

VISTAS



AMERICA'S BYWAYS®

SEPTEMBER/OCTOBER 2009

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2009 National Scenic Byways Conference



ELEVATED LEARNING AND NETWORKING OPPORTUNITIES IN THE MILE-HIGH CITY

More than 500 byway
community members
and supporters from
across the U.S. and as far away
as Canada, Germany and Japan
gathered in Denver, Colorado
August 23-26 for the 2009
National Scenic Byways
Conference to experience
new learning opportunities
and peer-to-peer exchanges.

"It's a brain-tickle to learn
something new and see things
through others' eyes," said Larry
Syzdek of the Mohawk Towpath
Scenic Byway Coalition.

The biennial event covered
important core topics for byway
development and sustainability,
including finances, corridor
management, visitor experience,
byway organization and
marketing. Participants chose
from five interactive learning
formats, including classroom
workshops, field workshops, best
practices sessions, roundtable
discussions and research forums.

"I received a lot of input on how
to professionally run a byway,"
said Edgar Meyer, of the Bertha
Benz Memorial Route in
Germany. He added that he
had "wonderful discussions"

during the conference, and even
had an opportunity to speak in
French with the representatives
from Quebec. "I didn't expect
to meet others from around
the world here!" he said.

Dave Roberts of the West
Elk Loop Scenic and Historic
Byway and National Park Service
echoed Edgar's enthusiasm,
and said he was "blown away"
by the pre-conference tours
and conference organization.
"They even organized the
weather," Dave said.

Focused On Information Sharing

The byway community includes
125 nationally designated routes,
as well as Indian tribe, State and
Federal-lands byways. International
programs are developing based
on the program's best practices
and success stories in the United
States, too. The Scenic Byways
Hokkaido Resource Center in
Sapporo, Japan, for example, is
modeled on the America's Byways
Resource Center. A contingent
from Japan eagerly participated in
the conference program, gathering



2009 National Scenic Byways Conference: Elevated Learning And Networking Opportunities In The Mile-High City
continues on page 4



Michelle Johnson, Director, America's Byways Resource Center

Inspiration

A while ago, I was at a meeting where several attendees made comments about the current state of affairs and how difficult it is to do anything—how people are discouraged and too busy to do anything. The conversation was taking a downward turn and I had to speak up. We don't have to have such a negative approach! We need to take responsibility for ourselves and our future. All you have to do is look around to see so many examples of inspiration.

There are countless stories across our great nation that define positive good work and offer inspiration, and the National Scenic Byways Program has many of these stories. The 2009 Scenic Byway Awards, announced in Denver at the National Scenic Byways Conference, are great examples of outstanding projects and one exceptional leader. If you missed the award ceremony, you can find the results on our website at www.bywaysresourcecenter.org.

I am a firm believer that if you really want to do something, you can make it happen. You have to have a vision, set goals and make tough decisions. You want to own a red Mustang convertible? You may have to give up your fancy lattes to save money. Communities can do this, too (maybe not give up lattes, but I think you get the message). Define a meaningful and inspirational vision and watch

what happens. Our award winners are excellent examples of applying hard work to reach a collective vision.

Remember, you have the power to rearrange your priorities to fit the vision, whether it's your personal vision or your community's vision. You are responsible for fulfilling the vision and making the dream happen. One of our awards honored an individual with extraordinary leadership characteristics. Roberta Cordova is an energetic and motivated individual whose leadership helped shape the work along the Santa Fe Trail Scenic and Historic Byway in Colorado.

If you have a story that offers a bright light and inspires others, please share! We like hearing examples that serve as inspiration for others. Plus, we are in the process of developing a process for you to share examples of successes. Keep your eyes on our website for announcements.

Here's a story from my town, Superior, Wisconsin. It's a small town on the other side of the St. Louis River from Duluth, Minnesota. Population 27,000. We have a university and a technical college. Major employers are either the oil refinery or pipeline or businesses across the bridge in Duluth, Minnesota. There is a high school and a middle school with five elementary schools. My children attend Great Lakes Elementary

School with 400 other students. The PTA organizes a fundraiser every January to supplement individual classroom budgets for field trips and study materials. Guess what they sell...Candy? Pizza? Toys?

Nope! These kids sell their knowledge. Each student receives 100 questions geared to their grade level about things they should know. Kindergarteners are asked about nursery rhymes and ABCs, fourth graders should know important facts about the history of Wisconsin, fifth graders need to know about division and U.S. history. Students practice the questions, get donations or pledges for correct answers and then are tested by community volunteers during one week in January. Now, guess how much money these kids raised:

\$1,000? \$4,000? \$7,000?

The students raised \$11,436.04 in 2009. Local business donated services and cash to be used as classroom prizes for a total of \$2,500. And don't forget the support provided by parents, teachers, aides and community volunteers for the testing. Last year, the kids raised nearly \$15,000. This is cash that comes directly to their classrooms to pay for field-trip transportation, books and other study aids.

Instead of selling a bunch of things people don't need

or want, these kids raise funds that support their school and contribute to their own education.

The really inspiring part? Watching the kids answer the questions. The students worked hard; they really cared about doing a good job, because it helped make their school a better place to be. They made a real contribution. Every kid in the school participated. Some struggled with answers, but they all tried just the same. Community leaders, PTA members and parents took time off work to conduct the weeklong "testing." It proved that this school is a community that works together to support lifelong learning and has a strong sense of community. Everyone was focused on the kids and the kids were focused on learning. No one complained about how busy they were or how difficult things are.

Anthropologist Margaret Mead said, "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has." **Byway organizations can take the lead in making positive differences in America's communities. Share your successes and inspire others!**

★

Coming & Going



Duane Lula

Goodbye, Duane Lula

Duane's time is up! Duane Lula filled in temporarily as the Federal Lands Scenic Byways Coordinator. At the end of August, he returns to the Superior National Forest to serve as the Recreation and Wilderness Program Manager. Duane has been invaluable in providing technical services to Federal land management agencies and in his help to Resource Center staff in planning the National Scenic Byways Conference in Denver. *Thanks for everything, Duane!*

★



Wayne Gannaway

Welcome, Wayne Gannaway

Wayne Gannaway, Byways Specialist, is the newest member of the America's Byways Resource Center staff. Wayne specializes in historic preservation, and has worked with the Connecticut Commission on Culture & Tourism in the State historic preservation office since 2007. As the construction grants coordinator, he has assisted nonprofits and municipalities with the application process and the planning and implementing of their construction projects.

The Mark Twain House & Museum brought Wayne to Connecticut in 2002 as the curator of historic properties for Twain's 1874 Hartford home. Prior to the Mark Twain House & Museum, Wayne worked as a project specialist with the Minnesota Historical Society. Beginning in 1999, Wayne worked with the community in Hastings, Minnesota to help determine and plan for the future use of the circa-1865 LeDuc Historic Estate.

Wayne, along with his wife, Rebecca, and their two children, look forward to becoming reacquainted with the Minnesota landscape and weather.

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Open Space Forum UPDATE



Thank you to all of this year's conference participants for making your voices heard in the Open Space Forum. This was an important opportunity to collaborate as a community to identify needs and opportunities

for the future of the National Scenic Byways Program. Your facilitator, Dan Marriott, will post your Open Space Forum results on the discussion forum at www.bywaysonline.org on September 30.

Watch for more details from Dan in the future. ★

OPT-IN or SEND YOUR E-MAIL ADDRESS TODAY!



Subscribers who opt-in to receive *Vistas* via traditional mail service will receive the printed version. **To opt-in, please e-mail center@byways.org or send us a request by October 15.** All other subscribers should send us their e-mail addresses, if you haven't done so already. Visit www.BywaysResourceCenter.org for the e-mail update link on the right.

information from exhibitors and byway members. Everywhere, there was a constant buzz as attendees shared insights, experiences and ideas.

Tom Vick, a marketing and public relations consultant for the Blue Ridge Parkway, said he enjoyed the conference and the opportunity to talk about ways “to get people to understand what it means to be designated.”

The conference promoted discourse about byway challenges and successes throughout the various learning and networking components and at general sessions. Microphones were placed amid the audience to

encourage questions for Gary Jensen of the Federal Highway Administration – National Scenic Byways Program, during his breakfast address on the reauthorization and future of the Program. He took questions during and after his presentation, and emphasized that FHWA is available to provide information. He directed attendees to visit the www.bywaysonline.org site to review the four reports and recommendations compiled by R.D. Mingo & Associates from the research project, “Assessing and Sustaining the Quality of the America’s Byways® Collection.”

Although the exact future of the Program is in the hands

of Congress, Gary expressed optimism. “We won’t know specifics until a bill emerges and goes through the legislative process, but we think byways fit into the ‘livability’ concept supported by the Administration,” he said. For more information on reauthorization and the pending Congressional bills, visit www.epw.senate.gov or www.transportation.house.gov/.

The final general session on Wednesday further underscored the impact that scenic byways can have as a conduit to American experiences, culture and stewardship. Author and explorer Peter Jenkins noted the connection between his

message and the byways program’s principles in his humorous and inspiring talk at the closing luncheon. Peter told stories from his many travels across America and presented photos from his adventures. His passion for the nation’s special places riveted the audience. He added, “What you’re doing is important.”

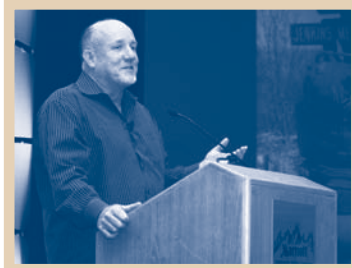
Important byway work continues after the conference with a renewed vigor, thanks to the “elevated expertise” achieved at the National Scenic Byways Conference this August.



THANK YOU TO OUR SPONSORS!

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- ★ USDI National Park Service
- ★ USDI Bureau of Land Management
- ★ American Road Magazine

Special thank you to our gracious hosts at the Colorado Scenic and Historic Byways Program for their assistance and hospitality!



COLORADO STATE SCENIC BYWAYS COORDINATOR SALLY PEARCE HONORED

Colorado State Scenic Byways Coordinator Sally Pearce announced her intention to retire at the closing reception of the 2009 National Scenic Byways Conference. Her longtime byway advocacy was recognized by several representatives in a brief ceremony on Tuesday evening.



Kathie Knapp, a Byways Specialist with America's Byways Resource Center, presented a slideshow and special gift from the Byway Mavens, a private group. "Sally is one of the most enthusiastic and knowledgeable supporters of the byways program," Kathie said.

Steve Sherwood of the USDA Forest Service in Colorado echoed Kathie's sentiments in his group's presentation.

With more than 20 years of experience in tourism and byway-related work, Sally has been instrumental in the development and sustainability of the Colorado Scenic and Historic Byways Program. Hosting the 2009 National Scenic Byways Conference in Colorado was a capstone to her many achievements.

"The conference met my greatest expectations. Everything went smooth as silk. I really appreciated all the help from FHWA, America's Byways Resource Center and the local byways. A lot of effort from a lot of people—and it's all paid off," Sally said.

Sally's enthusiasm and dedication as a leader will be missed, but everyone knows she won't be far from a byway in her retirement.

Thank you, Sally, and congratulations from your friends in the byway community.



BYWAYS 101 REGISTERS RECORD NUMBER OF LEARNERS

Double kiosks with computer terminals allowed more than 60 attendees to register for Byways 101 during the conference, an unprecedented number of new users to the online learning tool.

"We've seen a steady increase in the number of registered online users since we introduced Byways 101 this past year. We're thrilled that so many byway folks hopped aboard in August," said Chel Ethun, Training Manager for America's Byways Resource Center. "It's an exciting, go-at-your-own-pace online program that every byway group can—and should—use to solidify their byway knowledge and keep all of the members up to speed."

Developed by the America's Byways Resource Center, Byways 101 helps the byway leader—anyone involved in promoting, protecting and preserving America's treasured routes—build basic byway knowledge and share information about the byway program with newcomers, community members or other stakeholders

To learn more or to register, visit www.Byways101.org.



2009 SCENIC BYWAY AWARDS ANNOUNCED AT NATIONAL CONFERENCE



The 2009 Scenic Byway Awards honored eight projects of excellence and one outstanding byway leader at a luncheon ceremony August 24, during the 2009 National Scenic Byways Conference in Denver, Colorado. Sponsored by the America's Byways Resource Center, Federal Highway Administration

(FHWA), and the American Association of State Highway Transportation Officials (AASHTO), the prestigious Scenic Byway Award recognizes byway organizations that have produced exemplary work within four criteria areas, including community involvement and public outreach; partnerships;

advancing the goals of the byway's corridor management plan; and, innovation. A panel of byway community experts judged a stack of worthy nominations from across the country to determine the winners.

"We hope these winning projects will inspire new efforts to preserve, protect, interpret, and promote

the intrinsic qualities along America's Byways, distinctive routes designated by the National Scenic Byways Program," commented Michelle Johnson, Director of America's Byways Resource Center.

The 2009 Scenic Byway Award winners are presented here. ★

2009 Scenic Byway Award Winners



The Flaming Gorge-Uintas Scenic Byway's "Uinta Fossil Journey" Film Project received the 2009 Scenic Byway Award for Interpretation. The Utah Field House of Natural History State Park Museum serves as the portal and orientation center for the Flaming Gorge-Uintas Scenic Byway. Visitors encounter current, accurate, educational, scientific and engaging experiences of the Uinta Mountain region through an onsite theater and this award-winning film, called the "Uinta Fossil Journey." The project enhanced the museum's role and significantly expanded the visitor experience.



The Fort Steuben Eastern Gateway Visitor Center along the Ohio River Scenic Byway in Ohio received the 2009 Scenic Byway Award for a Built Project. The Ohio River Scenic Byway in Ohio submitted the winning nomination for the Fort Steuben Eastern Gateway Visitor Center, which enhances the Ohio River Scenic Byway and the downtown area of Steubenville, Ohio. Every year, the Fort Steuben Eastern Gateway Visitor Center welcomes hundreds of residents and travelers alike. An outstanding example of government and private partnership, the Fort Steuben Eastern Gateway Visitor Center project is a strong model for sharing regional history and American heritage.



The Santa Fe Trail Scenic and Historic Byway's Marketing Project received the 2009 Scenic Byway Award for Marketing. The byway's marketing efforts began with regional planning meetings and collaborative stakeholder workshops within byway communities. The group worked with local leaders and partners to cost-effectively market historic sites, announce local events and tell the byway's stories with creativity and accuracy. The project has underscored the value of the byway's brand for stimulating local economies.



The Sheyenne River Valley Scenic Byway's Interpretation Project, "Telling the Story of the Sheyenne River Valley," received the 2009 Scenic Byway Award for Interpretation. The Sheyenne River Valley Scenic Byway's forty individualized interpretive panels and ten attraction kiosks promote historic preservation and tell the byway's story of the relationship between people and the land. All components complement the byway's design standards. This project has provided an interpretive cohesiveness that enhances the visitor experience.



The Trail of the Mountain Spirits Scenic Byway's "Byway Kids Photography Project" received the 2009 Scenic Byway Award for Visitor Experience. The Trail of the Mountain Spirits Scenic Byway in New Mexico became an outdoor classroom for the Byway Kids Gila Cliff Dwellings National Monument 100th Anniversary Photography Program. Local students took pictures during a field trip to the monument. Their work was displayed across the region, supported by community businesses and organizations. Through children, adults saw the byway and the area's treasured heritage in new ways.



The "Revisiting Washington CD and Website Project" received the 2009 Scenic Byway Award for Interpretation. Fourteen Washington Byways were involved with the project, including Chinook Scenic Byway, Stevens Pass Greenway, International Selkirk Loop, Coulee Corridor, Whidbey Scenic Isleway, Chuckanut Drive Scenic Byway, San Juan Islands Scenic Byway, Mt. Baker Scenic Byway, North Cascades Scenic Byway, Okanogan Scenic Byway, North Pend Oreille Scenic Byway, Lewis and Clark Scenic Byway, White Pass Scenic Byway, and Pacific Coast Scenic Byway. The Washington Trust for Historic Preservation led the Revisiting Washington project, producing an interactive, multi-media travel guide that updates the State's classic 1941 Works Progress Administration guidebook called, "Washington: A Guide to the Evergreen State." History comes alive through the fun and captivating presentation, and the State's entire scenic byway program has benefited from the project.



The Wetlands and Wildlife National Scenic Byway, headquartered in Great Bend, Kansas, received the 2009 Scenic Byway Award for Planning. The byway group hosted extensive community meetings, consulted with experts and tapped online communication venues to encourage public and partner participation in developing a cohesive interpretation plan. Today, the byway's focused and flexible interpretive plan continues to guide the byway's growth and strengthen its sustainability.



The "2007 Shipwrecks of the Great Lakes Seaway Trail Project" received the 2009 Scenic Byway Award for Interpretation. The Seaway Trail in New York and Pennsylvania submitted the winning nomination. The project focused on land-based and underwater maritime heritage resources exclusive to the Seaway Trail. Traditional exhibit and expert-speaker elements combined with a new theme-based outdoor storyteller interpretive signage system and a website to engage a broader public audience. Activities and exhibits also helped to rekindle local stewardship for historic dive sites.



Roberta Cordova, a longtime friend of the Santa Fe Trail Scenic and Historic Byway in Colorado, received the 2009 Scenic Byway Leadership Award—the only award to recognize the accomplishments of an individual within the byway community. The award nomination noted that "Roberta has selflessly devoted over twenty years of her heart and soul to protect and promote Colorado's Santa Fe Trail." Her love for the trail's history and her strong leadership skills have helped to create a strong visitor experience and set the stage for the byway's sustainability. Her passion, perseverance and countless volunteer hours made her a deserving recipient of the 2009 Scenic Byway Leadership Award.

★ *Congratulations* TO THE 2009 WINNERS! ★



Roadside Assistance

PLAN YOUR WAY TO FUNDRAISING SUCCESS

By Kathie Knapp, Byways Specialist

ROADSIDE ASSISTANCE

is a regular column designed to provide working tools that byway groups can use to solve problems and be more effective. Send topic ideas to center@byways.org.

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:

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The Byways 101 online tutorial (www.byways101.org) contends that building a strong financial foundation is an important goal for all byways and an important aspect of planning for byway organizations. Fundraising success directly links to other success factors, such as a clear vision, a healthy organization, active partnership and sound planning. Byway organizations that develop and implement effective, long-term funding plans and promotes the plans to potential funding sources stay on the road to fundraising success.

Byways need information, strategies, tools and muscle to move ahead. Here are some important questions for the byway group members to ask themselves:

- Do your byway group members know how to create a budget that supports the long-term plans for your byway, as well as a work plan and a contingency plan?
- Do your byway group members have the skill and ability to develop a strong grant proposal?
- Has your group identified potential funding sources beyond those of the National Scenic Byways Program?
- Do the leaders have a clear understanding of Federal funding requirements and administrative responsibilities associated with these funds?
- Has your group developed a comprehensive, multi-year financial plan?

Create A Fundraising Plan

A fundraising plan is a document that goes beyond identifying potential sources of funding. It also addresses



The Coulee Corridor's "The Big Event And Byway Idol Contest" was a unique and successful fundraising project.

structure, leadership and message—essential components of any successful organization. A fundraising plan is the best way to ensure that an organization identifies its goals, and has realistic revenue expectations. It is the "road map" that keeps staff and leadership on track to meet the organization's financial and program goals.

Every fundraising plan shares several common elements. However, not all organizations require the same amount of attention or focus on each element. The basic elements include:

- Mission Statement
- Case Statement
- Leadership Development
- Establish and/or Refine Goals and Objectives
- Fundraising Strategies, which may involve:
 - Foundations
 - Individuals
 - Corporations
 - Government
 - Membership

- Direct Mail
- Merchandising
- Special Events
- Advertising
- Online Giving
- Endowments
- Donor Engagement
- Fundraising Calendar
- Budget
- Printed Materials

Byway group members should establish major goals, prioritize them, and sketch out a year-by-year project strategy. They must challenge themselves to find innovative solutions to accomplish their byway's hopes and dreams. Will the projects they plan advance the goals outlined in their corridor management plan? The members of the byway organization and other stakeholders need to identify possible funding sources and prioritize projects and grant applications. Has the byway group brainstormed ways to fundraise locally, regionally, or within the State? A wide range of funding sources yields the best results.

Improve Community Involvement

There are various strategies for increasing community involvement. A clear, concise mission statement can help members clearly and easily articulate the organization's purpose. It can also help ensure that a consistent message is delivered to the community.

Develop presentation materials focusing on the organization's role and its accomplishments, and the benefits of byway designation. The materials can be used to educate the community, update stakeholders and recruit new members. Sample materials might include a narrative for oral presentations, a brochure or other printed material (not tourism oriented), and a PowerPoint presentation.

Don't wait to be invited. Ask to give presentations to local community groups, such as homeowner's associations, historical societies, garden clubs and environmental groups. Whenever possible, collect the names of those present at a presentation, or give away a free T-shirt or cap at a festival or event in exchange for business cards "entries." Use this information to extend your communication. For example, send a thank-you postcard with an invitation to your next meeting. At the very minimum, the follow up should provide a website or some other way to

receive additional information or sign up as a volunteer.

Welcome newcomers to your meetings. Roll out the red carpet. Thank them for coming and try to learn what interests them about your byway. If possible, give them a small gift (lapel pin, T-shirt, etc.), and invite them back! Follow up with a handwritten note or phone call.

Does the byway group have a "Byway Champion"? The ideal candidate is someone fairly well known and respected in the community who can act as a voice for the byway at high-profile events, and when possible, speak to the press, community organizations, government/elected officials, and others on behalf of the byway. This person might be a political or other public figure; someone who is known and respected by the communities, organizations and agencies.

Brainstorm Implementation Ideas

How does the byway group implement a fundraising plan? Here are some suggestions. The byway group needs a regular process of accumulating revenue for match money, promotional purchases or "moments of opportunities." Apply for grants under the National Scenic Byways Program and from many other public and private funding sources. It is important to note that National Scenic Byways

Program funds cannot be used for fundraising. Does the byway group have a dues-based membership program? Byway fundraisers (raffles, bake sales, auctions, etc.) can be a source of marketing and revenue generation. Evaluate the talents for grant writing within the byway group. Investigate the possibility of contracting with a professional grant writer. But remember, time spent on fundraising and grant writing to secure Federal funds cannot be paid for with NSBP funds.

Learn from other byway groups, too. For example, the Coulee Corridor's "The Big Event And Byway Idol Contest" was a unique and successful fundraising project that might be helpful to your group. From the moment the Coulee Corridor Consortium (CCC) in Washington put out the word that they were seeking applicants for a singing contest, the 2009 Big Event was rolling. Every year the CCC puts on The Big Event as their major fundraising opportunity. It is always a fun-filled day filled with partner displays and a barbeque dinner. People come from all along the byway to participate and learn more about the vision and goals for the byway. This year following dinner, the group added a Byway Idol Contest, modeled after the popular TV show. Excitement built as eleven final local talents performed for an audience of approximately 450 locals from Omak to Moses Lake. Sixty-one sponsors contributed prize money and services to The Big Event. First prize and second-place winners received \$5,000 and \$2,500, respectively, in money and prizes. In addition, about \$5,000 was raised for the byway to continue to educate residents and visitors about the Coulee Corridor National Scenic Byway.

Following are some "Tips for Fundraising in Tough Times" from editors Tom Belfore and Roger Craver of *The Agitator*, a newsletter aimed at sharing information on the current economic crisis within a community framework.

The list first appeared in the November 21, 2008 issue; it has been edited and included here with permission.

- You're not starting at ground zero, but everything you are doing needs to re-justify itself for the demanding year ahead. Focus on your strengths.
- Do everything you can to hang onto existing donors. Make them feel special: personalize where you can, solicit their input, communicate with them in innovative ways, profile them online or in your newsletter. Celebrate wins and progress... there's no tonic like good news.
- Be cautious about prospecting. The best strategy of all is improving donor retention.
- Communicate prudent management steps undertaken by the byway group. Extravagant is out!
- Stay visible. Re-double your efforts to penetrate the free media. Promote your wins or program achievements.
- Match your message to the times. Tough times are not about you and your organization. They're about the impact on the people you serve, the good works or causes you advance. Stay true to your mission and make sure your message focuses on that.

It is imperative that the byway organization be its own worst critic. An objective analysis of the strengths, weaknesses, opportunities and threats forces a clearer understanding of the organization's position. An effective analysis helps determine in which areas a company or organization is succeeding, allowing it to allocate resources to maintain those successes and create new opportunities.

Becoming a successful byway organization depends, in part, on raising enough funds to accomplish your goals.

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At the Coulee Corridor's "The Big Event And Byway Idol Contest", eleven local talents performed for approximately 450 locals.

YOUR CORRIDOR MANAGEMENT PLAN: DUSTY or DOG-EARED?

Dusty? That's definitely a problem. After all the work of the byway stakeholders—their time, effort, compromise, consensus—and your corridor management plan (CMP) is gathering dust on a shelf. Ouch.

Dog-eared? Way to go, byway group! Your CMP is being implemented, updated, shared, and consulted as you travel down the road toward sustainability and the vision of your byway. The knowledge, public participation and grassroots consensus evident in this document support your projects and activities and provide all stakeholders with direction for the future. As some of your milestones are met, additional goals will be recognized and implemented along the way.

Why Is Your CMP Important?

Your CMP is a living document that reflects the community's plans and strategies to preserve, enhance, promote and sustain the byway. The best CMP is one that fits your needs and addresses the unique issues facing your local byway corridor. CMPs should be unique for every byway. The CMP is your byway's roadmap to success! With the completion of the CMP, the byway group's work is just beginning.

What Is A Byway Corridor?

Here is the official definition from the FHWA's Interim Policy for the National Scenic Byways Program published in the *Federal Register* on May 18, 1995:

Corridor means the road or highway right-of-way and the adjacent area that is visible from and extending along the highway. The distance the corridor extends from the highway could vary with the different intrinsic qualities.

You should define what your "corridor" is based on your vision and intrinsic qualities. Remember that planning for your byway is not limited by the Interim Policy.

Where To Start?

Even if you're an experienced byway practitioner, visit and register to use Byways 101, the online tutorial at www.Byways101.org. As you'll see in this article, the online tutorial provides helpful guidance for developing and sustaining your byway, including creating your CMP.

For example, Part 3 of Byways 101 addresses public and community involvement and ways to build local support. A CMP is a grassroots-level participation project that documents local desires and issues to serve as a planning guide for an Indian tribe- or State-designated scenic byway.

Benefits Of A CMP

Economic Diversity

Active implementation of a CMP can facilitate the movement of people and goods. It can provide strategies to diversify business and commerce opportunities. In addition, it can identify strategies to increase tourism.

Resource Stewardship

The CMP helps identify valued public resources. It allows for development of a community-based plan for conservation and interpretation. It identifies specific strategies to preserve the defining features of the region.

Partnership Development

The CMP process proves that jurisdictions can work together to identify and prioritize improvements. It establishes local goals and priorities for the corridor, and it identifies long-term investment strategies.

Developed at the local level by citizens, stakeholders and jurisdictional agencies along the byway, the CMP helps ensure the community's balance between preservation and promotion of the byway. It includes the vision for the byway and the surrounding area; an inventory of the characteristics, features and resources; a summation of the goals and strategies; and documentation of the byway's special qualities. Public participation is the key to developing ideas and achieving consensus. If one member of the group wants to put a commuter monorail over the scenic mountain to avoid bicyclists on the roadway, the group will address this together.

What Is A CMP? ... And What Isn't It?

Here is a brief summary of the defining characteristics of a CMP.

A CMP is:

- A planning effort
- A vision and blueprint for byway corridor management
- A plan for community involvement and public participation
- Strategies to protect, preserve, and enhance the byway's intrinsic qualities
- Strategies to enhance the visitor experience
- Strategies to market and promote the byway

A CMP is not:

- A top-down, land-use regulation plan
- A mandated document that supersedes local authority
- A plan that restricts private property rights
- A plan that mandates regulations for viewsheds
- A plan that allows the Indian tribe, State or Federal government to regulate land use
- A list of mandated new taxes

Inventory Your Intrinsic Qualities

Part 2 of Byways 101 helps you address Intrinsic Qualities and the Byway story. In this section, you learn that your byway has special characteristics, features and resources, and may include some or all of the six intrinsic qualities that define its character, interest and appeal. These resources are the special views, places, buildings, sites and other features that residents enjoy and that provide the byway's drawing power and interest for travelers. These intrinsic qualities will form the basis for your corridor management plan. Learn the definition of the six intrinsic qualities that are found in Section 7 of the Interim Policy:

Scenic – beauty, whether natural or human-made; all of the elements of the landscape that influence scenic quality.

Natural – minimal human disturbance of the natural ecological features.

Historic – landscape, buildings, structures or other visual evidence of the past; they create a story with continuity and coherence.

Cultural – visual evidence of the unique customs, traditions, folklore or rituals of a currently existing human group that influences the byway character.

Recreational – active and passive recreation opportunities that relate to the byway.

Archaeological – evidence of historic or prehistoric cultures that can be inventoried and interpreted.

Work With Your Partners

Who should be included in the development of the CMP? All of the communities along the byway, whether large or small, adjacent States, Indian tribes that have current or historic lands in your area, community groups, small businesses and corporations, tourism and transportation agencies, Federal land management agencies, planning organizations and others,

What Is A CMP? ...And What Isn't It?

Here is a brief summary of the defining characteristics of a CMP.

A CMP is:

- A planning effort
- A vision and blueprint for byway corridor management
- A plan for community involvement and public participation
- Strategies to protect, preserve, and enhance the byway's intrinsic qualities
- Strategies to enhance the visitor experience
- Strategies to market and promote the byway

A CMP is not:

- A top-down, land-use regulation plan
- A mandated document that supersedes local authority
- A plan that restricts private property rights
- A plan that mandates regulations for viewsheds
- A plan that allows the Indian tribe, State or Federal government to regulate land use
- A list of mandated new taxes

such as chambers of commerce, convention & visitor bureaus, regional tourism groups, city/county/State governments, Indian tribe governments, economic development groups, resort association/lodging groups, merchant's associations, regional planning commissions, special project task forces, "friends of . . ." groups, natural resource management agencies (all levels), historical societies, arts councils, universities/extension services, community service organizations and the media. Form a common vision for the future of the byway and generate support for byway initiatives. This creates a shared sense of ownership for the byway.

What Is Included In The CMP?

As explained in Byways 101, Section 2.3, the purpose of the byway inventory and assessment is to take a close look at your road's intrinsic qualities and to develop an understanding of compromising changes it could face in the years ahead. As noted earlier, the significance of a scenic byway's intrinsic qualities is based on the resources along

the roadway corridor. Because of this, it is important to identify and clearly describe the features that contribute to or otherwise affect the byway's significant intrinsic qualities.

By thoroughly documenting the byway's important resources, you create a complete record of the byway's significant aspects. You can also assess the places, views and experiences to include in the byway's management plan. This helps you make the case for designating your road.

As you gather information for your CMP, remember that it is about *quality*, not *quantity*! Be specific. Make it user-friendly, if you want it to be used.

Two of the first things to include in your CMP are your byway's vision and mission.

The vision is a compelling mental image of your desired future. It describes a credible, attractive future in a given endeavor, such as the byway's role in the community. The vision must be strategic to anchor the plans and actions in the context of a specific

environment. A vision must also be lofty to inspire commitment and action. A vision should stretch your organization's byway beyond its current state, but must not be pie-in-the-sky—that's an illusion, rather than a vision. Ask if your vision meets the authenticity criteria: Would a byway traveler reading your website or brochure be disappointed when he or she arrived on your byway? This will help you "see" the future, too.

The mission is a statement of purpose. It specifies the organization's reason for existence and establishes the scope of the organization's activities. Missions can usually be stated in a sentence or two.

Developing your mission and vision statements leads directly to developing your byway's goals. Goals must be formed by public participation and should address where you are, where you're going and how you'll know when you get there. These should be adapted to the unique qualities of each byway. This calls for brainstorming: What are the "Wishes and Worries" of the byway stakeholders? For example, your group may wish to preserve the starry night sky or it maybe worried about big trucks on the byway. Or, the group may wish

to develop consistent signage along the byway, provide more interpretive information, offer more amenities for bicyclists, or cultivate culturally sensitive byway travelers. Stakeholders may be worried about alcohol-related incidents or cattle rustling.

Under each goal, list the concrete and specific objectives and strategies that will move you toward achieving the goal. Note who will be responsible for carrying out the strategies and objectives. Create a timetable for implementation of each strategy and objective. Define performance measures for each objective so that you can measure progress.

The minimum information about what specifically needs to be included in the CMP for national designation can be found in the FHWA's Interim Policy for the National Scenic Byways Program published in the *Federal Register*, Section 9. Please see page 15 for an outline of the fourteen points that are necessary for National Scenic Byway designation. It also includes the additional three points necessary for All-American Road designation. However, a byway should not feel limited by the Interim Policy, nor should the group focus just on national designation. Your CMP should



America's Byways Resource Center staff conduct a corridor management planning workshop in the field.

be tailored to meet the needs of your byway and help you achieve your vision.

The CMP's Power

The power of a local byway group when backed by its CMP can be impressive. For example, the byway group for the Sonoita-Patagonia State Scenic Byway in southern Arizona was concerned about the amount of truck traffic on the two-lane, rural byway. Truckers coming up from Mexico were using the byway as the shortest route to the Interstate. One of the byway group's goals was to reduce the truck traffic.

The organization explored several strategies, including simply checking out published road maps. The group discovered that the byway route was marked on a Rand McNally map in miles, while the four-lane highway connection to the Interstate was marked in kilometers. The byway route appeared shorter to truckers. The byway group, supported by the CMP, contacted Rand McNally, who changed the four-lane connector's notation from kilometers to miles. *Voilà!* Truck traffic was reduced by 80 percent.

Two of the first things to include in your CMP are your byway's vision and mission.

vision

A compelling mental image of your desired future. It describes a credible, attractive future in a given endeavor, such as the byway's role in the community.

mission

A statement of purpose. It specifies the organization's reason for existence and establishes the scope of the organization's activities.



RESOURCE FOCUS

Insights To Partnering With Federal Agencies' Agreements And Memorandums Of Understanding

What Are Federal Agreements And Memorandums Of Understanding (MOUs)?

Federal land management agencies (NPS, USFS, FWS, BLM) have a partnership process that formalizes working relationships with other parties. These parties can be other levels of government (tribal, State,

An agreement or memorandum of understanding can be a way to formalize a working relationship with the Federal agency that may help in byway management and in applying for grants or fundraising from other sources.

county or local), or non-governmental organizations. A partnership is basically an agreement between two or more organizations, created to achieve or assist in reaching a common goal. Partnerships may involve one organization utilizing another's unique abilities, equipment or services, or it may be a "sharing" of resources (money, time, knowledge, equipment, etc.) to accomplish short- or long-term objectives for one or all of the participating partners. Agreements can be broad and simply document a relationship of working together to achieve common objectives, or they can be very project-specific where money and products or deliverables change hands. Each Federal agency has slightly different forms and processes,

but all work toward the same objectives.

How Can Partnering With Federal Agencies Affect My Byway?

Your byway may benefit in several ways from partnering with Federal land management agencies along the byway. Agreements with the agency are legal documents that can help accomplish byway projects. An agreement can be the vehicle by which monies from the Federal agency can be transferred to the byway to achieve a mutually beneficial product or result. For example, cooperatively developing a byway brochure or corridor management plan, and designing interpretive panels or wayshowing signage. An agreement or memorandum of understanding can be a way to formalize a working relationship with the Federal agency that may help in byway management and in applying for grants or fundraising from other sources.

What Are The Different Kinds Of Agreements?

The types of agreements vary depending upon the Federal agency with which you are working. Not all agencies use all the different agreements. Some of the main types of agreements are listed here.

Memorandum Of Understanding

An instrument used for a written plan between the Federal agency and the byway organization for carrying out each group's separate activities in a coordinated and mutually beneficial manner, and for documenting a framework for cooperation. This is generally a broad agreement and makes no provision for any transfer of funds. However, more specific agreements can be developed under this umbrella memorandum.

Cooperative Agreement

A legal instrument to document a transaction where the Federal agency is substantially involved with the project. Both the agency and the recipient are actively involved in the activity to be performed.

Challenge Cost-Share Agreement

This is an agreement used by some agencies to develop, plan and implement projects that are mutually beneficial and enhance agency activities. Projects are financed with matching contributions from the agency and the other parties to the agreement.



Where do I turn for help?

If all this sounds confusing...don't despair! Your local Federal agency contact and the agreements specialist will be able to determine which agreement is right for your situation, and will help with the wording and financial information required.

- For more details on partnering with the Forest Service, US Department of Agriculture, visit www.partnershipresourcecenter.org. This website is a joint venture (a partnership!) of the National Forest Foundation and the USDA Forest Service. The site has partnership and agreement training, templates, success stories and information about contacting Forest Service partnership specialists.
- For more details on partnering with U.S. Department of Interior Agencies (National Park Service, U.S. Fish and Wildlife Service, Bureau of Land Management, or Bureau of Indian Affairs), visit www.doi.gov/partnerships/about_partnerships. This excellent site lists types of USDI partnerships, FAQs, partnership tools, contacts for each agency, and other information.

RESOURCE FOCUS



Understanding The National Environmental Policy Act (NEPA)

What Is The National Environmental Policy Act?

The National Environmental Policy Act (NEPA) was enacted into law in 1969. NEPA establishes policy, sets goals and provides a means for carrying out the policy. NEPA contains “action-forcing” provisions to make sure that Federal agencies act accordingly to the letter and spirit of the Act (40 CFR 1500.1(a)). The NEPA process is intended to help public officials make decisions that are based on an understanding of environmental consequences, and take actions that protect, restore and enhance the environment. Among other things, NEPA requires all Federal agencies, including the Federal Highway Administration (FHWA) to:

- Assess the environmental impacts of major Federal projects—decisions such as issuing permits, spending Federal money or actions taken on Federal lands
- Consider the environmental impacts in making decisions
- Disclose the environmental impacts to the public
- Consider public input on the proposed action and environmental impacts

Several States have also enacted “little NEPAs” or State Environmental Quality Acts that have somewhat similar requirements for State-proposed or -funded projects.

How Does NEPA Affect My Byway?

Federal NEPA requirements will need to be followed if you are proposing a byway project on Federal land, or that will use Federal money. Similarly, if your project is within a State that has State Environmental Policy Act (SEPA) laws and only uses State funds, you may be required to follow State regulations.

NEPA can help make better decisions. By carefully examining a proposal and

its environmental effects along with alternative ways of accomplishing your project, you may find a more effective, less costly or less impactful way of accomplishing your objectives.

NEPA can impact your project’s timeline and readiness. The more complex and/or controversial the project, the longer NEPA may take to complete. The NEPA process for simple projects may only take a few days, while complex and/or controversial projects may take a year or longer.

NEPA can affect your project’s costs. In many cases, a Federal agency may take on the costs of completing the NEPA analysis for a project on its lands. But some agencies charge for the preparation of NEPA documents for projects proposed by outside groups. So it is important to meet and partner with any affected Federal agencies in the early planning stages of your project.

What Are The Different Kinds Of NEPA Documents?

Federal agencies use three types of documents and environmental reviews to address NEPA requirements. Because State-level (little NEPA) requirements vary by State, they are not listed here.

A Categorical Exclusion (CE) is normally completed for small, routine projects where the agency has a record that demonstrates that this type of project normally does not result in significant environmental impacts, either when considered by itself or along with other related actions. Analysis and documentation can often be done in a few days.

An Environmental Assessment (EA) is prepared for proposed actions when the agency needs to study the issues and environmental impacts of the project before determining whether an Environmental Impact Statement (EIS) is necessary. If the project does not have significant impacts, the EA process concludes with a Finding of No Significant Impact (FONSI). If the project does have significant impacts, an EIS is prepared. A FONSI presents the reasons why the agency concluded there are no significant environmental impacts projected to occur when the project is implemented. Analysis and documentation often take several months or longer.

An Environmental Impact Statement (EIS) is prepared for proposed actions that

do have significant environmental impacts. The requirements for an EIS are much more detailed than for an EA or a CE. A Record of Decision (ROD) is published to state the decision, identify the alternatives considered, identify the preferable alternative, and discuss any mitigation, monitoring and enforcement measures. Analysis and documentation may take a year or longer.



Where Do I Go For More Information?

The first place you should check is with your local Federal or State agency representative, especially your FHWA Scenic Byways Coordinator and your State Scenic Byways Coordinator if your project is receiving NSBP funds. The representative will be able to give you more information about the Federal or State NEPA procedures to follow. The following links provide more detailed information about Federal NEPA processes for various agencies:

- The Council on Environmental Quality, part of the Executive Office of the President, has an excellent document called a Citizen’s Guide to the NEPA www.ceq.hss.doe.gov/nepa/Citizens_Guide_Dec07.pdf and a website with more detailed information at www.ceq.hss.doe.gov/nepa/nepanet.htm.

Links to Agency NEPA policies and regulations:

- Federal Highway Administration - www.environment.fhwa.dot.gov/projdev/index.asp
- US Fish & Wildlife Service - www.fws.gov/habitatconservation/nepa.html
- National Park Service - www.nps.gov/policy/DOrders/RM12.pdf
- Bureau of Land Management - www.blm.gov/wo/st/en/info/nepa.html
- USDA Forest Service - www.fs.fed.us/emc/nepa/nepa_procedures/index.htm

List of States that have NEPA-like environmental planning requirements and links to their websites:

- www.ceq.hss.doe.gov/nepa/regs/states/states.cfm.

Now Who And When?

Who is going to put this plan into action...and when? Assigning responsibility for tasks among partners creates shared ownership for protecting and

promoting the byway. Will the CMP be a viable document or dust collector? That depends on what you do with it once you finish it. Refer to it often, use it as guidance for your byway efforts, share it

with your partners and treat it as a “living document”—implement it and update it. Don’t let it sit on the shelf gathering dust.



The CMP’s Fourteen Points

Note: Learn more about CMP basics at www.Byways101.org or on our website at www.bywaysresourcecenter.org.

The Interim Policy for the National Scenic Byways Program (Interim Policy, *Federal Register*, Vol. 60, No. 96, May 18, 1995) states that the corridor management plan (CMP) for a National Scenic Byway must include fourteen items, with an additional three items that must be addressed for byways seeking designation as an All-American Road. Even if you aren’t seeking national designation, consider including these items in your plan:

1. A map identifying the corridor boundaries and the location of intrinsic qualities and different land uses within the corridor.
2. An assessment of such intrinsic qualities and of their context.
3. A strategy for maintaining and enhancing those intrinsic qualities. The level of protection for different parts of a National Scenic Byway or All-American Road can vary, with the highest level of protection afforded those parts that most reflect their intrinsic values. All nationally recognized scenic byways should, however, be maintained with particularly high standards, not only for travelers’ safety and comfort, but also for preserving the highest levels of visual integrity and attractiveness.
4. A schedule and list of all agency, group and individual responsibilities in the implementation of the corridor management plan, and a description of enforcement and review mechanisms, including a schedule for the continuing review of how well those responsibilities are being met.
5. A strategy describing how existing development might be enhanced and new development might be accommodated while still preserving

the intrinsic qualities of the corridor. This can be done through design review, and such land-management techniques as zoning, easements and economic incentives.

6. A plan to assure ongoing public participation in the implementation of corridor management objectives.
7. A general review of the road’s or highway’s safety and accident record to identify any correctable faults in highway design, maintenance or operation.
8. A plan to accommodate commerce while maintaining a safe and efficient level of highway service, including convenient user facilities.
9. A demonstration that intrusions on the visitor experience have been minimized to the extent feasible, and a plan for making improvements to enhance that experience.
10. A demonstration of compliance with all existing local, State and Federal laws on the control of outdoor advertising.
11. A signage plan that demonstrates how the State will ensure and make the number and placement of signs more supportive of the visitor experience.
12. A narrative describing how the National Scenic Byway will be positioned for marketing.
13. A discussion of design standards relating to any proposed modification of the roadway. This discussion should include an evaluation of how the proposed changes may affect the byway corridor’s intrinsic qualities.
14. A description of plans to interpret the significant resources of the scenic byway.

CMPs & All-American Road Designation

Corridor management plans for routes nominated for designation as an All-American Roads must include specific items in addition to the fourteen points required for National Scenic Byways nominations:

1. A narrative on how the All-American Road would be promoted, interpreted and marketed to attract travelers, especially those from other countries. The agencies responsible for these activities should be identified.
2. A plan to encourage the accommodation of increased tourism, if this is projected. Some demonstration that the roadway, lodging and dining facilities, roadside rest areas, and other tourist necessities will be adequate for the number of visitors induced by the byway’s designation as an All-American Road.
3. A plan for addressing multilingual information needs. Further, there must be a demonstration of the extent to which enforcement mechanisms are being implemented in accordance with the corridor management plan.

SOURCE:

Federal Highway Administration Interim Policy for National Scenic Byways Program Subsections 9.a. & b. May 18, 1995

Text: http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=1995_register&docid=fr18my95-105

or

PDF: http://library.byways.org/a/asset_files/000/002/997/FedReg_original.pdf



Calendar

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

★ indicates Resource Center workshops

2009

SEPTEMBER

September 9-11

Grant Writing for Conservation Workshop
Shepherdstown, West Virginia
National Trails Training Partnership
For more information, please visit:
www.doilearn.doi.gov/

September 12

AMC Basic Maintenance Skills Training
Woolwich, Maine
National Trails Training Partnership
For more information, please visit:
www.lkrrt.org/TrailBuilding101.php

September 20-23

American Indian Tourism Conference
Santa Fe, New Mexico
American Indian/Alaska Native
Tourism Association (AIANTA)
For registration, please visit:
www.aianta.org

September 25-27

On The Road in Royal Gorge Country
- *Heritage Highlights of Fremont County*
Canon City, Colorado
Colorado Preservation, Inc.
For registration, please visit:
www.coloradopreservation.org/otr/index.html

OCTOBER

October 11-14

Rally 2009: The National Land Conservation Conference
Portland, Oregon
Land Trust Alliance
For more information, please visit:
www.landtrustalliance.org/learning/rally
or email: rally@lta.org.

October 11-16

NCAI 66th Annual Convention
Palm Springs, California
National Congress of American Indians
For more information, please visit:
www.ncai.org/Conferences_Events.7.0.html

October 13-17

20th National Preservation Conference: Creating The Future in Harmony With Our Pasts
National Trust for Historic Preservation
Nashville, Tennessee
For more information, please visit:
www.preservationnation.org/resources/training/np/

October 15-17

2009 Annual Conference: Destinations ...It's All About The Experience!
San Antonio, Texas
International Society of Travel and Tourism Educators
For more information, please visit:
www.istte.org/conference.html

October 25-28

8th Annual Mid America Trails & Greenways Conference
Kalamazoo, MI
For more information, please visit:
www.michigantrails.org/news/mid-america-trails-greenways-conference/

October 27-28

11th Minnesota Scenic Byways Workshop
Walker, Minnesota
Minnesota Department of Transportation
For more information, please contact:
Mark Anderson, Scenic Byways Coordinator
Phone: 615-366-3606
E-mail: mark.r.anderson@dot.state.mn.us

NOVEMBER

November 17-21

NAI 2009 National Workshop
Hartford, Connecticut
For more information, please visit:
www.interpnet.com/workshop/

DECEMBER

December 6-10

Rendezvous XXXII - America's History: Protecting the Past, Informing the Future
Gettysburg, Pennsylvania
Association of National Park Rangers
For more information, please visit:
www.anpr.org/anprrr.htm

2010

JANUARY

January 20-21

2010 South Dakota Governor's Conference on Tourism
Pierre, South Dakota
For more information, please contact:
Wanda Goodman
Phone: 605-773-3301
E-mail: wanda.goodman@state.sd.us

January 22-23

Stewardship Network Conference: The Science, Practice & Art of Restoring Native Ecosystems 2010
East Lansing, Michigan
The Stewardship Network
For more information, please visit:
www.stewardshipnetwork.org/site/c.hrlOKWPILuF/b.5187337/k.2F8/2010_Stewardship_Network_Conference.htm

FEBRUARY

February 1-3

South Carolina Governor's Conference On Tourism & Travel
Myrtle Beach, South Carolina
South Carolina Department of Parks, Recreation and Tourism
For more information, please visit:
www.scprt.com/govcon.aspx

February 8-10

ARPA 2010 Annual Conference and Tradeshow
Fort Smith, Arkansas
Arkansas Recreation and Parks Association
For more information, please visit:
www.arkarpa.org/home/727/annual-conference-and-tradeshow

February 9-12

NAI Southeast Region 3 Annual Workshop: Climbing Mountains, Crafting Stories
Asheville, North Carolina
National Association for Interpretation
For more information, please visit:
www.nairegion3.org/3/Regional_Workshop.html

MARCH

March 14-16

WIGCOT2010: Wisconsin Governor's Conference on Tourism
Wisconsin Department of Tourism
For more information, please visit:
www.wigcot.org/

MAY

May 5-8

IMBA World Mountain Bike Summit
Augusta, Georgia
American Trails
For more information, please contact:
Patti Bonnet, IMBA Events Manager
Phone: 303-545-9011 ext. 107
E-mail: patti@imba.com

May 21-24

River Rally 2010
Snowbird, Utah
River Network
For more information, please visit:
www.rivernetwork.org/events/10th-annual-national-river-rally

SEPTEMBER

September 8-10

Ecotourism and Sustainable Tourism Conference 2010: Greening The Tourism Industry In The U.S. And Canada
Portland, Oregon
The International Ecotourism Society
For more information, please visit:
www.ecotourism.org/site/c.orLQKXPCLmF/b.4835409/k.D1EC/ESTC_2010__The_International_Ecotourism_Society.htm

OCTOBER

October 26-30

National Preservation Conference 2010
Austin, Texas
National Trust for Historic Preservation
For more information, please call:
202-588-6092
or E-mail: conference@nthp.org

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