

VISTAS



AMERICA'S BYWAYS

JUNE 2002

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The Road Beckons: Best Practices for Byways II

Partnering for Success

Second National Scenic Byways Competition Launched

In May, America's Byways Resource Center (ABRC), in cooperation with the American Association of State Highway and Transportation Officials (AASHTO) and the Federal Highway Administration (FHWA), launched the second national competition to honor outstanding byway projects.

"We're really excited to be able to build on the success of the 2001 competition. This is an excellent opportunity for the byway community to highlight the range and quality of the projects that are being undertaken throughout the country to protect, preserve and promote America's byways," said Gary Tonkin, Director of America's Byways Resource Center. Entitled *The Road Beckons II: Best Practices for Byways*, the competition will honor projects completed since 1991.

Last year, 41 projects from 21 states were submitted for consideration. 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. They ranged in size and scope from a \$39,000 investment to prepare a historic preservation plan to protect endangered sites along the San Juan Skyway in Colorado to a multimillion-dollar project to clear, restore and reopen the Mosier Twin Tunnels as part of a multi-use trail project along the Historic Columbia River Highway in Oregon.

Rob Draper, Director of FHWA's National Scenic Byways Program, praised the work of local byway organizations and communities in demonstrating best practices.



To save rapidly disappearing historic mining resources along Colorado's San Juan Skyway, byway organizers outlined a historic preservation plan. A \$39,000 plan has led to preservation of 13 highly visible, endangered historic sites along the byway, plus protection of 3,323 acres of historic landscapes.

"The benefits of the National Scenic Byways Program cannot be underestimated. Beyond generating a sense of pride and enthusiasm for those involved, byways showcase the importance of transportation in our nation's history and provide visitors access to some of our most treasured resources. They also represent a unique opportunity to further state tourism and economic development goals."

– John Horsley, Executive Director, AASHTO

"People are the common ingredient to best practices. In all of these projects, people seized the moment and opportunity at hand. They had a vision, formed partnerships, and mustered the resources to realize the extraordinary. They used one success—sometimes seemingly small—to create momentum, support, and leverage greater ones," said Draper.

In the second round of competition, up to eight projects will be selected for recognition. At a minimum, initial implementation steps need to have been taken on the project to qualify for the competition.

Welcome New Byways!

Spring is Here!

The birds are singing, the flowers are blooming, and there are exciting events and announcements for the byway community. First, we eagerly await the addition of new nationally designated byways. U.S. Transportation Secretary Norman Y. Mineta will announce the list of new byways sometime in June. This is a very exciting time for the byway community and we welcome our new friends with open arms.

New byways will be honored at a special designation event in Washington, DC. They will also be treated to a full day of learning, networking and training organized by America's Byways Resource Center. The training includes special

individualized meetings with staff from the Federal Highway Administration (FHWA), the Resource Center and Byways Online. National partners, organizations and federal agencies are participating in the training events by providing information in the Resource Room and sharing ideas with the new byways about ways they can work together.

Sharing your Success!

America's Byways Resource Center is pleased to announce the second national competition to honor outstanding byway projects. We've partnered with the American Association of State Highway and Transportation Officials (AASHTO) and FHWA to organize the awards program.

Remember the awards luncheon at the national scenic byways conference last year? Nine projects were recognized as outstanding examples of best practices for byways at that conference, and up to nine projects will be chosen for this second competition. Details on the nomination process are included in this issue. Give us a call if you'd like to talk more about nominating projects along your byway or click on AASHTO's Web site, www.transportation.org for nomination details.

Need Inspiration?

In honor of the ten-year anniversary of the National Scenic Byway Program, the Resource Center published a compilation of success stories from across the country, as



Michelle Johnson
Associate Director

shared directly from you, the byway community. Nationally designated byways were mailed copies last month, and we have more copies available! Please call us if you would like your own copy of National Scenic Byways Success Stories.

Ben Sweetland said, "Success is a journey, not a destination." Here's hoping spring brings your journey a season of excitement, discovery and achievement.

Secretary Mineta Announces National Scenic Byways Funding!



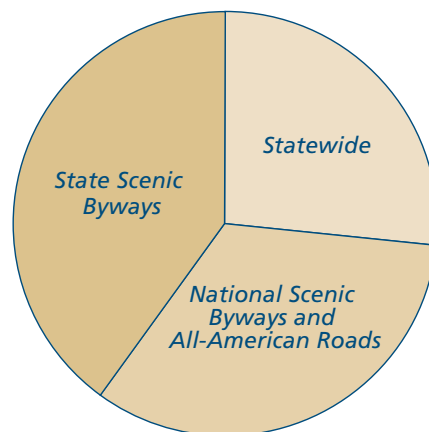
On April 22, 2002, U.S. Transportation Secretary Norman Y. Mineta announced \$23 million in Federal Highway Administration (FHWA) scenic byways discretionary funds for 139 projects in 40 States.

You may access a press release on Secretary Mineta's announcement at <http://www.fhwa.dot.gov/press-room/fhwa0213.htm>.

For information on the scenic byway projects, see http://www.byways.org/news/download_attachment.php/Final_Allocation_Press_Release.pdf?NEWS_ID=63

The scenic byways projects were selected from 287 candidate projects received by the FHWA from 41 States and Puerto Rico, requesting \$69.4 million. The program funded both nationally designated and State-designated scenic byways.★

Fiscal Year 2002 National Scenic Byways Funding



	<i>(Millions of Dollars)</i>	
	Requested	Funded
<i>National Scenic Byways and All-American Roads</i>	\$35.6 (51%)	\$7.7 (33%)
<i>State Scenic Byways</i>	\$20.7 (30%)	\$9.2 (40%)
<i>Statewide</i>	\$13.0 (19%)	\$6.1 (27%)
TOTAL	\$69.4 (100%)	\$23.0 (100%)

Commonly Asked Questions

What can I do to make my application more competitive?

Remember that the review panel will be reviewing hundreds of pages of materials. Quotes, interesting writing style, clarity, and well-conceived photographs help tell your story.

How important are photo attachments?

Pictures are worth a thousand words! Applicants are encouraged to include two sets of up to 20 color slides.

Add interest and scale to your photographs by including people and vehicles using your byway roads and facilities. Please refer to the "Photo Tips Worksheet" on AASHTO's Web site, www.transportation.org, to help guide your photo submissions.

Will attachments submitted with the applications be returned?

No. Because of the anticipated volume of materials, attachments submitted for consideration will not be returned. Applicants are requested to include up to six attachments that they believe best convey the significance of their project and how it constitutes a best practice for byways. Attachments may include maps, site plans, illustrations, and other supporting documents. Emphasis should be on quality not quantity!

Can more than one application be submitted per byway?

There is no limit to the number of entries that can be submitted. However, best practices should reflect a comprehensive approach. Therefore, it is typically better to write to an integrated group of projects along a byway than it is to submit multiple submissions for the same byway.

When does my application have to be submitted to be considered?

All applications have to be received by AASHTO (c/o TransManagement, Inc., 505 Capitol Court, NE, Suite 300, Washington, D.C. 20002) no later than August 12, 2002 to be considered.

Applicants are asked to notify Kate Valentine at (202) 547-2717 or e-mail to valentine@transmanagement.com of their intent to submit by Friday, July 19, 2002. Please include a copy of your application on diskette (Microsoft Word) with two printed, signed copies and two complete sets of attachments.

Where can I get information about past winners?

Details about the 2001 winning projects are posted on the www.byways.org Web site. You can also request a free copy of the 2001 publication, "The Road Beckons: Best Practices for Byways," from AASHTO at (202) 624-5800 or America's Byways Resource Center at (800) 429-9297, ext. 5.★

Off the Shelf

The Road Beckons: Best Practices for Byways

Need some ideas and inspiration for your byway? An 80-page publication, *The Road Beckons: Best Practices for Byways*, profiles projects that illustrate the significant accomplishments of byway communities and organizations across the country. You can obtain a free copy of this publication by calling AASHTO at (202) 624-5800.



IMPORTANT COMPETITION DATES

2002

May 20

Competition opens. Download an application from the AASHTO Web site (www.transportation.org).

May-August

Prepare your application, photographs, and attachments.

July 19

E-mail your intention to submit an application to valentine@transmanagement.com.

August 12

Applications due to AASHTO (c/o TransManagement, Inc.).

November 22

Winning projects selected by review panel.

December 6

Winners notified.

2003

May 18-21

Projects showcased at the 2003 National Scenic Byways Conference in Albuquerque, New Mexico.

Partnering for Success continued from pg. 1

The emphasis will be on projects that have made outstanding contributions to scenic byways and clearly demonstrate best practices to enhance the visitor experience.

Winners will be formally recognized at the National Scenic Byways Conference, May 18-21, 2003 in Albuquerque, New Mexico. Winners and select applicants will also be invited to share their stories and lessons learned with conference participants in workshops at the conference.

To share the projects with a broader audience, a publication will be prepared to showcase the winners. Lessons learned from the full range of applicants will be incorporated in future training and reference materials for the Resource Center.



Broad partnerships and clear goals were key success factors along Utah's Logan Canyon Scenic Byway. Stakeholders worked together to develop 11 interpretive sites, eight new restroom facilities, travel guides, restaurant place mats, a children's book, visitor center exhibits and a traveling exhibit. A comprehensive approach significantly enhanced the visitor travel experience.

2003 COMPETITION ESSENTIALS

WHO SHOULD APPLY?

To be eligible, the project must be on, along, or directly related to a road designated as a scenic byway. Scenic byways can be designated at the local, state, or national level.

With reauthorization of the transportation bill pending, the competition sponsors are particularly interested in projects funded under TEA-21, but all projects completed since 1991 will be considered. Since its inception in 1991, the National Scenic Byways Program has provided \$180 million for 1,285 projects in 48 states, Puerto Rico and the District of Columbia.

WHAT TYPES OF PROJECTS WILL BE RECOGNIZED?

A number of different types of projects are appropriate for consideration. Projects will be evaluated on how they meet at least four of six specific criteria:

1. Valuing the Resource
2. Partnering for Success
3. Reaching out to the Public
4. Sharing the Story with Visitors
5. Involving the Community
6. Building along the Byway

A complete description of the six criteria can be found on the AASHTO Web site (www.transportation.org).

HOW DO I GET AN APPLICATION FORM?

The application and important guidance materials can be downloaded from AASHTO's Web site at www.transportation.org.

WHEN ARE ENTRIES DUE?

Applications must be submitted to AASHTO (c/o TransManagement, Inc.) by Monday, August 12, 2002.

Like last year's competition, applications should be submitted through the state Department of Transportation (for the state where the project is located). In most instances, this will involve coordination with the State Scenic Byway Coordinator. For a current list of state coordinators, go to www.byways.org (choose "For the Byway Community" and then choose "State Contacts").

HOW SHOULD ENTRIES BE SUBMITTED?

Your completed application (on diskette) along with two printed, signed copies and two complete sets of attachments should be sent to AASHTO at:

AASHTO
c/o TransManagement, Inc.
505 Capitol Court, NE Suite 300
Washington, DC 20002
Phone: (202) 547-2717

Candidates that wish to compete are asked to notify Kate Valentine at TransManagement, Inc. of their intention to compete via e-mail by Friday, July 19, 2002.

If you have any questions about this competition, please contact the Resource Center at 1-800-4BYWAYS, ext. 5 or Kate at (202) 547-2717 or valentine@transmanagement.com.

WHO WILL SELECT THE BEST?

A review panel comprised of representatives from state DOTs and other byway experts will review the applications and make their selections by November 22, 2002.

HOW MANY PROJECTS WILL BE SELECTED?

Up to eight projects will be submitted for recognition. Emphasis will be on the best! Winners will be notified by Friday, December 6, 2002.

WHEN WILL THE AWARDS BE PRESENTED?

Project representatives will be invited to attend the National Scenic Byways Conference, May 18-21, 2003 in Albuquerque, New Mexico and be formally recognized by the competition sponsors at that meeting. Projects will also be highlighted in publications by AASHTO and America's Byways Resource Center. Don't miss the chance to share your story!

WHO IS AASHTO?

The American Association of State Highway and Transportation Officials (AASHTO) is a nonprofit, nonpartisan association representing highway and transportation departments in the 50 states, the District of Columbia and Puerto Rico.

Headquartered in Washington, DC, AASHTO represents all five transportation modes: air, highways, public transportation, rail and water. Its primary goal is to foster the development, operation and maintenance of an integrated national transportation system.★

Do you have a Best Practice for Byways?

Applications are due in early August, so start thinking about your successful projects that demonstrate a Best Practice for byways:

- Beautification efforts
- Bridge and road improvements
- Community and volunteer involvement
- Context-sensitive design
- Creative funding strategies
- Design solutions
- Educational initiatives
- Historic preservation
- Innovative solutions
- Interpretation
- Landscape management
- Marketing projects
- Partnerships
- Planning
- Scenic conservation
- Trails
- Visitor enhancements
- Wayside facilities
- And more...

You Can Make a Difference!

Success Stories from the 2001 Scenic Byways Competition Winners

In **Colorado**, the development of a comprehensive historic preservation plan has led to the implementation of a multimillion-dollar project to preserve 13 highly visible, endangered historic sites and protect thousands of acres of historic landscapes along the San Juan Skyway.

Also in Colorado, byway supporters and state agencies partnered with Rocky Mountain PBS (public television) to produce an award-winning video and multimedia education package. The success of the collaboration has resulted in subsequent projects to tell the tale of Colorado's byways.

In **Illinois**, the Cumberland County Highway Department and the Village of Greenup worked together to preserve a portion of the National Road and build a replica of the first bridge to span the Embarras River. By working together and thinking creatively, they were able to join forces with the Illinois Department of Transportation to erect a 200-foot covered timber bridge and preserve a quarter mile segment of this historic road.



Community involvement resulted in a context-sensitive design solution in the Flint Hills Scenic Byway Overlook project (Kansas). The overlook used local limestone for its retaining walls and native grasses and wildflowers that naturally blend into the surrounding landscape.

In **Kansas**, local input helped guide the design of an overlook that invites visitors to step into the natural landscape and preserves the visual integrity of the site. The Flint Hills Scenic Byway Overlook created an aesthetic design that complements the surrounding tallgrass prairie.

In **Oregon**, a section of the Historic Columbia River Highway closed for almost 50 years has been reopened as a multi-use trail reconnecting visitors with an important scenic resource.

Also in Oregon, community input prompted the State's Department of Transportation to lead a concerted effort to preserve an entire collection of historic coastal bridges along the Pacific Coast Highway.

In **New York and Vermont**, eight counties and 54 towns with a direct relationship to Lake Champlain worked together to develop a regional identity to promote the area as a single destination.

In **Utah**, a broad-based partnership and well-defined corridor management plan helped facilitate the funding and implementation of an interpretive project to bring the history of the Logan Canyon Scenic Byway to life.

In **Nevada**, the State Parks Division and the Department of Transportation joined forces to construct a much-needed visitor facility along the banks of Lake Tahoe. Through careful planning and design, the facility strikes an effective balance between providing visitors with the resources they need and preserving the natural environment.★



Nine winning byway projects were honored at the 2001 National Scenic Byways Conference in Portland, Oregon. Here, representatives from the Lake Champlain Byways (New York and Vermont) receive a plaque recognizing their work in demonstrating a Best Practice for Byways. (L to R): David Fasser, New York Department of Transportation; John Horsley, AASHTO; Janet Kennedy, Adirondack North Country Association; and Jill Michaels, Vermont Scenery Preservation Council.



Problems sometimes lead to creative solutions. In 1996, the Illinois Department of Transportation (IDOT) announced its intention to remove an old bridge along the National Road, west of Greenup, Illinois. Not only was the river crossing threatened, but also a road segment that was part of the National Road's original alignment. When local citizens expressed strong concerns about losing this piece of history, IDOT granted the county and the Village of Greenup two years to develop a plan to preserve the crossing and the roadway. The group focused on an ambitious goal—building an authentic replica of the covered timber bridge that had stood on the site more than a century and a half before. Today, the award-winning bridge stands as a testament to what can be accomplished when everyone works together!

Scenic Byways Takes Part in Preserving America's Historic Roads



Loess Hills tour participants received a warm welcome at the Harrison County Historical Village & Iowa Welcome Center. Greeters included (L to R): Kathy Dirks, Museum/Welcome Center Coordinator; Doris Sproul, Volunteer; and Wally Finken, Museum Staff Member.

More than 300 state Department of Transportation professionals, state Historic Preservation officials, Park Service representatives, citizen activists and scenic byway representatives converged in Omaha this past April for the third Preserving the Historic Roads in America conference presented by the National Trust for Historic Preservation.

America's Scenic Byways Resource Center, represented by Cheryl Newman, Henry Hanka and Chel Ethun, was a sponsor of this year's conference. The Resource Center hosted byway tours to the Lincoln Highway and the Loess Hills in addition to staffing a Scenic Byway information booth. Cheryl Newman and Henry Hanka took part in presenting a workshop dealing with funding and historic roads.

The Resource Center staff also had an opportunity to meet with the Nebraska scenic byway representatives at their spring meeting.

Scenic byways were well represented throughout the conference. Many byways were mentioned in presentations, including the National Road, Tamiami Trail Scenic Highway, Historic Columbia River Highway, and several others. Numerous questions about funding sources, standards for design and promotion relative to the scenic byways program were brought up by conference goers. Conference host Dan Marriott scheduled informative and engaging sessions, covering topics such as engineering strategies for historic roads; traffic calming; liability issues with historic roads; promoting historic roads; interpreting the cultural landscape; funding; and more.

Preserving Historic Roads continues on pg. 7

An original cement signpost marks the spot where the Lincoln Highway intersected the Loess Hills National Scenic Byway (located on the grounds of the Harrison County Historical County Village & Iowa Welcome Center).



A close-up of the Lincoln Highway marker signs.



Original section of Lincoln Highway outside of Omaha Nebraska.

Segregation and the Roadside

One of the conference's most thought-provoking workshops discussed the issues that faced African-American travelers prior to the passage of the Civil Rights Act (1964). Until the 1960s, automobile travel for African-Americans was precarious, if not dangerous. In most parts of the country, African-Americans found limited access to food, lodging, gas, parks, rest room facilities and other travel necessities. Not all motorists shared equally in the ability to travel freely and safely across the open roads of America.

When Dr. Martin Luther King, Jr. delivered his famous "I Have a Dream" speech in 1963 from the steps of the Lincoln Memorial in Washington D.C., he spoke about the inequities faced by African-American travelers. He said, "We can never be satisfied as long as our bodies, heavy with the fatigue of travel, cannot gain lodging in the motels of the highways and the hotels of the cities."

A word-of-mouth network developed to provide information about available accommodations and "safe" communities for minority travelers. Special guidebooks listed cabin camps, private homes and motels that welcomed these excluded travelers. For example, Cecil Reed, an African American, operated the Motel Sepia in Cedar Rapids, Iowa from 1953-1964 to welcome all travelers. Reed and his family were undaunted by the barriers they faced while traveling. In an interview, Reed was known to have said, "This is our country and we're going to go see it."

Historians and preservationists have begun to address this little-researched area of roadside history. Carol Ahlgren (National Park Service), Dr. Lyell Henry (Mount Mercy College), Greg Smith (Texas Historical Commission), and James Hill (National Park Service) described current efforts to locate sources, conduct interviews, and search for hard-to-find documents and roadside resources. It's a story that's important to tell.

Movie Night

One of the conference's most popular events is "Movie Night," where topics of special historic interest are presented in video, slide or multimedia format. This year, Movie Night featured two wonderful presentations. In highlighting one of the two, Jill Marie Koelling of the Nebraska State Historical Society took the audience on several narrated pictorial journeys with a remarkable traveling couple named Edward and Margret Gehrke. This adventurous couple traveled the nation's first roadways during the 1910s through the 1930s in their primitive automobile. They recorded their journeys with wonderful photos and written descriptions of their coast-to-coast adventures. Countless tales of the adventure, beauty, peril and humor entertained the audience all evening. Watch for a full-length book later this year written by Jill.★

Omaha Declaration

Presented at the third Preserving the Historic Road in America conference, Omaha, Nebraska, April 2002.

Historic roads are vitally important cultural resources that embody significant developments in engineering, design and social history.

Recognizing the important role that roads have played in our nation's history, we believe it is essential to develop strategies for managing historic road resources that combine a firm commitment to historic preservation with due respect for public safety and utility.

Preserving historic roads enhances our understanding of the American experience, enriches our transportation system, and promotes beneficial social, economic, and practical goals.

Not all motorists shared equally in the ability to travel freely and safely across the open roads of America.

Historic Route 66 (New Mexico) National Scenic Byway

Byway Length:

604 miles

Designation:

1996 - New Mexico Scenic & Historic Byway

2000 - National Scenic Byway

Unique Features

Historic Route 66 is the most famous highway in the United States, and possibly the world.

In 1926, federal highway officials linked together a dazzling array of Indian paths, cowboy trails and wagon roads—paved them over—and built one of the first all-weather highways linking the Midwest with California. When highway designation signs went up, Route 66 stretched 2,448 miles from Chicago to the Santa Monica Pier in California, crossing eight states and three time zones.

Of the eight states through which the historic route passes, New Mexico has the largest

remaining inventory of roadside architecture related to Route 66 and an 18 mile stretch of intact corridor. Many nostalgic reminders of the “Mother Road” can still be found.

The motels, gas stations, diners, theaters, curio shops, garages and neon signs are still represented along the old route. The main streets of Tucumcari, Santa Rosa, Moriarty, Grants and Gallup, plus Albuquerque’s Central Avenue, all reflect the road culture that made the route famous. The original alignment linked Los Lunas, Bernalillo, Santa Fe and numerous Indian pueblos and reservations.

A drive along Historic Route 66 offers culture and scenery. Motorists enjoy majestic mountains, breathtaking vistas, sagebrush and chamiza-covered ranch land and spectacular sunrises and sunsets.

“It’s the combination of the people, the buildings and the cars that create the lure of Route 66.”

– Michael Wallis, *Route 66 Author and Road Warrior*

Organization

The New Mexico Route 66 Association is a 501(c)(3) nonprofit organization. The organization’s purpose is “to further the protection and preservation of historic, former US Highway Route 66 and its related built and scenic environments in the State of New Mexico. The Association is also dedicated to creating an awareness of the historical legacy associated with Historic Route 66 through education, projects and promotional events.”

Four officers, a 15-member board of directors, an archivist, and a 30-member board of advisors provide direction for the large association. There are several membership categories: Student (\$15); Individual/Family (\$25); Business Member (\$60); Chamber of Commerce, Visitors Bureau, Business & Professional Organizations (\$150); and Sustaining Members (\$2,000 - \$5,000).



Johnnie Meier, President of the New Mexico Route 66 Association, displays his collection of vintage gas station memorabilia. Johnnie’s museum can be found near Embudo.



Historic Route 66 occupies a special place in American history. Through movies, television and popular music, it has become a cultural icon representing American mobility, independence and freedom. At this time, New Mexico has the only section of Route 66 that is a nationally designated scenic byway.

The New Mexico Route 66 Association publishes a quarterly magazine,

Route 66 New Mexico, (circulation of

4,500) that provides information on

history, roadside attractions,

communities, events, restaurants

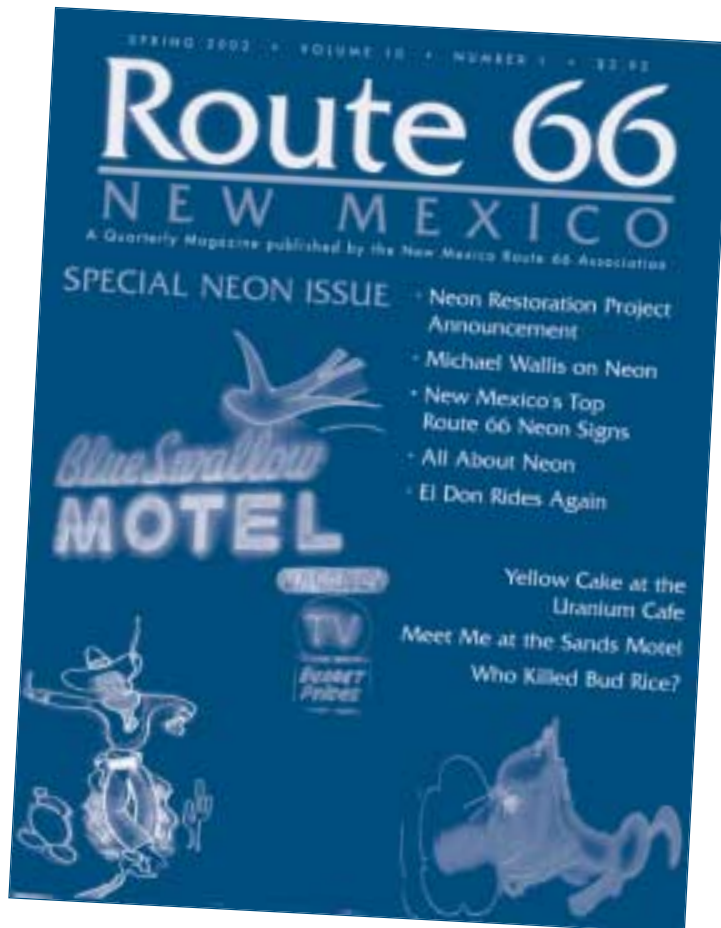
and motels along Historic Route 66.

The magazine is published with support

of the New Mexico Department of

Tourism and can be purchased at a

number of businesses along the byway.



Current Projects

- From the 1940s to the mid-1960s, Route 66 was adorned with colorful, often elaborate, neon signs. Many of these historic, vintage signs were a form of folk art, designed and created by skilled craftsman. This year, some of these signs will gain new light. The Association has received funding to restore at least five vintage neon signs along New Mexico's Historic Route 66 by September of 2002. The grant is part of funding authorized by Congress in late 1999 for preservation of cultural resources along the eight-state Route 66 corridor. The National Park Service administers the program that provides \$10 million over ten years (2000-2009) for Route 66 projects.

- Just in time for summer, the Route 66 Association will unveil the Thunderbird Theater, a portable outdoor theater that will travel to Route 66 festivals and other events across the state. A 16-foot hauling trailer will transport a 16-foot wide screen and commercial 16mm projector. The plan is to present vintage movies like *King Kong* and *The Day the Earth Stood Still*, along with classics like *American Graffiti*.
- The Association is creating an exhibit on the construction of New Mexico's Historic Route 66, with grant assistance from the City of Albuquerque's Urban Enhancement Trust Fund. The Association hopes the project will help to educate the public about the people, hardships and engineering wizardry that created the historic road.

- CBS film crews have been traveling across Route 66 to collect stories of the highway. After the tragedy of September 11, CBS producers decided it was time to rediscover America's Main Street. Among the different views that will be recorded and broadcast over the next year will be people and places of the "Mother Road." The CBS crew visited New Mexico's Route 66 in November 2001.
- An association Web site (www.rt66nm.org) posts information on tourism, historic images and postcards, membership, maps and the byway organization. Issues of the association's past newsletters are available on the site, as well as an online curio store.

For more information, please contact:

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**Tour Historic Route 66 at the
2003 National Scenic Byways
Conference in
Albuquerque, New Mexico
May 18-21, 2003**

Choosing the Right Organization for You

It's a lot like hunting for the perfect pair of shoes. The secret is finding the ones that fit you—fit your size, your style, and your needs. While heels might be your neighbor's choice, you may feel more comfortable in tennis shoes or even cowboy boots.

The same is true of organizations. There is no "one-size-fits-all." The perfect organizational model is the one that fits your byway's unique needs and goals. You need to choose the structure that is most comfortable for you.

Many different types of organizational structures have evolved to meet the needs of many different byway organizations. Indeed, there are as many ways of organizing groups as there are groups themselves.

Five Basic Structures

There are several basic organizational models that can be tailored to fit most byway situations. Each model has its own characteristics, strengths and limitations.

1. Citizens Group

The simplest model is the citizens group. The key component is a committed group of citizens sufficiently organized to carry out a common purpose. Citizens groups can be started easily and quickly. They require no bylaws (although some groups choose to create them), generally operate with less formality and require less paperwork. Most citizen groups find a legal partner to act as their fiscal agent, such as a government agency, business or nonprofit organization.

2. Nonprofit Organizations

Becoming a nonprofit (or not-for-profit) corporation requires some paperwork, but for many byways, the benefits are worth it. The act of incorporation creates a legal entity separate from its founders and members, providing important personal liability protection. An additional advantage is that nonprofit status is a requirement for obtaining funds from some government agencies and many private foundations. Some types of nonprofit corporations can also apply for tax-exempt status.

3. Interagency Agreements

If your byway crosses numerous jurisdictions, an interagency agreement can be a useful tool for combining the efforts of multiple entities (public, private or both). The relationship between partner organizations is outlined in a written agreement (sometimes called a cooperative agreement or memorandum of understanding). Although the agreement does not create a new legal entity, it does formalize the relationship between parties, outlines their intentions in working together, clarifies the responsibilities of each participant, and states the resources that each will contribute.

4. Government Agency as Lead

Many byway corridors run across, or are contained within, state or federal lands (such as a state or national forest). In these cases, a single governmental agency may take leadership responsibility for managing the corridor, allowing the byway organization to benefit from its legal status and administrative structure.

Agencies such as the USDA Forest Service, National Park Service and State Departments of Transportation are playing leading roles in byway organizations.

5. Organization of Governments

A joint powers entity is a formal way for public agencies to work together, such as local government units (cities, towns, counties, etc.), school districts, political subdivisions, and state or federal agencies. A joint powers entity must be authorized by your State. In some parts of the country, this type of organization is also known as a joint powers board, joint powers authority, joint powers agreement, or joint powers agency. This legal agreement can be a way to reduce duplication of services, to coordinate efforts across a geographic region, or to create an economy of scale that saves effort and money.



A cooperative agreement can be formed by a combination of agencies—public, private, or both. Top of the Rockies Scenic and Historic Byway has an intergovernmental agreement between Lake, Eagle, and Summit counties in Colorado.



The Native American Scenic Byway (South Dakota) practices the traditional principle of *okiciyapi* – meaning helping each other. This citizens group makes ongoing efforts to extend the hand of cooperation to a wide range of regional partners. Members are asked to make a non-cash commitment such as erecting and caring for a wayside exhibit or working on a marketing project.



Some byways are located partially (or entirely) on public lands. In those cases, it's common for a state or federal government agency to take the lead in managing the corridor. The USDA Forest Service oversees management of the Flaming Gorge-Uintas Scenic Byway (Utah).

There are many valid forms of organization for byways. In fact, there may be more than one structure that will meet your needs. The key is to pick the one that best serves your interests and best reflects the group that you have gathered. Successful byway organizations find organizational structures that work. They find the perfect fit.

Editor's Note: This is an excerpt from "Making the Grassroots Grow," an upcoming publication from America's Byways Resource Center. This new guide will present basic organizational concepts, case studies and best practices from the National Scenic Byways Program. ★

Successful byway organizations find organizational structures that work. They find the perfect fit.

Key Organizational Questions

Keep these questions in mind as you build your organizational structure.

- **WHAT** is your byway's purpose? What organizational structures will best meet your needs?
- **WHO** is interested in, or impacted by, what happens to the byway corridor? How will the diversity of interests be represented?
- **WHERE** is the corridor located? State, federal, or private lands?
- **WHO** will provide human and financial support? Citizen volunteers? Government employees? Local businesses?
- **WHERE** will funding come from? Government sources? Private? Corporate? Grants?
- **HOW** will finances be handled? Fiscal agent? Incorporation?
- **WHAT** needs are not being met by your current organizational structure?



Look What's On The Road Ahead!

2003 National Scenic Byways Conference
May 18-21, 2003

Hyatt Regency Albuquerque
Albuquerque, New Mexico

Save the dates now for this informative and exciting event.

Brought to you by America's Byways Resource Center and the Federal Highway Administration.



CONGRATULATIONS TO NEW NATIONALLY DESIGNATED BYWAYS!

We look forward to seeing you at the America's Byways special designation event this June in Washington, DC, and working as your partner for success.

America's Byways Resource Center
1-800-4BYWAYS, ext. 5
www.byways.org

2002 Calendar

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

2002

JUNE

June 5, 2002

Speaking To Visitors, Basic Interpretive Skills Workshop (full-day)
Great Falls, Montana
Lewis and Clark Interpretive Center
4201 Giant Springs Road
Great Falls, Montana 59403
For more information, please call:
(406) 727-8733

June 6, 2002

Advanced Storytelling Workshop (full-day)
Great Falls, Montana
Lewis and Clark Interpretive Center
4201 Giant Springs Road
Great Falls, Montana 59403
For more information, please call:
(406) 727-8733

June 10-15, 2002

Great Outdoors Week
Washington, DC
For more information, please call:
American Recreation Coalition
(202) 682-9530 or www.arc@funoutdoors.com

JULY

July 19, 2002

The Road Beckons II: Best Practices for Byways
Please notify Kate Valentine of your intent to submit a nomination at valentine@transmanagement.com or (202) 547-2717

AUGUST

August 1-4, 2002

San Antonio Forum 2002
National Alliance of Preservation Commissions
San Antonio, Texas
For more information, please call:
(706) 542-0169 or www.arches.uga.edu/~napc

August 7, 2002

Michael Gross and Ron Zimmerman: Interpretation
Byway Leaders Tele-Workshop
America's Byways Resource Center
For more information, please call:
(800) 429-9297, ext. 5 or center@byways.org

August 12, 2002

The Road Beckons II: Best Practices for Byways
Deadline to submit an application for the 2003 competition.
For more information, please call:
(202) 547-2717 or www.transportation.org

SEPTEMBER

September 3-6, 2002

ProBike/ProWalk 2002
12th International Symposium on Bicycling and Walking
St. Paul, Minnesota
For more information, please visit:
www.bikewalk.org/conference.htm

September 28-October 1, 2002

2002 American Indian/Alaska Native Tourism Conference
Juneau, Alaska
For more information, please visit:
www.aianta.org

OCTOBER

October 2, 2002

Byway Organizations
Byway Leaders Tele-Workshop
America's Byways Resource Center
For more information, please call:
(800) 429-9297, ext. 5 or center@byways.org

October 8-13, 2002

56th National Preservation Conference
Sponsored by the National Trust for Historic Preservation
Cleveland, Ohio
For more information, please visit:
www.nationaltrust.org

October 11-15, 2002

AASHTO Annual Meeting
Egan Civic and Convention Center
Anchorage, Alaska
For more information, please call:
(202) 624-8489 or hannahw@aaashto.org

October 26-29, 2002

National Land Trust Rally 2002
Sponsored by the Land Trust Alliance
Austin, Texas

NOVEMBER

November 2002

National Interpreters Workshop
Sponsored by the National Association for Interpretation
Virginia Beach, Virginia
For more information, please call:
(888) 900-8283

November 13-16, 2002

16th National Trails Symposium
Grenelefe Resort in Central Florida
For more information, please call:
American Trails
(530) 547-2060 or Fax (530) 547-2035
www.symposium@americantrails.org or
www.floridadep.org/gwt

DECEMBER

December 4, 2002

Web Site Technology
Byway Leaders Tele-Workshop
America's Byways Resource Center
For more information, please call:
(800) 429-9297, ext. 5 or center@byways.org

2003

MAY

May 18-21, 2003

2003 National Scenic Byways Conference
Hyatt Regency Albuquerque
Albuquerque, New Mexico
For more information, please call:
(800) 429-9297, ext. 5 or center@byways.org

AUGUST

August 2-3, 2003

Scenic Summit Action for America's Communities, Countrysides and Public Lands
Hyatt Regency Hotel
Denver, Colorado
For more information, please visit:
www.scenicsummit.org

SEPTEMBER

September 30-October 5, 2003

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

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

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