

VISTAS



AMERICA'S BYWAYS®

SEPTEMBER/OCTOBER 2007

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SCENIC CONSERVATION WORKSHOP

MOHAWK TOWPATH BYWAY

By Eric Hamilton, Byway Leader

EDITOR'S NOTE:

The America's Byways Resource Center is funding a series of six Scenic Conservation Workshops for byways, delivered by Scenic America. State Coordinators nominated byways from their States and candidates were interviewed. Final selections were made by a random drawing of qualified candidates. Mohawk Towpath Byway (New York) held the first of these workshops, and the following is a summary of the workshop process and outcomes from byway leader Eric Hamilton.

Mohawk Towpath Byway Background: Steeped In History

A number of themes knit together to form the story of New York's Mohawk Towpath Byway, which is along "the Erie Canal - the Water Way West." Cohoes and Waterford are at the eastern end of the byway. Cohoes was a textile-manufacturing center. Historic textile mill architecture is currently being converted to upscale loft apartments. The Village of Waterford, just north of the river, is the oldest incorporated village in the U.S., and the eastern end of the current Erie Canal.

These two eastern anchors of the byway reflect a major part of our industrial heritage. Industrial goods were shipped west during

the Industrial Revolution on the Erie Canal. Settlers and their belongings also followed the Erie Canal during the country's westward expansion.

Agricultural areas and open spaces constitute the byway's midsection. Agriculture in this area was enhanced by the efficiencies afforded by the new manufactured goods. Agricultural products, lumber and ice were shipped to feed and house those living in the growing industrial centers.

The early Dutch settled the western frontier outpost of Schenectady. Trade with Native Americans was an important part of the economy even as late as the 1800s. In the 1890s, Thomas Edison set up shop and Schenectady later became the home of General Electric. Later in the 20th century, Schenectady had a second major heavy industrial manufacturer, the American Locomotive Works (ALCO).

Along its route, the byway passes through a number of historic residential districts, including the Stockade District, the GE Plot of Schenectady, the Vischer Ferry Historic District of Clifton Park, Halfmoon's Church Hill Historic Overlay District, and downtown Waterford. The byway's recreational landscapes with



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Michelle Johnson
Director,
America's Byways
Resource Center

Shoppertunities

Have you heard the latest in tourism? You need a credit card and a globe. It's called **coutourism: a fabulous mix of fashion and tourism**. And you don't necessarily have to leave the house to make an economic impact. A recent issue of *Marie Claire* showcased international websites and companies that provide economic opportunities to disadvantaged communities. You can score a beautiful, authentic accessory while contributing to the economic stability of real people. Now that's fabulous!

Of course, this "new" trend isn't new to me. I've associated travel and shopping my entire life. Surprised? As a kid traveling with my parents across America, I always bought a few souvenirs to remember the trip. A silver necklace from Utah. Pottery from Colorado. Books from anywhere. When I traveled to

Mexico in high school, I bought my grandmother a big copper plate with a chicken etched in the middle. It hung in my grandmother's kitchen for years and now it has a place of honor above my stove.

Today, traveling byways and other places, I look for opportunities to discover new things and to bring home the memories. Those of you lucky enough to travel with me will hear my now standard request to stop and shop. (It's second only to my request to eat.) I recently traveled with Arizona State Coordinator Kathie Knapp. She had arranged a meeting between the America's Byways Resource Center and the Navajo Nation to discuss their tribal byway program, their plans for the future and their needs from the Resource Center. After the meeting, Kathie made sure we soaked in some of the local cultural at a vendor

tent and I left with some beautiful jewelry to remember my travels in Navajo country.

Later, over a delicious Navajo taco, we talked about byways and shopping. Kathie shared the vision of the Kayenta-Monument Valley Scenic Road in Arizona, which includes valuing and "identifying cultural events and recreational and shopping opportunities" along the corridor. So I'm not the only one who likes to shop—or who sees the value of shopping!

Our recent work with FHWA in gathering information and identifying trends in byway travelers has shown us that people who travel byways want opportunities to shop.* They prefer small downtowns, and local, specialty shops. Visitors want authentic souvenirs to help them remember their visit, travels and good times. If you want to talk about

all the interesting information we've developed, please contact **Henry Hanka**, Special Projects Manager at the Resource Center or **Patricia McNally**, Marketing Director for the National Scenic Byways Program.

If you are interested in talking about your byway's shoppertunities, please call me. I like to talk about shopping just as much as I like to shop!

And that's fabulous! ★

*Shopping is the number-one, most popular activity that a family does on a trip. **Source:** *Longwoods International Travel USA – Survey of domestic travel behavior*

Special thanks to *Mari Jilbert*, U.S. Fish and Wildlife Service, Portland, Oregon. *Mari*, an expert shopper herself, coined the term "shoppertunities" to describe looking for shopping bargains, opportunities and experiences.

COMING & GOING

Rob Draper Retires

Rob Draper became the Team Leader and "preserver, promoter and protector" of the FHWA National Scenic Byways Program in 1999. Rob retired at the end of July 2007, and his retirement strategy is to "learn, grow and develop."

We will miss Rob's leadership and passion for the byways. All the best, Rob!

Welcome, Gary Jensen



Gary Jensen, Team Leader of the National Scenic Byways Program, the Transportation, Community, and System Preservation Program, and the Delta Region Transportation Development Program, has thirteen years of experience with the Federal

Highway Administration, including spending the past seven years as an Environmental Protection Specialist in the Office of Natural and Human Environment. Prior to working at FHWA Headquarters, Gary worked in the FHWA Tennessee Division Office as an environmental engineer on a broad range of environmental and programmatic topics, including Congestion Mitigation and Air Quality, Transportation Enhancements, Recreational Trails, Scenic Byways and other discretionary programs. He is a 1993 Graduate of the University of Idaho with a degree in Civil Engineering.

"I have been given the great opportunity to play a part in furthering the development of this important American collection," said Gary. "I look forward to working with the byways community to preserve, protect, interpret, and promote America's Byways."

Welcome, Cindi Ptak



Cindi Ptak has joined the National Scenic Byways Program Team at the Federal Highway Administration in Washington, D.C. as National Scenic Byways Program Manager. Cindi comes from the Maryland Department of Planning, where for the past ten years,

she worked to develop Maryland's Scenic Byways Program, spearheading Maryland's first All-American Road designation—the Historic National Road. Besides her experience at the State level, she has grass-roots experience, having founded the Maryland National Road Association, and served as the byway manager for Maryland's Historic National Road for the past seven years. Cindi is a graduate of the University of Baltimore with a degree in Urban Studies. A die-hard city dweller, she continues to call Baltimore home.

"Road trips have played such an important part of my life since childhood. 'Are we there yet?' may have been one of my first complete sentences," Cindi says. "Nothing much has changed in the intervening years with the exception of how many wonderful people I've met along the way, and how much I've learned from them all. A road geek at heart, I look forward to my new role with the National Scenic Byways Program, and to road trips yet to come."

By Peter Nonis, Congressional Relations Manager, AAA

A Future Vision For Transportation

It was only a year ago when we celebrated the 50th Anniversary of the nation's Interstate highway system. Officially titled the "Dwight D. Eisenhower National System of Interstate and Defense Highways," the nearly 47,000-mile network is a hallmark for American prosperity and ingenuity. In the 1950s support was garnered for this program by creating a simple national vision that would appeal to roadway users: Travel from coast to coast without stoplights, more quickly and safely.

Our transportation challenges have become more complex since the 1950s, and as reflected recently, aging infrastructure can pose safety hazards for motorists if not properly maintained. Going forward, our nation faces the dual challenge of maintaining and upgrading existing infrastructure, while also looking to expand the system to meet future demands. It's clear that we need a new vision for transportation. However, inspiration for that vision can no longer be summed up in a single sentence. Our modern needs are varied and our current system seems to be at or near capacity. Simply put, our nation is at a crossroads in terms of where we go from here.

Most transportation projects are primarily funded by a Federal or State gasoline tax, which is added to the price motorists pay at the pump. Unfortunately, gas tax revenues have not kept pace with inflation or demand. When combined with greater vehicle fuel efficiency and a move toward alternate fuels, we have a perfect storm that could jeopardize our ability to fund transportation. Some are even asking if there is a Federal role

On May 21-23, 2007, AAA joined the American Association of State Highway & Transportation Officials (AASHTO) and five other organizations in eastern Maryland to host a national transportation conference aimed at defining a transportation vision for the 21st century. Over 150 people representing a myriad of interest groups attended the event.

for transportation anymore—a far cry from Mr. Eisenhower's national vision.

It is vital that we take the time to carefully deliberate these issues as we work to develop sound transportation and travel polices for future generations of Americans. Recognizing that we can no longer look ahead just four or five years, but rather need to envision transportation demands over the next few decades, AAA has joined with other national organizations to develop a future vision for transportation.

On May 21-23, 2007, AAA joined the American Association of State Highway & Transportation Officials (AASHTO) and five other organizations in eastern Maryland to host a national transportation conference aimed at defining a transportation vision for the 21st century. Over 150 people representing a myriad of interest groups attended the event.

AAA President/CEO Robert Darbelnet told the audience that the future transportation system should reflect three major priorities: improved safety; enhanced personal mobility; and fluid, efficient movement of goods. Darbelnet said discussions about the future should contemplate some key questions such as, "How do we meet the needs of travel and tourism—a dynamic and growing economic engine in this country?"



The final product of the conference is a report published by AASHTO entitled *A New Vision for the 21st Century*. The report reflects several recommendations of the conferees including:

- Increases to core funding programs
- Preservation, modernization, and improved performance of the transportation system
- Investment in the attractiveness of public transportation
- Cutting oil consumption to address global warming
- Adding capacity for commuter and freight rail usage
- The need to reduce congestion
- Moving aggressively to address transportation safety and reduce roadway fatalities

The recommendations were delivered to the National Surface Transportation Policy and Revenue Study Commission on July 26.

The report recognizes that recreation is directly dependent on the efficiency of the transportation system. At 84%, travel by automobile remains the primary mode of transportation for trips of 100 miles or more. And many of those visitors are traveling on byways, which have the ability to make driving fun again. The report suggests that focused investments are needed for byways in order to maintain their unique, cherished appeal and keep these roads as enjoyable as possible.

In closing, I'll leave you with a finding from a recent AAA survey: respondents ranked transportation low on the list of national priorities when compared to education, health care or national security. That's not necessarily surprising, but it does demonstrate how much work *all* of us have to do to educate Americans about the importance of transportation and travel to our economy and quality of life. We are now at a key point in our history when further investment in transportation infrastructure will be needed to keep it safe, reliable and enjoyable for future generations of Americans.

The report, *A New Vision for the 21st Century*, is available online at www.transportation1.org/tif5report/.

★

MOHAWK TOWPATH BYWAY

hiking, biking and cross-country ski trails, all have historic significance, too.

What To Do Next?

Mohawk Towpath Byway obtained its designation as a New York State Byway in July 2003. We successfully demonstrated that we could become one of America's Byways® in September 2005. Several of our municipalities had gone through the processes of Open Space Studies, waterfront studies, rezoning, refining Master Plans—and in some cases, all of the above!

We have an excellent Corridor Management Plan that was a valuable resource as we moved through these processes. But after celebrating our national designation, and despite our continuous momentum on several ongoing projects, our not-for-profit 501(c)(3) struggled with an overwhelming sense of what to do next.

We began to explore scenic conservation. In late summer, New York State Byway Coordinator Mark Woods asked me if the Mohawk Towpath Byway would be interested in holding a Scenic Conservation

conference call trying to schedule a workshop before summer of 2007.

The actual workshop was scheduled for April 18 and 19, 2007. The dates were planned in a late September conference call, which ended with an observation that winter storms can mess up the best of plans in the northeast. Ironically, we experienced highly unusual winter weather, with our first snowstorm hitting on February 14—the date we had specified for a pre-workshop meeting where the America's Byways Resource Center and Scenic America would get acquainted with the Mohawk Towpath Byway, and our Board of Directors would learn more about scenic conservation. We rescheduled our pre-workshop meeting for April 19.

"A Unique And Valuable Experience"

The pre-workshop meeting consisted of an introduction to scenic conservation and a number of techniques for controlling change. It also provided an opportunity to identify what is "scenic," and showed us how to begin brainstorming ways to identify threats to our sense of



Halfmoon. "I now constantly judge the degree to which manmade structures fit their surroundings as opposed to being imposed on their environments."

We have some of the same problems that every byway has: highway maintenance issues, areas prone to collecting litter, a huge ugly landfill in the middle of the byway, "working landscapes," and barriers and detractions from popular recreation spots or scenic overlooks. But our byway is unique, too. "We discovered that in a short couple of hours we could pass through a century of historic industry, culture, diverse communities and recreational sites along the Mohawk River and Erie Canalway," remarked Mohawk Towpath Byway

may not have scenic conservation as one of their basic tenets, and a better understanding of what we can do to control the inevitable changes that will occur along the byway corridor.

"The workshop provided great value in getting representatives from each of the byway communities working together for the benefit of the entire byway and not just their individual communities," said Mark Woods. "Spending two days together, traveling the byway, visiting and studying the byway's visual resources, gathering and studying maps and photographs together, learning, sharing and interacting with the experts and each other was all a unique and valuable experience."

We identified strategies to manage change along the byway corridor, such as education, voluntary measures, incorporation into management objectives, incentives, acquisition and/or purchase, and regulatory measures. We anticipate that using a combination of strategies in any particular segment of the byway may prove most effective.

But perhaps the most important outcome of the Scenic Conservation Workshop is that we are consolidating a vision of what we want our byway to look like in another quarter of a century—a byway experience we can proudly hand off to our next generation. ★

"As a result of participating in the workshop, I look at roadways, 'city-scapes' and the like through a different set of lenses," said Nelson Ronsvale, Grant Coordinator for the Town of Halfmoon. "I now constantly judge the degree to which manmade structures fit their surroundings as opposed to being imposed on their environments."

Workshop. The America's Byways Resource Center and Scenic America had offered to do workshops for six of the 126 America's Byways. We might become one of the six.

Mark Woods added some glowing, flattering words of reference to our application, such as "progressive management," "supportive board of directors," and "cooperative municipalities." Within a month, I was on a

community and control the inevitable changes in our neighborhoods.

We engaged our partners, identified some of the threats, and saw the byway through our neighbors' and visitors' eyes. "As a result of participating in the workshop, I look at roadways, 'city-scapes' and the like through a different set of lenses," said Nelson Ronsvale, Grant Coordinator for the Town of

volunteer Henriette O'Grady. It's this uniqueness that we want to conserve for future generations.

We emerged from this workshop with the foundation for a Scenic Conservation Action Plan. Through a series of public meetings since the workshop, we continue to gain a broader community understanding of what scenic and historic qualities we value, a sense of partnership with those along the byway who



EDITOR'S NOTE: The following is the first in a series of public relations tools for byways. Look for more entries in upcoming issues of *Vistas*. The series will include tools, tips and help for byways that will support the efforts of the national public awareness project for the America's Byways® collection.

TEN SECRETS OF SUCCESSFUL PITCHING

THE PITCHING PROCESS: Media relations is **98% preparation** and **2% execution**.

1. Identify your main goal of getting press

Is your goal to:

- Raise visibility of your event?
- Gain credibility for your attraction?
- Unseat competition?
- Boost visitor arrivals or sales?

2. Identify the story you want to tell

- Determine what your attraction has that no other attraction has.
- Is it different? Special? Unique? The only? The first? The oldest? The largest? The smallest? Has a credible third party endorsed you as the best?
- How do travelers and the local community benefit from this byway and its qualities?
- How does this byway make its travelers' and communities' lives better?
- Look for innovative byway stakeholders with interesting backgrounds who can be a part of the story (or the storyteller).
- Get case studies from actual travelers.
- Find out what this byway does for them and why they love it.
- What's the benefit of the byway to them?

3. Select your target outlets

- What type of people do you want to see this editorial coverage?
- What are these people reading and watching?

4. Research the outlet/select reporter

- Think like a reporter. How does your story relate to the publication and the writer's interests?
- Who has done similar stories in the past?

5. Develop your specific story angle

- Ask yourself, "So what?" and "Why now?"
- Identify the Who, What, When, Where, Why and How.
- Tie to trends, key events or holidays.
- Look in the business section of newspapers for stories on area trends. Can your story tie into this trend?
- If you have three examples of businesses doing similar things, you may have a trend of your own.
- Tie your offering to a current event.
- Tie your offering into a holiday story.
- Identify a spokesperson.

6. Develop your pitch points

- Know exactly what you want the reporter to do before you pitch.
- Think WHAT, then WHY; not IF, but WHEN.

- Have two or three ideas ready to speak about at all times.
- Be prepared to switch topics mid-conversation, should the writer express more interest in another topic.

7. Develop your E-mail pitch and other press materials

- Make E-mails smart, short, and concise —no more than three or four paragraphs.
- Put the most important information first, and include dates.
- State WHAT you want, then WHY.
- Include a clear ACTION item; give specific dates/times to meet.
- Include your name/phone/E-mail.
- Personalize, preview and proofread.
- Use clever, not cute, subject lines.
- Don't spam.
- Don't send attachments unless requested.
- Craft supporting materials, which can include:
 - One-page company overview
 - One-page fact sheet
 - One-page bio and photo of key byway stakeholders
 - Most recent press release
 - Select byway information and photos
 - Favorable press articles from non-competing outlets

8. Develop a concise verbal pitch

- Think and speak in bullets.
- Condense your pitch to ten seconds.
- Your script should include: your first name, byway name, reason for calling, what you would like the reporter to do.
- Practice.

9. Make your pitch

- It's never a "good time," so don't apologize for pitching. Just do it well.
- Commit to the idea and why it's right for the publication. The publication won't buy it if you don't believe it.
- Provide answers to questions, and state why you believe it's a good story for this media outlet.
- Make two or three attempts to reach the reporter before leaving voicemail.
- When leaving voicemail, state your first name, byway name, reason for your call, and telephone number two times.

10. Develop a relationship

- Become a valued resource. Give now to get something greater later.

UPCOMING TRAINING & EDUCATIONAL OPPORTUNITIES FROM THE RESOURCE CENTER

The America's Byways Resource Center is making educational opportunities and resources available to you in more ways than ever. Training opportunities focus on these four core areas:

Corridor Management (CM)

Byway Organization (BO)

Visitor Experience (VE)

Finances (F)

Here is just a preview of the educational opportunities coming in late 2007 and early 2008. Check www.bywaysresourcecenter.org frequently for announcements, dates, locations and more.

TELE-WORKSHOPS

- Economic Impact Measurement Basics (F)
- Working with Volunteers (BO)

ONLINE RESOURCES AND LEARNING OPPORTUNITIES

- PR 101- templates, checklists, podcasts and more (VE)
- Marketing Plans 101 (VE)
- Scenic Conservation: A Visual Primer (CM)
- Technology Tools: Podcasting And Your Byway (VE)

WORKSHOPS

- Power Workshops I: Strength Training for Byways (BO, VE, F)
- Power Workshops II: Marketing To And Serving Your Visitor (VE)
- Byways 101 (CM, BO, VE, F)
- Interpretive Planning Workshops (VE)
- Interpretive Media Development Workshops (VE)
- Making Your Byway Accessible (VE)

BACK BY POPULAR DEMAND!

If you have questions or would like to suggest specific training opportunities, contact Chel Ethun, Training Manager, at 218-625-3303 or cethun@byways.org.

Check www.bywaysresourcecenter.org for the latest details!

A Partnership Focused On A Pathway To The Future

By Robin Gyorgyfalvy
Byway Leader, Cascade Lakes Scenic Byway (OR)
Landscape Architect and Scenic Byways Leader, Deschutes National Forest

In the new millennium, Central Oregon communities and the Cascade Lakes Scenic Byway are all benefiting from a special partnership between Lava Lands Visitor Center and The Museum at Warm Springs of the Confederated Tribes of Warm Springs Indian Reservation through the National Scenic Byways Program. Lava Lands Visitor Center, the gateway to several scenic byways, is located 12 miles south of Bend on Highway 97. It is the Forest Service interpretive center for visitors and students coming to explore and discover Central Oregon and Newberry National Volcanic Monument. The Museum at Warm Springs, located 15 miles north of Madras on Highway 26, presents educational exhibits and programs designed to raise and inspire awareness of the Confederated Tribes of Warm Springs and other tribes indigenous to the area.

This special partnership began a few years ago with a meeting initiated and led by the Scenic Byways Leader for the Deschutes National Forest and members of the Culture and Heritage Committee of the Confederated Tribes of Warm Springs Indian Reservation. The primary discussion focused on how the National Scenic Byways Program could be a way for Central Oregon communities to learn about the cultural heritage, tradition and arts of its indigenous tribes. With tribal involvement, cultural tourism would be based upon the stories from those inhabiting these lands prior to the Lewis and Clark explorations of the Pacific Northwest.

An interpretive team with tribal members and Forest Service representation was formed and a sharing of stories began to unfold. In particular, the Klamath Trail story showed the importance of storytelling in making connections between the past, present and future. The Klamath Trail was a way for the ancient peoples of Central Oregon to be connected to the Klamath Basin and

Columbia River for trading and meeting. Travel for “trading and meeting together” continues today and into the future on Highway 97, a north-to-south route through Oregon and the modern-day version of the Klamath Trail. The Forest Service provided landscape architectural designs for the first interpretive site on a potential scenic tour route through the reservation with collaboration for interpretive signs promoting tribal heritage and cultural tourism.

As a result of this earlier collaboration through the National Scenic Byways Program, a partnership was developed between Lava Lands Visitor Center and The Museum at Warm Springs to find ways to continue connecting the past and present to the future. In 2004, through a special loan, the Tribal Youth Art Exhibit, “Celebrating Imagination,” was shown at Lava Lands Visitor Center and received rave reviews. An opening event invited Bend and Warm Springs communities to participate in children’s art activities and enjoy a performance by a family of



Robin Gyorgyfalvy stands near interpretive panels that demonstrate the educational value of the ongoing partnership between Lava Lands Visitor Center and The Museum at Warm Springs of the Confederated Tribes of Warm Springs Indian Reservation through the National Scenic Byways Program.

Native American flute players from Warm Springs who created a wonderful acoustic setting for viewing the exhibit.

Previously, the Tribal Youth Art Exhibit had only been seen by the reservation. It appeared for the first time at the High Desert Museum in the spring and then at Lava Lands Visitor Center in the summer. The most rewarding comment was from the mother of one of the young artists. She had such a feeling of pride when she heard all the admiring comments coming from outside of the reservation community. Having the Tribal Youth Art

Exhibit shown in a different Central Oregon community generated a great deal of excitement and interest for those wishing to learn more about life today on the Warm Springs Reservation.

In 2005, The Museum at Warm Springs loaned the traveling exhibit, “Yesterday, Today and Tomorrow,” which commemorated the 150th anniversary of the Middle Oregon Treaty, to the Lava Lands Visitor Center. The signing of this Treaty ceded 10 million acres to the U.S. government to make room for incoming settlers. Only 644,000 acres were retained and remain today as the Confederated Tribes of Warm Springs Indian Reservation.

This traveling exhibit provided an important centerpiece to the “Celebrating the Future by Honoring the Past” exhibit at Lava Lands, which included a photographic exhibit celebrating the Forest Service and City of Bend centennials. The purpose of this unique blend of exhibits was to give visitors a bigger picture of all the events that continue to shape Central Oregon’s future. To

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demonstrate the impact of this exhibit, a U.S. history teacher visiting from California made the comment that the exhibit forever changed how he would now teach U.S. history to his students.

For the first time in over 30 years, the visitor center will be upgraded and remodeled with a new 1,500-square-foot addition to house a lobby, reception area and gift shop. The interpretive theme of the new exhibits is

how the geology, ecology, climate and culture of Central Oregon are interconnected. In the author's close work with Natalie Kirk, the museum's Curator and Exhibits Coordinator, breathtaking pieces from their private collections were selected to vividly illustrate the stories told by the interpretive panels. In this way, visitors to the new Lava Lands exhibits will experience an accurate portrayal of the cultural heritage of the area's indigenous peoples and their

ability to survive by adapting to the changing conditions in their environment. The new exhibits and remodeling are scheduled for completion in 2008.

These special exhibits are an engaging opportunity for communities to interact with the Warm Springs Indian Reservation community and to learn more about the living heritage, traditions and values there. This partnership continues

to enrich the educational value of scenic byways, conservation education programs, and cultural tourism in Central Oregon. As with any valuable partnership, it takes a common vision and shared goals to create something lasting and inspirational that will give us a pathway to the future. ★

An Event Of Mammoth Proportions

A beast that roamed Huntington Canyon in Utah 11,000 years ago is still cause for excitement and interest these many years later. Mammoth remains were discovered at the Huntington Reservoir in Huntington Canyon, located on the Energy Loop: Huntington/Eccles Canyons Scenic Byway in Utah on August 8, 1988, by backhoe operator Chris Nielson. At first it seemed they had unearthed an old tree, but closer examination revealed an ancient creature. Authorities were notified and an official removal process began.

Visitors once again gathered at the site of the mammoth's discovery on June 29, 2007, for a ribbon-cutting ceremony to dedicate the new kiosk and information center recently constructed at the site. The interpretive kiosk contains Huntington Mammoth information, including a description of the mammoth's excavation, a list of museums located in the gateway communities, and a depiction of the area through the artistic eyes of Joseph S. Venus.

Jana Abrams, Energy Loop Byways Coordinator, was instrumental in garnering funds for this mammoth project. The diverse and scenic Huntington/Eccles Scenic Byway is the common thread that ties an assortment of interests together—mining, farming, travel and recreation. Ms. Abrams expressed her hope that these efforts will serve as a tool to boost the local economies through tourism and create a sense of pride within the community.

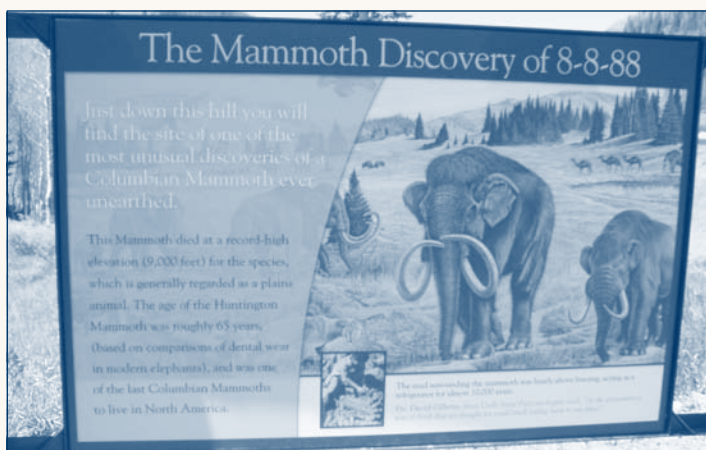
Carlos C. Machado, Program Manager from the Federal Highway Administration (FHWA), spoke at the dedication ceremony, expressing his appreciation for the opportunity to partner with the USDA Forest Service, U.S. Geological Survey and U.S. Department of Interior in this endeavor.

The kiosk was made possible with a Scenic Byways Grant from the FHWA. Mr. Machado explained to the audience that the endowment is intended to help achieve the vision of the National Scenic Byways Program by funding projects that engage volunteers to preserve and enhance these byways; demonstrate

environmentally sensitive solutions to problems in preserving these byways; and enable people to walk and bike in natural settings. Since 1992, the National Scenic Byways Program has provided \$7.3 million for 84 projects in Utah. The intent of the Program is not just to maintain the roadway, but support features unique to its setting.

The National Scenic Byways Program discretionary funds enable States to undertake eligible projects along highways designated as All-American Roads, National Scenic Byways and State-designated byways. Also eligible under the Program are planning projects to inventory, preserve and enhance the qualities of byways; safety improvements; construction of bike and pedestrian facilities; and development of visitor information such as brochures, interpretive facilities and scenic overlooks.

The mammoth and its story will continue to be an asset to the Castle Valley Region as its notoriety extends worldwide. ★



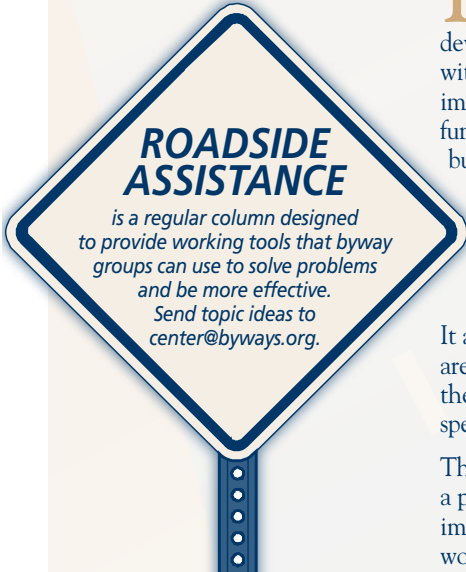


Roadside Assistance

PART TWO:

STEPS TO A FUNDRAISING PLAN

by Susan Koschak, Byways Specialist



Our Byways Specialists are here to assist you.

Find the Resource Center contact for your State on the Resource Center website at www.bywaysresourcecenter.org/about/people/States. Call us toll-free at 866-974-6403, or contact your Byways Specialist directly:

Bonnie Hundrieser
bhundrieser@byways.org

Dennis Adams
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Susan Koschak
skoschak@byways.org

Curt Pianalto
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In the last issue of *Vistas*, our Roadside Assistance provided a tool to help you develop a fundraising campaign with individual donors. Equally important, you should develop a fundraising plan with projected budgets so that you know how much money you need to raise. This tool assumes you have a solid mission that is understood and shared by the organization leaders. It also assumes the project you are working to fund supports the organization's mission and a specific strategic goal.

There are many ways to develop a projected budget, but the important thing is that you work it out and not simply make a guess. Implement your projects from a realistic and knowledgeable perspective. Your goal shouldn't be to spend any and all funds available. Instead, you should strategically determine your needs and then work to fund and spend the projected budget responsibly.

Completing this process will show you the amount of funds you need to raise from individual donors.

One Step-By-Step Approach To Developing A Plan

Here is one example of how to develop a fundraising plan. You will need to assemble a fundraising team that will divide into two task groups. It's best to have different people in each group to avoid decision making before a final analysis is complete. The timeline of the process will vary depending on how frequently group members are able to meet and whether any research needs to be completed. These steps assume that a project

has been identified and agreed upon, and that all members of the group share and understand the scope of the project.

ESTIMATE EXPENSES

(Task Group 1) - See "Sample Expense Projection Sheet."

Prepare three estimates: bare bones, reasonable and ideal.

- **Bare bones:** Amount of money needed to survive. Do not take into account such items as new projects, salary increases and new equipment.
- **Ideal:** Amount of money needed to operate at maximum effectiveness. However, keep it real and not a fantasy.
- **Reasonable:** Amount of money the organization needs to do more than survive but still not meet all the goals of the mission. Don't use a simple average of the bare bones and ideal. Include all items that are important enough to the organization's work to make the fundraising effort.

If you don't know how much something is going to cost, don't guess. Do some research and find out.

PROJECT INCOME

(Task Group 2) - See "Sample Income Projection Sheet."

Prepare three estimates: worst, likely and best.

- **Worst:** Assume the same income as last year with the same effort. However, foundation/government grants should be estimated at zero.
- **Best:** Calculate what would happen if every request and application was fulfilled. Don't put in items that are unlikely

to occur, such as a single million-dollar donation.

- **Likely:** What the organization can expect to generate with reasonable hard work by expanding on old strategies, achieving success with some new ones, and experiencing a few things going wrong.

COMPARE, NEGOTIATE AND CREATE A BUDGET (Meeting of Task Groups 1 and 2)

Compare:

Barebones with Worst

Reasonable with Likely

Ideal with Best

When the two groups meet, look for the Reasonable expense column and the Likely income column to come close to the same figures. Occasionally, groups happily discover that their Ideal expenses match the Likely income. Usually, however, groups must make compromises and adjust their expenses to meet realistic income projections.

At this meeting, the fundraising team develops a final budget to move ahead with the next step.

DETERMINE INDIVIDUAL DONOR CONTRIBUTIONS

From the amount of money you determine you must raise, subtract any amounts that will be raised from strategies not involving individual donors, such as income from foundation, corporate or government grants, product sales, fees for service, or interest income. The amount that remains is the amount that will form the basis of your fundraising plan for individual donors.

SET INCOME GOALS

Develop an annual giving program chart

(See "Sample Gift Range Chart," July/August 2007 *Vistas*).

As a general guide:

60% of money should come from 10% of donors (major donors)

20% of money should come from 20% of donors (habitual donors giving through retention strategies)

20% of money should come from 70% of donors (first-time donors giving through acquisition strategies)

PUT IT ON A TIMELINE

Put the entire plan, including all methods of income generation, onto a timeline and fill out the tasks. Include names of people who must be involved, resources needed, start/end dates and reporting requirements.

DO THE WORK

Identify and contact potential donors and secure the funds. Look back at Roadside Assistance in the July/August 2007 issue of *Vistas* for more information on approaching potential donors.

For many of us, asking for funds, especially large amounts, is an uncomfortable position to be in. Your confidence and effectiveness can increase when you have clear and concrete requests.

By working through a planning process, you will be in a position to say that you have carefully analyzed your situation and your requests are reasonable. Combine that with matching your mission and purpose with the right potential donors and you'll have a compelling case.

★

SAMPLE Expense Projections Sheet America's Byways Resource Center

BUDGET ITEM	BARE BONES	REASONABLE	IDEAL
SALARIES			
Director			
Fundraising Coordinator			
Support Staff			
Program Coordinator			
OFFICE RENT			
TELEPHONE			
PRINTING			
Brochures			
Envelopes			
Fundraising Mail			
Annual Report			
Newsletters			
Other			
POSTAGE			
First Class			
Bulk Mail			
TRANSPORATION			
WORKSHOPS/ CONFERENCES			
CONSULTANTS			
EQUIPMENT			

SAMPLE Income Projection Sheet America's Byways Resource Center

SOURCE	EXPLANATION	WORST	LIKELY	BEST
MAJOR GIFTS				
New				
Renewing				
MEMBERSHIP				
New				
Renewing				
FOUNDATION				
OTHER (specify)				
OTHER (specify)				
OTHER (specify)				
OTHER (specify)				
OTHER (specify)				

In the December 2006 issue of *Vistas*, we announced a new project of the America's Byways Resource Center. Over the years, the byway community has sought an answer to the question "What is the economic impact of designation as one of America's Byways®?" After considerable research, we've learned that study results from one geographic or cultural area of the byway community does not directly transfer to other areas.

Byway groups have asked for a relatively simple and standardized tool for collecting and analyzing data and the development of just such a tool is underway. The byway community has had a major investment in the tool's development via a steering committee. The committee members serve as communicators between the larger byway community and the project leader and contract vendor. We've all been pleased to participate in this byway-led and byway-driven effort.

The tool is expected to be available to byways late in 2008. Over the next year, before the distribution and launch of the tool, the Resource Center will present some basic information about measurement of economic impact. In addition to the article below, you can find a glossary of terms on our website at: www.bywaysresourcecenter.org/topics/finances/economic-impact/tools/1089. Later, we will present a Tele-Workshop on economic impact measurement and guidelines on how to use the tool.

While there is no single answer for economic impact measurement for every byway in the community, we are confident that because of the direct guidance of the steering committee it will be useful to most. This article lays the groundwork of the basics of economic impact measurement and puts us all on a common path. Watch for more about the measurement tool over the next year. If you have questions about the project, contact Susan Koschak, Byways Specialist at skoschak@byways.org.

BASICS OF ECONOMIC MEASUREMENT



What is economic impact?

Whenever there is a change in economic activity, such as a new investment in infrastructure, an increase in visitors, businesses opening or closing, or land taken off the tax rolls for some reason, it may cause changes in spending, saving, investment, and/or asset value (e.g., property value, value of environmental protection). To know the economic impact of any change in economic activity, you must know the level of activity before the change and the level of activity after the change. If you do not know the level of activity before the change occurs, you cannot measure economic impact. Economic impact includes the positive and negative changes in economic behavior. Economic impact is often measured in terms of jobs and changes to the tax base and tax revenues, but these are not the only ways in which an economy may be impacted.

What types of economic impacts apply to byways?

Byways are designated to preserve and enhance unique intrinsic qualities that may be scenic, historic, natural, archaeological, cultural or recreational. Activities that enhance intrinsic qualities, such as investment in historic preservation, natural resource conservation, trail building, etc., may add to the economic activity of your byway corridor directly

to new spending by residents and visitors to your byway corridor.

Why would I want to know the economic impact of byway designation?

Protecting and enhancing a byway's intrinsic qualities costs money. If you knew the economic impact of the activities you do to enhance your byway, you could use this information to justify additional investments over time

generates or fails to generate economic impacts, you can adjust your activities to result in greater positive impact and fewer negative impacts over time if this is your goal.

Why isn't there a national economic impact number for America's Byways?

There is no national number for the economic impact of byways, and, even if there were, it would

Activities that enhance intrinsic qualities, such as investment in historic preservation, natural resource conservation, trail building, etc., may add to the economic activity of your byway corridor directly and indirectly.

and indirectly. Investments in planning, construction, and operations related to intrinsic qualities pump dollars directly into the local economy. These investments, along with marketing and other activities, may also lead

and to explain to the public as well as local, State, and national officials another reason why your work matters.

In addition, through greater understanding of how your byway

have very little meaning. This is because each byway is unique in location, size, population base, economic base and intrinsic qualities. If byways were not unique places, they would not have received designation.

What about State tourism numbers?

State tourism numbers reflect Statewide spending patterns. While some byways extend through more than one State, many are limited to much smaller sub-State areas. States are not universally consistent in how they measure economic impact. Some States include only overnight visitors, while other States also include in-State travelers in their numbers. These numbers generated at a State level, regardless of whether they include only out-of-State or a combination of other groups, include any spending within the State borders no matter the destination. State tourism numbers can be an important part of a tool to measure the economic impact of byways, but they will not give you an accurate picture.

What are REMI or MGM2 Models?

Econometric models generate multipliers that are based on assumptions about the proportion of each dollar that is re-spent in the local economy. Multipliers are typically calculated at the county and/or State or national level and do not accurately reflect local impacts, which are far smaller since there are fewer goods, services and employment opportunities in a local economy. Models typically overstate impacts at the sub-county level.

Econometric models like IMPLAN or REMI or RIMS are not designed to yield meaningful results at the sub-county level, which is where many byways operate. MGM2 is targeted to local areas, but often relies on estimates of spending patterns since actual survey-based data is often unavailable. The results of any model are only as good as the information that goes into it. Most information that goes into these models is only available at the county or State level, and may not accurately reflect local conditions. These models also rely on production relationships that may no longer be valid. For example, the economic impact of adding a call center to a local business will be very different if the call center function is

outsourced than if it is local. A model based on local impacts will not accurately reflect impacts of outsourcing.

Econometric models are, by their very nature, based on complex mathematical formulas that are difficult for most people to understand, let alone explain to others. Therefore, local decision makers are generally unable to question the assumptions behind the model or recalculate results based on local knowledge.

So, how can I tie economic impact to byway designation?

Measuring the economic impact of byway designation is tricky because the roadways and their intrinsic qualities were there before designation occurred. Therefore, the only impacts that should be attributed to designation are those that relate directly to activities that stem from designation. Broadly speaking, these activities fall into two categories: investment in intrinsic qualities and marketing or public relations.

How important is our corridor management plan in measuring economic impact?

Ideally, your corridor management plan should identify the intrinsic qualities in your byway and your plans to protect and enhance these qualities over time. To measure economic impact, you need to know the levels of investment and spending before designation as well as after. If corridor management plans included a snapshot of economic activity related to intrinsic qualities and key byway sites before designation, this would provide a very useful baseline for economic impact. Without this baseline, byways will have to create their own baseline the first time they measure impact and then again after they complete specific planned activities. There are various stages in the life of a byway. **Anticipation** is the period of planning and preparing an application that precedes designation. Investment may occur during the anticipation stage.

WHAT WOULD AN IDEAL TOOL TO MEASURE ECONOMIC IMPACT OF BYWAYS INCLUDE?

We think an ideal tool would give byway organizations of all types a way to measure two things:

- 1) The level of investment in intrinsic qualities over time that can be directly related to byways designation.
- 2) The patterns of visitation to sites of significance to the byway that are included in the corridor management plan.

Designation is the period from the official conferring of designated status to actual changes on the ground resulting from designation. **Implementation** is the period during which resources are directed toward physical changes on the ground. **Maturation** is the period after implementation related to designation.

If you do not have pre-designation baseline information, you may be able to establish baselines that are pre-implementation or pre-maturation.

What would an ideal tool to measure economic impact of byways include?

We think an ideal tool would give byway organizations of all types a way to measure two things:

- 1) The level of investment in intrinsic qualities over time that can be directly related to byways designation; and
- 2) The patterns of visitation to sites of significance to the byway that are included in the corridor management plan.

Investment would include dollars spent on intrinsic qualities for planning, construction or protection, and operations. Patterns of visitation to sites of significance would provide a basis for calculating spending by residents, in-State, and out-of-State visitors. Taken together, these would paint a picture of the impacts of byway designation and related activities.

An ideal tool would incorporate local knowledge and be easy to explain to residents, local officials and others. Using the tool would help byways engage new partners. It would also provide information that allows byways organizations to adjust their activities to reach their goals with respect to economic impacts.

What is the America's Byways Resource Center doing to help build byways' capacity to measure economic impacts?

The Resource Center is working with a national steering committee of byway leaders and State coordinators and with Yellow Wood Associates to explore the feasibility of creating a tool to measure the economic impact of byways that can be used by any byway regardless of its setting and the research qualifications of its staff. Stay tuned to *Vistas* for more information.

Want to learn more? Visit www.bywaysresourcecenter.org to listen to a podcast of the upcoming Tele-Workshop about the Basics of Economic Measurement, with guest speaker Shanna Ratner from Yellow Wood Associates, Inc. ★

Calendar

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

OCTOBER

- ★ **October 16**
Tele-Workshop: Basics Of Economic Measurement
For more information, please visit www.bywaysresourcecenter.org/events/workshops/teleworkshops
- ★ **October 17**
Tele-Workshop: Basics Of Economic Measurement
For more information, please visit www.bywaysresourcecenter.org/events/workshops/teleworkshops
- October 17-21**
Intangible Cultural Heritage Conference
Montreal, Canada
The American Folklore Society (AFS) and the Folklore Studies Association of Canada (FSAC)
For more information, please visit www.afsnet.org
- October 18-19**
How to Turn a Place Around: Creating Great Neighborhood Spaces
New York City
Project for Public Spaces training course
For more information, please visit www.pps.org/info/ppsnews/httap_training_course
or contact Sandy Pan at span@pps.org
- October 22-25**
2007 TIA Marketing Outlook Forum
Charlotte, North Carolina
Travel Industry Association
For more information, please visit www.tia.org/industrymeet
- October 25**
2007 National Institute on Recreation Inclusion
Reston, Virginia
National Institute on Recreation Inclusion
For more information, please visit www.nrpa.org/niri

NOVEMBER

- November 2**
National Tour Association Annual Convention
Kansas City, Missouri
National Tour Association (NTA)
For more information, please visit www.ntaonline.com
- November 6**
National Tribal Transportation Conference
Golden, Colorado
The 10th Annual National Tribal Transportation Conference
For more information, please visit www.colostate.edu
- November 6-10**
NAI National Workshop
Wichita, Kansas
National Association for Interpretation
For more information, please visit www.interpnet.com/workshop
- November 11-16**
64th Annual Convention of the National Congress of American Indians
Denver, Colorado
For more information, please call 202-466-7767 or visit www.ncai.org/64th_Annual_Convention
- DECEMBER**
December 3-5
Get Healthier Outdoors
Sacramento, California
California Roundtable on Recreation, Parks and Tourism
For more information, please visit www.calroundtable.org

2008

FEBRUARY

- February 2**
American Bus Association (ABA) Marketplace 2008
Virginia Beach, Virginia
American Bus Association (ABA)
For more information, please visit <http://marketplace.issi.net/2008/>

MAY

- May 11-15, 2008**
NAI International Conference 2008
Sokcho, South Korea
For more information, please visit www.interpnet.com/ic
- May 31-June 4, 2008**
TIA 40th Annual International PowWow
Las Vegas, Nevada
Travel Industry Association of America (TIA)
For more information, please visit www.tia.org

SEPTEMBER

- September 11-14, 2008**
Preserving the Historic Road 2008
Albuquerque, New Mexico
For more information, please visit www.historicroads.org

NOVEMBER

- November 11-15, 2008**
NAI National Workshop
Portland, Oregon
For more information, please visit www.interpnet.com/conferences

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