.fdncenter.org](http://www.fdncenter.org); and [www.cpb.org](http://www.cpb.org) (funding) were suggested as a starting point for

novice grant seekers. Another important resource highlighted was The Foundation Directory--1998 Edition, a reference that can be found at most public libraries. One key hint was: "Get to know the people at the foundation you are thinking of approaching before you ask for money. They can often steer you to other foundations and grant opportunities that you may never have known about."



### *Tools of the Trade: Marketing Your Byway*

Members of the National Scenic Byways marketing committee led this innovative session. Attendees were invited to participate in mini-workshops focused on four different marketing areas: (1) Larry Friedman (Nevada) and Marty Peters (Indiana) shared best practices on brochure development. (2) Janet Green (New Mexico) offered tips on working with the media, while Sally Pearce (Colorado) shared success stories on partnering and promoting the byways through public TV and newspapers. (3) Claudia Jepson (LIFE Magazine) discussed advertising strategies. She shared ideas on using byway demographics to choose the best advertising outlets. (4) Shelley Johnson (Louisiana) stressed the importance of hospitality training. Examples from the Creole Nature Trail illustrated ways to create increased levels of awareness and service with businesses and communities along the byway.

### *Thinking Beyond the Pavement: Context Sensitive Design*

Sally Oldham of Oldham Historic Properties led this highly rated conference session. The workshop provided information to increase a citizen's confidence in talking to engineers about highway and byway design in a

meaningful way. A listing of important background materials, including reference books and design standards, was distributed (copies are available from the National Scenic Byways Resource Center). John Sacksteder (Kentucky Transportation Cabinet) and Carl Bard (Connecticut DOT) shared examples of projects in their states and additional insights on how to work with highway departments in achieving mutually satisfying results--from discussing the desired design speeds and capacity needs to special treatments of guard rails and bridges. Specific examples from Arkansas, Washington, Minnesota and Oregon demonstrated some of the options that states have begun to use to address aesthetic issues in a way that meets minimum safety requirements. In small breakout groups, participants explored the process of sorting through all these issues in relation to a project along Connecticut's Route 169 National Scenic Byway. Bard then revealed the actual solution that was utilized. Good audience participation made this a highly productive session.



### *Growing By Design: Preserving Your Byway's Character*

The three speakers in this 90-minute session eloquently provided personal experience in using various development management tools, focusing on design standards, conservation planning for residential areas, and zoning overlays along the byway. Ernie Hutton (Hutton and Associates, New York) started off with an overview of measures implemented to protect and enhance the viewshed corridor along Connecticut Route 169. Along with land trusts, volunteer groups rebuilding traditional stone fences, and traffic calming techniques in tourist areas, the centerpiece has been passage of a "village green" zoning overlay by most communities along the byway. The enabling legislation keys on the concept of compatibility and requires

architectural review for new or expanded construction. The legislation was passed at the state level and gave local municipalities an 'in' or 'out' option. The zoning overlay passed only because of successful coalition building among numerous groups.

Wayne Tlusty, a retired professor in landscape architecture (University of Wisconsin), engaged the audience with his cryptic view and entertaining slides illustrating how traditional planning has failed localities in their efforts to protect community appearance and enhance image. He described a citizen-driven, inexpensive process whereby local residents did photo documentation of buildings and land uses they liked and didn't like to see in the community. In northern Wisconsin, these positive and negative preferences formed the basis of a design review ordinance that specified Northwoods character. Professor Tlusty's perception of community development is, "You don't get what you deserve, you get what you negotiate."

Glenn Simmons, a landscape architect from North Carolina, fondly described his involvement in a residential development along the Blue Ridge Parkway that used conservation planning principles. To preserve landscape integrity within the viewshed, development was clustered in certain areas while leaving sensitive environmental areas undisturbed, thus creating greater economic value for the whole development. Techniques included a prohibition on ridgetop construction, maintenance of the forest canopy, tree cutting only to achieve portal views, a narrow road contoured to fit the terrain, architectural reviews, and landscaping with native plant materials. It is difficult to see the residential construction from the tourist roadway, despite the fact that the Blue Ridge Parkway has become a magnet for residential development.

The session ended with questions about road design standards, geographic information systems (GIS), utilities and aesthetics, and subdivision lots sizes. A voluminous bank of practical, nonintrusive ideas for protecting landscapes and historic/cultural assets along the byway resulted from this workshop.

## Quotes by Conference Keynoters

*"Old places are important...that's where people have rubbed up against them and left their mark. That's why they are so beloved."*  
Judy O'Bannon, *First Lady of Indiana*

In the opening conference address, Mrs. O'Bannon's strong commitment to scenic byways and rural issues was evident. She eloquently spoke out against the "Saming of America," and advocated treating our historic landscapes with sensitivity and respect. She shared examples and stories from many travels with her husband, Indiana Governor Frank O'Bannon. Judy sees the millennium as an opportunity to further strengthen communities and lay a foundation for future generations.

*"We recognized the value of stone walls, trees, and horse fences..."*  
T. Kevin Flanery, *Deputy Secretary, Kentucky Department of Transportation*

Kentucky was one of five pilot project states looking at how they can promote "context-sensitive design" of their roadways. Mr. Flanery proudly referred to the extensive design work being

undertaken to allow the expansion of the historic "Paris Pike" which runs northeast out of Lexington, Kentucky. He explained how the unique design approach allows new lanes for Paris Pike to be aligned in a curvilinear fashion to retain the historic character of the landscape, in particular the stone walls, trees and horse fences that line the roadway.

*"You are the pioneers. You will look back on this event in years to come and say, 'I was there at the beginning.' You are framing a vision for the future. There's something very special about that."*  
Congressman James Oberstar, *United States House of Representatives*

In his closing address, Congress Oberstar commented on the real sense of energy and enthusiasm of conference participants. Mr. Oberstar authored the National Scenic Byway Program to recognize this country's most exceptional roadways in the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991, as well as the program's renewal in the Transportation Equity Act for the 21st Century (TEA-21) in 1998. He is a strong advocate of the National Scenic Byways Program.

### Top 10

#### Best Ideas from the National Scenic Byways Conference

*Provided by Diane Regan, Alaska State Scenic Byways Coordinator*

Conferences should send participants home with renewed energy, fresh ideas, and new friends. Each person leaves with a unique set of tips, techniques, and contacts that will help them build a better byway. Here are some of the ideas that Diane Regan (Alaska) valued from the 1999 conference.

1. To get community support, don't just hold a meeting; hold a spaghetti feed (Washington).
2. Integrate your corridor management plan, interpretive plan, and marketing plan (Puerto Rico), or open a scenic byway interpretive museum (NY Seaway Trail).
3. Selma-to-Montgomery March Byway (All-American Road) plans a reunion march in March 2000.
4. Use intrinsic value icons on interpretive signs (Puerto Rico).
5. Evaluate highway designs for context-sensitivity using "Thinking Beyond the Pavement" evaluation sheets.
6. The ET "Extraterrestrial Highway" adjacent to Area 51 in Nevada.
7. In order to receive a cool, glow in the dark license plate frame that says "I was Out There," you must turn in 2 receipts from vendors along the ET Highway (Nevada).
8. The new scenic byway marketing tool kit (it's in the mail).
9. Luncheon tables each had table-tent posting a topic for discussion. Participants could choose the table hosting a topic of interest to them.
10. When in doubt, go back to the Corridor Management Plan.

# Focus Groups Tackle Key Issues

Conference participants were invited to provide input and ideas on eight important national program initiatives. Key points from each focus group discussion are listed here. For a copy of the complete focus group summary reports, contact the National Scenic Byways Resource Center.

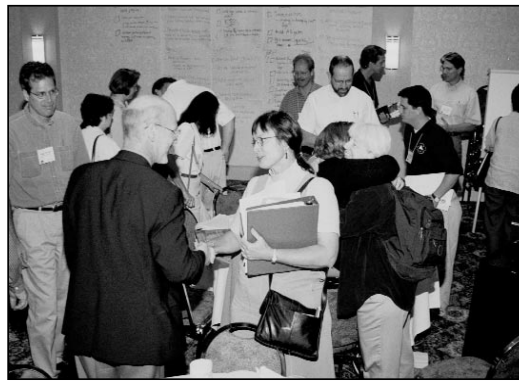
## *What Do We Need To Know: Forming A National Research Agenda*

A 16-member focus group, facilitated by Barb Koth (Resource Center) and John Whiteman (consultant), brainstormed and provided feedback on needed research relevant to the byways and states. The group generated a 23-item list of possible research projects and did an initial sort of research ideas. Criteria were to look for research with practical applications that would be useful to byway proponents, adjacent communities, and state government. The following topics emerged as priority concerns:

- #1 Economic impact methodology and statistics;
- #2 Market research/visitor profiles on byway travelers;
- #3 Options for business development and entrepreneurship; and
- #4 Local, non-economic impacts of byway designation and use.

The focus team recommended that the next step was to form a National Research Advisory Committee with representation from the byways, state coordinators, universities, tourism, conservation/preservation, consultants, and information specialists. Once in place, the action mandate of the national committee is to outline a detailed research agenda.

*Progress Update:* Since August, a 25-member National Research Advisory Committee has been formed with broad representation from the byway community. The committee started to



identify a research agenda by completing a written survey and discussing the results in a December conference call. The top ranked items are similar to the the Louisville results: (1) Economic Impact/Estimates of Visitation, (2) Social Impacts at the Local Level/Resident Perceptions, (3) Byway Visitor Profiles, and (4) Management of Intrinsic Qualities (especially byways as a protection tool and viewshed valuation). Three types of research areas are possible: (1) summarizing state-of-the-art research, (2) teaching byways to conduct their own ongoing research, and (3) collecting original data. The weekly conference calls in January will each address one of the research topics, further specifying the research questions to be answered and possible study design. The committee welcomes feedback on the top-ranked items.

## *Training For Tomorrow: Developing A Training and Technical Assistance Program*

The training focus group was facilitated by Michelle Johnson and Wanda Maloney of the Resource Center. Approximately ten people participated in the discussion and, as a group, decided to focus on developing a list of training topics, and discussing how the training should occur. Training topics included: communications/conflict resolution, integrating agencies within states (DOT, FHWA divisions, state tourism, DNR), strategic planning/thinking (learning how to create a long-range plan), organizational structure and byway leadership, multi-state meetings, and exploring flexibility within existing design guidelines and/or establishing defendable new standards for a balanced approach to scenic byways.

The group also discussed how training should occur, and there was agreement that FHWA and the Resource Center should provide cross-sectional training that does not separate state programs and nationally designated roads. All training should have accompanying resource/back-up materials, and should occur by different methods (i.e.: videos, web page, on-site, distance learning, conference proceedings online, listserve).

*Progress Update:* The Resource Center is collaborating with Scenic America to create a training manual for developing scenic conservation plans for byways. Byway groups will use the plan in conjunction with their corridor management plan to protect the byway's important visual resources. Scenic America and the Resource Center will conduct pilot projects to field test the planning process on national scenic byways starting this spring. The manual is expected to be completed by Fall 2000.

A regional training conference is being planned for New England. Tentative dates for the conference are November 9-10, 2000. The training will be case study driven, and focus on preservation of intrinsic qualities and local character, and building byway organizations. The Resource Center will also participate in state scenic byways conferences as requested to provide specific on-site training (Minnesota, November 1999; Georgia, Fall 2000).

The Resource Center is in the process of producing educational pieces on specific byway related topics. Topics include context sensitive design, interpretation, corridor management planning, and intelligent transportation systems. These educational publications will be distributed to the byway community and posted on the website.

## *The Shape of Grants to Come: The Federal Grants Process*

This focus group, facilitated by Mary Ann McNamara and Dennis Adams (FHWA), was structured to collect ideas on how to improve the federal grant process, multi-state grant procedures,

and explanations in the grant categories. The goal is to improve the process so all projects submitted for FY 2001 scenic byway funding are eligible in one of the eight grant categories. The 40-member focus group made several suggestions on ways to clarify the grant process: add flow charts and graphic explanations, make the content simple and easy to understand, incorporate questions to help an applicant fill out the grant application and present their project, use bullet points, provide information on past grant awards and the number of projects submitted. The group was glad to learn that the next grant packet will include additional information on program principles and expanded selection criteria explanations. They suggested that FHWA find a way to flag multi-state and coordinated grants early in the on-line application, to reduce problems associated with multiple processing in the FHWA divisions. There were also specific comments given on ways to clarify the eight grant categories.

*Progress Update:* In January 2000, a revised grants application process will be released on the byways.org website. The updated application incorporates many of the recommendations received from the conference focus group. Program principles, selection criteria, and eligibility categories have been added and expanded to assist individuals in preparing their FY2001 scenic byway grant applications.

***An Image We All Can Work With: A National Scenic Byways Logo***

The issue of a National Scenic Byway logo and signing was brought before a conference focus group with an



introduction regarding incorporation and adoption of a scenic byway identity in the Manual on Uniform Traffic Control Devices (MUTCD). David Fasser (New York State Scenic Byways Coordinator) led a discussion about the opportunity to develop a new logo or continue use of an existing logo. Several byway interests spoke on topics such as marketing, the need for flexibility, merits of the current logo, possibilities in a logo redesign, unity in a marketing image, individual byway signing needs and requirements, local identity, need for a byway placard, MUTCD, time requirements, linkage to the upcoming marketing program, and the possible variety of use options. Federal concerns were also discussed, such as rulemaking requirements, funding requirements, and timing. The focus group prepared the following list of recommendations to be made to the Federal Highway Administration:

- A National Logo/Sign must be voluntary and non-mandatory, offering flexibility for use in a variety of existing and new situations.
- The primary signing system for a byway should be a local byway logo, with the possibility of supplementing with the National Logo/Sign or work panel.
- There is a consensus for the redesign of a logo for the National Scenic Byways system. It is recommended that this work be added to the current marketing initiative; a redesign should be clear, identifiable sample; a new logo should conform to MUTCD.
- A single logo is recommended (to be used as the program logo and for signing).

*Progress Update:* FHWA is proceeding with the development of a new logo that

will be incorporated in the national marketing efforts. Bates USA Midwest (located in Indianapolis, Indiana) was selected from 19 competing agencies to conduct market research and brand development for the National Scenic Byways Program. Development of a single program logo and sign logo will be part of the final marketing work agreement. The logo will conform to MUTCD guidelines.



***The Virtual Byway: Byways Website***

The website focus group discussed the merits of the current website while offering some suggestions to make it even better. Steve Clyde, Utah State University, facilitated this group. The main focus was the online grant application. Members of the focus group suggested that the online application incorporate the following features: customization capabilities for individual states, improved printing results, more advanced text formatting, the ability to insert photos and drawings, off-line editing and/or reviewing, and the capability to allow more agencies to see and comment on an application before it is submitted. Keeping data accurate and current was also an issue discussed by the group. Byway organizations and state agencies can update their own data directly and control access. A new site design will be released in 2000 and the National Scenic Byways Online staff asked for suggestions to improve the overall functioning of the site. The feedback was positive about the website's "look and feel." Suggestions included: the

(Continued on page 6)

website should be a jumping off place for links and other related websites; it should track how often visitors access related links from NSBO website; GIS mapping would be a good added feature; a design with more photos and less text would be a plus; consider adding a "back" feature and menu-context information; highlight new features and post a press release to alert old users which functions and features have changed.

*Progress Update:* An updated scenic byways website was recently released. The site contains the same basic content, but uses new navigational tools to direct different user groups, such as byway professionals and travelers, to targeted areas of the website. A revised online scenic byways grants application process will be available on January 18, 2001. The Byways Online team located in Logan, Utah is working to find ways to deliver more effective information and resources via the website.



***The Future Is So Bright: Vision, Mission, & Goals***

This group was generally positive about how the vision, mission, and goals of the National Scenic Byways Program fit the local byway needs. In addition, the group felt that either their state programs or their byways could "see themselves" in the vision, mission, and goals of the national program. An overall comment and following discussion focused on the name of the program and that "scenic" was too exclusive.

Some concerns were raised in extensive discussion, led by Sharon Hurt Davidson (FHWA) and Jill Fisher (NSB Resource

Center). One concern is that too much emphasis on increasing numbers of tourists and ever expanding promotion could pose a threat to the intrinsic qualities of the byways. At the same time, other byways are seeking increased visitation and the vision, mission, and goals need to reflect and accommodate both perspectives. Partnerships with local communities, as well as other less typical interests along byways, are absolutely necessary if this balance is to be achieved. In addition, the group felt that targeting quality rather than number of roads was important in creating this "distinctive collection."

Another concern was that cultural qualities—for example, those of American Indians—are featured and interpreted with sensitivity. This is an opportunity to invite the involvement and participation of diverse groups. Finally, the focus group recommended that the program's mission and goals be reviewed and evaluated on a regular basis, perhaps again at the 2001 byways conference.

*Progress Update:* During a program staff meeting in Duluth, MN in November, the vision, mission and goals were revised to reflect comments and suggestions made during the focus group. Final touches are being made on the targets and measurements and the entire document will be posted on the [byways.org](http://byways.org) website in January 2000.

***Old Friends, New Partners: Partnerships between Byways and Federal Agencies***

Many of the national byways are within and managed by federal land



management agencies such as the National Park Service, U.S. Forest Service, and the Bureau of Land Management. The Bureau of Indian Affairs works with tribal governments in implementing scenic byway projects. The U.S. Fish & Wildlife Service is undertaking a new Refuge Roads program. Christina Lilienthal, U.S. Forest Service, Volcanic Legacy All-American Road (Oregon), facilitated a discussion group that identified several successful examples of how federal agencies were partnering with local communities and byway groups. Included were:

- Selma to Montgomery March Byway is presently partnering with the Alabama DOT and Bureau of Tourism & Travel.
- Volcanic Legacy Scenic Byway is working to link two National Parks, a National Monument, a National Wildlife Refuge, and five National Forests. They partner with federal agencies, state agencies, and local communities.
- Mather Memorial Parkway is forming an All-American Road Support Group which crosses a geographic mountain barrier.
- The focus group also identified opportunities to create stronger relationships with federal agencies:

(Continued on page 7)



- Improve communication between state agencies, federal agencies, and other partners. Facilitate meetings to discuss long-range planning, funding, and federal guidelines. Recruit support from the Governor's office. Get involved with the state transportation planning process. Use the Regional Council of Governments to open dialogue.
- Use the byways website to keep up-to-date on what other states are doing. Post information on agencies that are seeking partners.
- Integrate the Scenic Byways program across federal agencies. Since TEA-21 is a six-year program, it is important to plan for post TEA-21 legislation.
- Get tribal involvement in programs and communications. The Bureau of Indian Affairs is not a federal landowner, but works with tribal governments. The tribes need to be involved in drafting corridor management plans, planning interpretation, and expending funds on tribal roads. Monument Valley in the Navajo Nation (Arizona-Utah) and The Native American Scenic Byway (South Dakota) would be good case studies.
- Look beyond boundaries. Think bigger than jurisdictions.

*Progress Update:* The U.S. Forest Service (USFS), Federal Highway Administration, and the National Scenic Byways Resource Center (NSBRC) are in the process of hiring a staff person to work with byways designated by the USFS, National Park Service, Bureau of Land Management, and Bureau of Indian Affairs. Responsibilities will include coordinating federal land management activities with local communities as they relate to scenic byways. This will be a USFS position located at the NSBRC.

***On The Road To Fame: National Marketing Initiatives***

The overall objective of the National Scenic Byways program marketing strategy is to provide public awareness and public relations regarding the

program and, in particular, the National Scenic Byways and All-American Roads. In addition, the marketing committee believes it is necessary to provide marketing technical assistance to the nationally designated byways. The philosophy behind the marketing program is not direct sales of the byways, but to provide a forum that allows byways to sell themselves more effectively. The future of the marketing program will involve a much more targeted approach based upon the development of the overall NSBP vision and results of field research. A

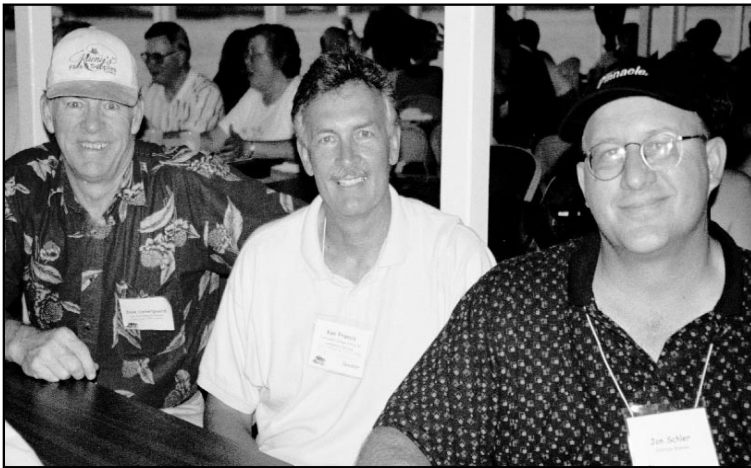


promotional campaign will be developed and implemented for the 2000 designations using a new slogan, target markets, media placement, and event planning. The focus group, facilitated by Larry Friedman (Nevada), discussed issues related to this philosophy including strategies to promote the program, cooperative marketing, development of a slogan/brand that fits all the intrinsic qualities, incorporating multiple levels

of marketing, finding ways to market the "all American byway experience," and the need for increased public education and awareness. The need to differentiate between different byway programs was raised (state designated scenic byways, heritage routes, BLM and USFS byways, etc). The group also discussed brand identification, leveraging marketing efforts, and international tourism. A strong consensus of the focus group was the importance of marketing the "experience" of the byways and to use one umbrella to accomplish marketing (even though the two-tier designation structure will remain). An analogy mentioned is Disneyland, which markets one name and experience, although there are many different attractions.

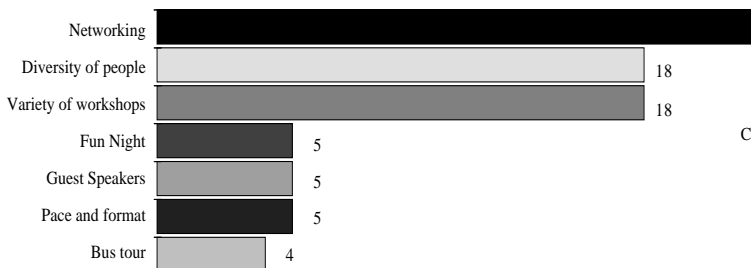
*Progress Update:* The marketing committee chose three candidates for oral presentations after reviewing 19 proposals. Bates USA Midwest, of Indianapolis, IN, was chosen as the agency to pursue the market research, brand identification and development strategy and the development of a public relations campaign. In addition, they will be developing a new logo for the program and All-American Roads and National Scenic Byways. A meeting is tentatively set for mid February where the marketing committee and 6-7 other key byway community representatives will meet for an "ideation" session to provide Bates insights, ideas, and input at the beginning and throughout the process.



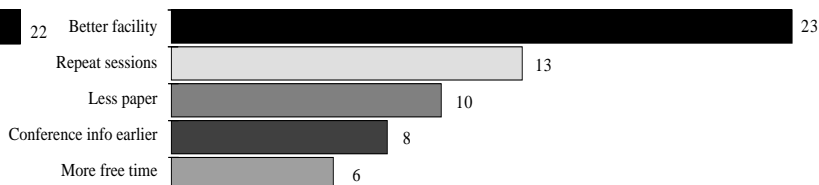


# Sharing America's Stories Conference Survey Results

What did you like best about the conference?  
(Total number of responses)



What would you change about the conference?  
(Total number of responses)



1-800-4BYWAYS

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