

and driven by citizens.” These words should be the true attitude you bring to the project, not empty words spoken to calm the public while you pursue your own agenda.

- Keep meetings to no more than two hours in length, and schedule breaks at reasonable intervals.
- Start promptly and always provide participants with a written agenda. Your agenda will indicate forethought and organization, as well as help keep things on track.
- Keep to the agenda and finish on time. This will bring people back for the next meeting.
- Have flip charts, markers, tape or pushpins available to take notes and display them.
- Use visual aids like photos, maps, handouts and charts to help get your information across.
- Ask open-ended questions and listen carefully to what others have to say. Record their thoughts and concerns throughout the meeting. Verify that you have captured their thoughts as you write them down.
- Seek assistance for meeting facilitation from someone with qualified skills if you need help.
- Before the meeting ends, schedule the next one. If you have assigned any tasks, make sure people know what they are to accomplish prior to the next meeting.

Remember to have fun! The creation of a byway can be an exciting, public pride-building experience. Try to find common ground where all participants can agree on benefits, initially remove contentious issues from the table, and focus on letting people have fun figuring out how to share their special stories and places with people from around the nation and the world.

Recommended Resources

Topic Area: Byway Organization – Community Involvement

<http://www.bywaysresourcecenter.org/topics/byway-organization/involvement/>

Community involvement is essential in the nomination process and critical to the long-term sustainability of the organization. Learn how to identify, recruit, and retain the general public, community leaders and civic organizations, and how to cooperate with public agencies that support common goals. Using community involvement strategies will help keep your byway organization inclusive.

The screenshot shows the BYWAYS101 website interface. At the top, there is a navigation bar with 'LOG OUT | HELP | CONTACT | HOME' and a search box. Below the navigation bar is a large banner with the BYWAYS101 logo and the tagline 'A STARTER TOOLKIT FOR BYWAY LEADERS'. A pencil graphic with the text 'The road to byway success' is also present. Below the banner is a horizontal menu with four items: '1 PROGRAM OVERVIEW', '2 INTRINSIC QUALITIES & THE BYWAY STORY', '3 PUBLIC & COMMUNITY INVOLVEMENT', and '4 PLANNING, ACTION & NOMINATION'. The '4 PLANNING, ACTION & NOMINATION' item is highlighted. Below the menu is a sidebar with a 'Start Here' section containing links to 'Check Your Knowledge', 'State, Federal Or Indian Tribe Byway Corridor Business', 'The Corridor Management Plan', 'The CMP's 14 Points', 'Regional Or National Significance', and 'More Byway Resources'. The main content area is titled 'PART 4: PLANNING, ACTION & NOMINATION' and contains a welcome message, a list of learning objectives, and a 'TOUR PART 4' button. The learning objectives are: 1. Begin With State, Federal Or Indian Tribe Byway Coordinators; 2. The Corridor Management Plan; 3. The CMP's 14 Points; 4. Regional Or National Significance; 5. More Byway Resources. At the bottom of the page, there are icons for 'How To Use', 'Tools', and 'Comments'.

Part 4: Planning, Action & Nomination

Welcome back. This section is for byways that are ready to develop an action plan to preserve and enhance their byways. Information focuses on the purpose and process of developing a corridor management plan, as well as information for byways planning to prepare a nomination application to the National Scenic Byways Program. The five Learning Objectives below explain what you should be able to do after completing Part 4.

LEARNING OBJECTIVES:

1. Begin With State, Federal Or Indian Tribe Byway Coordinators

Recognize why communication with your State, Federal or Tribal Byway Coordinator is important during your byway planning process.

2. The Corridor Management Plan

Describe what a corridor management plan is and why it is important.

3. The CMP's 14 Points

Recall the 14 points that need be addressed in a corridor management plan.

4. Regional Or National Significance

Describe the importance of establishing the "regional or national significance" of your byway's intrinsic qualities.

5. More Byway Resources

Locate important resources available to the byway community to assist in byway planning, networking and problem solving.

Check Your Knowledge

Use the following table to jot your notes and to evaluate your individual learning from **Part 4** of Byways 101. DO NOT SUBMIT THIS FORM to America's Byways Resource Center or the National Scenic Byways Program. It is strictly for your personal use.

1. Before beginning the Part, download and write a short answer to each question. This is your "before" answer. Keep a printout in your Byways 101 binder or another convenient file.
2. Continue through the Part's online training at <http://www.byways101.org>.
3. When you have completed all five Learning Objectives in the Part, print or download the "Chart Your Progress" form and fill in the "After Answer" column. Compare your answers. See if your knowledge and understanding has increased, or where you may need to learn more.

Part 4: Check Your Knowledge (PDF format)

Part 4: Check Your Knowledge (DOC format)

Part 4: Check Your Knowledge (TXT format)

LEARNING OBJECTIVE #1: BEGIN WITH STATE, FEDERAL OR INDIAN TRIBE BYWAY COORDINATORS

Recognize why communication with your State, Federal or Indian Tribe byway coordinator is important during your byway planning process.

Designation Considerations

Throughout Byways 101, you have read about the important aspects of sustainable byways and of involving community members and stakeholders in each step of your byway planning process. If your byway coalition has come to the point of deciding whether or not to pursue nomination as one of America's Byways, then now is a good time to consider and discuss the following questions before you proceed with final steps towards preparing your nomination package.

- Have you completed a corridor management plan (CMP) that addresses all components identified in the National Scenic Byways Program Interim Policy? Has your CMP been adopted?
- Have you determined whether you will seek designation as a National Scenic Byway or as an All-American Road, and do you understand how that relates to the selection of your byway's intrinsic qualities?

- Do you understand the basics of the National Scenic Byways Program and the benefits of designation?
- Does the byway concept have community involvement and support?
- Does the byway concept have community opposition or concerns?
- Have you spoken with your State, Indian tribe, or Federal lands Scenic Byway Coordinator?
- Will the development, management, promotion and sustainability of the byway address important local needs?
- Do communities along your route welcome increased tourism and marketing exposure?
- What byway stories will you use to support the visitor experience and how is it linked to your byway's intrinsic qualities?
- Do you have a team of committed citizens and stakeholders ready to work together? If so, have you considered how you may informally or formally organize?
- Do you understand the responsibility of national designation?
- Does your byway provide a continuous experience for the byway traveler, or are there gaps or segments that create a fragmented experience?
- Will a first-time traveler be able to follow the byway route?
- Is access to the road or its intrinsic qualities seasonal or available year-round?
- Have you considered several potential funding sources to support your byway initiatives?
- What are your plans for the byway once you have gained formal designation?

Talk with your State, Indian tribe or Federal lands scenic byway coordinator or a consultant well versed in scenic byway issues as you consider these questions.

Pursuing Designation (Or Not)

Depending on your answers to the previous questions, you will have a decision to make.

Do You Need More Designation Information?

You can decide that you do not have enough information. You may need to bring in some outside assistance. Talk with your State, Indian tribe or Federal lands scenic byway coordinator or a consultant well versed in scenic byway issues. If you have questions, you will want to have them answered before you move forward.

What if Designation Does Not Fit Your Road?

You can decide that national designation is not appropriate for your road. In this case, explore other avenues to address the concerns or opportunities that originally led you to think about seeking designation. It is likely that the information you gathered and the public support that was generated to get to this point can be used to consider other options for your road. You may also decide that the road will be just fine on its own and does not require any management or guidance.

Perhaps It's Time To Pursue Designation!

Deciding it's time to pursue designation is an exciting and rewarding commitment. Several types of designation are available. What fits best for your road?

State, Indian Tribe Or Federal Lands Scenic Byway

You can decide to pursue designation as a State, Indian tribe or Federal lands scenic byway. Perhaps you are ready to pursue designation, but not at the national level. Depending on the location of your route on State, Indian tribe or Federal lands roads, contact the appropriate scenic byway coordinator for more information. The coordinator will provide you with specific considerations, criteria and timelines to guide you through the process for that particular byway program. To locate your State or Indian tribe scenic byway coordinator, visit www.bywaysonline.org/contacts/.

National Scenic Byways Program Designation

You can decide to pursue designation as one of America's Byways® through the National Scenic Byways Program. Before you seek national designation, your byway must:

- First be designated under a State, Indian tribe or Federal land management scenic byway program. In all cases, the originating scenic byway program must approve your nomination package to the national program.

- Complete a corridor management plan developed with public involvement.
- Submit a nomination package for designation as a National Scenic Byway or All-American Road that demonstrates the following: the byway's regional or national significance, evidence of one or two intrinsic qualities, how the intrinsic qualities are linked to the visitor experience and the byway story, the continuity of the route, continued planning, sustainability, protection, preservation and promotion, and community support.

Local Scenic Byway Designation

You can decide to pursue a local scenic byway designation. This may be the best solution if you want to manage the road as a scenic byway but find some aspect of a State program or the national program counterproductive to the goals for your road. For example, you may wish to protect the landscape yet desire no increased tourism. Your next step is to explore options for managing your byway through a local comprehensive plan, historic district, or some other locally controlled initiative. Talk with local, county or State planners to clarify your alternatives.

Moving Your Byway Effort Forward

If you have decided to proceed with nomination as one of America's Byways®, you will have several steps to complete. The remainder of this section will help steer you in the right direction. Buckle your seatbelts!

Skill Builders

Currently, Skill Builders for this Learning Objective are unavailable.

Recommended Resources

For links to Designation Readiness worksheets and nomination information articles:
<http://www.bywayonline.org/nominations>

LEARNING OBJECTIVE #2: COMMUNITY-BASED PLANNING

Describe what a corridor management plan is and why it is important.

The Importance Of Community-Based Planning

Remember that an essential element of byway programs is that they are grassroots in nature, stemming from community participation and input. Develop your byway planning to meet and enhance the route and the needs of the communities that the byway corridor encompasses.

The corridor management plan is a tool that supports the local focus of a byway, empowering the byway group and stakeholders to develop the details and direction of their planning efforts.

Development of your byway's corridor management plan is as much about the process as it is about the product. Some byways choose to develop their corridor management plan completely at the local level, while others want or need to obtain professional assistance from a consultant experienced in writing byway corridor management plans.

Whichever process you choose, developing a corridor management plan with community input and involvement is an essential part of this stage of planning.

CMP Development Tips

As you develop your corridor management plan, it helps to:

- Involve all communities along the byway
- Form a common vision for the future of the byway
- Create "buy-in" and support for byway initiatives
- Create a shared sense of ownership for the byway

Grant Funding For CMPs

Are National Scenic Byways Program grant funds available to assist with corridor management plans?
Yes.

Why would you need funding? When holding public meetings to gather community input and feedback on your corridor management plan, your byway group may choose to seek guidance or assistance from a professional facilitator to help the process run smoothly.

To become familiar with the National Scenic Byways discretionary grants program, including eligibility criteria, application process, and changes for the current year go to:

<http://www.bywaysonline.org/grants/application/> and click on “Grant Information.”

Corridor Management Plan

There are eight eligibility categories when applying for National Scenic Byways Program grant funds, one of which is “Corridor Management Plan.” Principles for this category include the following:

1. National Scenic Byways Program funds may be used to develop, update and implement a corridor management plan for one of America’s Byways® or for a State or Indian tribe scenic byway.
2. National Scenic Byways Program funds may be used to implement byway projects consistent with a corridor management plan and eligibility criteria. Inclusion of a project in the byway’s corridor management plan does not necessarily mean that the proposed project is eligible for byways funds.

Finding Experts

Finding Experts To Help You Prepare Your Corridor Management Plan

If developing and writing of a corridor management plan exceeds the time or skill capacity of your byway organization, consider obtaining professional assistance. Some of the best corridor management plans are the product of a close working relationship between members of a community and professional experts or consultants. The community members establish the vision and set goals for the scenic byway, while professionals contribute technical expertise and practicality.

Community members of the planning group should include a network of diverse individuals and organizations interested in the creation of the scenic byway. Finding the experts who have technical knowledge will vary for each byway. For some byways with an uncomplicated route, local officials and community members may have all the technical expertise you need. For others, the professionals may include technical staff from agencies that manage the road or the land along it, or consultants contracted to develop the plan.

Besides local citizens, preparers of your final document could include some or all of the following:

- Local, State, or Indian tribe transportation agencies
- Federal land management agencies: (National Park Service, U.S.D.A. Forest Service, U.S. Fish and Wildlife Service, Bureau of Land Management, Bureau of Indian Affairs)
- State or Indian tribe natural resource, parks and conservation agencies
- Economic development and planning agencies
- Commissioners or other elected officials
- Civic organizations
- Local, State or Indian tribe historic preservation agencies or groups
- State, Indian tribe, or regional tourism agencies
- Consulting planners, landscape architects, transportation planners, economic consultants, recreation specialists, scenic and historic preservation planners, archaeologists, tourism professionals
- Planners, transportation engineers and other staff
- College faculty members and students
- Volunteers with related expertise

Using Existing Plans

Can you rely on existing plans and documents rather than prepare a stand-alone corridor management plan? Possibly.

A corridor management plan is a “living document” that outlines the strategies and efforts both made and planned by the community to preserve and enhance its route. Consequently, it is often possible to build on previous planning efforts, rather than creating a corridor management plan from scratch. You may want to check for existing planning documents (Federal, State, Indian tribe, county or town) that already have identified and developed most of the information required for corridor management plans.

For byways submitting a nomination to the National Scenic Byways Program, the Federal Highway Administration has accepted existing plans and documents in lieu of a separate corridor management plan for a byway. The collection of planning documents must meet the requirements of the Interim Policy

for a CMP. Ensure that any plans and documents you attach include information required for the corridor management plan.

When preparing your nomination, you will be asked to identify the principle pages in your documents that discuss each item required by FHWA's Interim Policy. Evaluate these documents and summarize appropriate information from them into brief but self-explanatory paragraphs. Attach copies of the pertinent documents, or appropriate pages, only when the information they contain is critical to the nomination during review. Some points may warrant special attention, such as plans to assure ongoing public participation in the implementation of corridor management objectives.

Skill Builders

Currently, Skill Builders for this Learning Objective are unavailable.

Recommended Resources

Topic Area: Community Involvement

<http://www.bywaysresourcecenter.org/topics/byway-organization/involvement/>

Community involvement is essential in the nomination process and critical to the long-term sustainability of the organization. Learn how to identify, recruit and retain the general public, community leaders and civic organizations, and how to cooperate with public agencies that support common goals. Using community involvement strategies will help keep your byway organization inclusive.

National Scenic Byways Program Grants

<http://www.bywaysonline.org/grants/>

Lessons from the Road, Case #11 – “Action Plans: Putting Your Byway in Gear”

Once the corridor management plan is complete, byway advocates must shift gears from planning to implementation. This case study covers the effectiveness of action plans for ensuring that your byway becomes a reality. Visit America's Byways Resource Center's website to learn more at

<http://www.bywaysresourcecenter.org/resources/specialprojects/lfr/>.

Making The Grassroots Grow: Building And Maintaining Effective Byway Organizations by Anne Tellett, Kevin Skwira-Brown and Cheryl Newman. America's Byways Resource Center, 2003. This book moves through the steps essential to creating and sustaining byway organizations, including fostering community and stakeholder involvement, choosing an organizational structure, developing funding sources, planning for designation and long-term viability, and working with groups. Copies may be available from the America's Byways Resource Center.

<http://www.bywaysresourcecenter.org/resources/publications/>. Specifically, you may want to review “Your Group Dynamics,” pages 154-215.

LEARNING OBJECTIVE #3: THE 14 POINTS A CMP SHOULD INCLUDE

Recall the 14 points that need be addressed in a corridor management plan.

What Is A CMP?

In Part 2 of Byways 101, you learned about how to inventory and assess the intrinsic qualities and resources along your route. In Part 3 of Byways 101, you learned about the importance of working together to establish a vision, mission, goals and objectives for the byway, based on community interests, concerns and values. Now you will be able to apply this information into a strategic working document—your corridor management plan.

A Grassroots-Driven Document

A corridor management plan is a grassroots-driven document that provides a byway group with a roadmap for action. It addresses issues as diverse as tourism development, roadway safety, highway signs, or the preservation of historic or natural features. It is a requirement of national designation.

A corridor management plan should:

- Be developed with community involvement.

- Provide the vision for the byway and the surrounding area as formed collectively by communities along the byway.
- Provide an inventory of the characteristics, features and resources associated with the byway's intrinsic qualities
- Document the regional or national significance of the byway's intrinsic qualities.
- Summarize how the intrinsic qualities will be interpreted to engage the interest and imagination of visitors
- Establish the goals, objectives and strategies for promoting the byway, enhancing and preserving the intrinsic qualities, and ensuring the continuity of the visitor's experience.
- Provide for the conservation and enhancement of the byway's intrinsic qualities as well as the promotion of tourism and other economic development
- Outline an effective management strategy to balance these concerns while providing for the users' enjoyment of the byway.

A CMP Answers Questions

In general, a corridor management plan should answer the following five basic questions:

1. What are the byway's current conditions?
2. What are the goals for the byway?
3. What concrete objectives and strategies will move you toward achieving those goals?
4. Who will be responsible for carrying out the strategies and objectives?
5. When will each of the strategies and objectives be implemented?

What a Corridor Management Plan is NOT

Development of a corridor management plan is often a byway volunteer's first exposure to transportation planning. To avoid misunderstandings about the purpose and content of a corridor management plan, clarify what a corridor management plan is not:

- It is not a top-down land use regulation plan.
- It is not a FHWA plan or document.
- It is not a plan that restricts private property rights.
- It is not a plan that mandates regulations for viewsheds.
- It is not a plan that allows the State or Federal government to regulate land use outside the roadway right-of-way.
- It is not a plan to supersede State or local land use and transportation plans and requirements.
- It is not a list of mandated new taxes.

The corridor management plan should complement other local and regional plans. Byway leaders should look to local land use and transportation plans and initiatives as means for helping achieve the goals and objectives for the byway.

Why Prepare A Corridor Management Plan?

A corridor management plan is not just another box to check off, if you are preparing a byway's nomination. A corridor management plan is a living document that reflects the community's plans and comprehensive strategies to preserve, enhance, promote and sustain the byway. Your corridor management plan plays a crucial role in making your vision for your scenic byway become a reality. If you are considering preparing a nomination for national designation to the National Scenic Byways Program, a corridor management plan is a mandatory part of submission. Your corridor management plan will become the cornerstone of your application.

State, Indian tribe and Federal lands scenic byway programs may also require development of a corridor management plan for designation. Check with your respective scenic byway coordinator for specific application requirements.

The 14 Points A CMP Should Include

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 for a National Scenic Byway must include 14 items, with an additional three items that must be addressed for byways seeking designation as an All-

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American Road. Even if you aren't intending to seek national designation, you may want to 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.

Tip: On the map of the byway, show the corridor boundaries (length and width), the location of the primary intrinsic qualities, and the principle land uses and zoning classifications within the corridor. U.S. Geological Survey maps are recommended because they are available for the entire nation and provide excellent details of land forms and building locations (see <http://www.usgs.gov/>).

2. An assessment of such intrinsic qualities and of their context.

Tip: Identify the primary intrinsic qualities along the byway, describe the resources that contribute to these qualities and their context within the surrounding areas, and evaluate which qualities are of local, regional or national significance. There should be at least one substantive paragraph for each intrinsic quality identified.

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.

Tip: Describe how the intrinsic qualities will be managed and identify the tools that are currently in place or will be used to do this (for example, zoning, overlay districts and easements).

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.

Tip: Create a list of responsibilities (specific and general) of all agencies, groups and individuals who are part of the team that will carry out the plan.

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.

Tip: Identify what agencies or organizations will assist the byway with addressing these issues, and discuss methods and plans for implementation.

6. A plan to assure ongoing public participation in the implementation of corridor management objectives.

Tip: Discuss methods for how the public will participate (for example, public meetings, citizen representation on committees and public task groups to assist implementing CMP 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.

Tip: Work with the transportation experts that manage your road to obtain safety and accident records, and help locate hazards and poor design that may be problems for drivers who are not familiar with the route. Identify the possible corrections.

8. A plan to accommodate commerce while maintaining a safe and efficient level of highway service, including convenient user facilities.

Tip: Describe how commercial traffic and access to businesses along the route (including services for the traveler) will be accommodated while ensuring the safety of sightseers in recreational vehicles, as well as bicyclists and pedestrians.

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.

Tip: Think about what will add or detract from the visitor's experience while traveling your road. List and discuss the things that intrude on the visitor experience and identify the plans for minimizing those intrusions and making improvements.

10. A demonstration of compliance with all existing local, State and Federal laws on the control of outdoor advertising.

Tip: In paragraph format, demonstrate that all existing local, State and Federal laws on the control of outdoor advertising are being met.

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.

Tip: Describe how the number and placement of highway and wayfinding signs will support the visitor experience and help tourists find their way to, from and along the byway while not obscuring or detracting from scenery. This includes, where appropriate, signs for international tourists who may not speak English fluently.

12. A narrative describing how the National Scenic Byway will be positioned for marketing.

Tip: Describe how the byway will be marketed and publicized, what actions are in place and what is planned.

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.

Tip: Discuss design standards concerning any proposed modifications to the roadway (e.g., shoulder improvements, road widening, curve straightening). Evaluate the likely effects of the proposed changes on the intrinsic qualities of the byway corridor. Discuss how the shape of the corridor was determined by identifying why the endpoints were chosen and why the width is the same or variable along the length, and where the affected intrinsic qualities are located within that corridor.

14. A description of plans to interpret the significant resources of the scenic byway.

Tip: Describe methods that are in place, or are planned, to interpret the significant resources of the scenic byway to visitors (for example, museums, festivals, interpretive markers, and kiosks).

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 14 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.

Tip: Identify the organizations or agencies responsible for these activities that the byway will be working with and describe plans to promote, interpret and market the byway to attract travelers, especially those from other countries.

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.

Tip: Describe how increased tourism will be accommodated, if this is projected. Include how lodging and dining facilities, roadside rest areas, and other tourist necessities are in place or are planned for the number of visitors persuaded to visit the byway as a result of designation. Include a description of partnerships and plans to address these needs.

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.

Tip: Write a paragraph addressing multilingual information needs, what is planned and what is available for the international visitor. Identify what agencies or organizations will assist the byway to address these needs, and any plans that will be implemented.

Adding To Your CMP

Some byways have supplemented their corridor management plan with plans to address specific work areas, such as:

- Strategic plans
- Financial plans
- Marketing plans
- Vegetative management plans
- Scenic conservation plans
- Interpretive plans

Corridor management plans should reflect the goals and objectives specific to each individual byway. Adding focused sections to your CMP as necessary will add value and depth to your planning document.

Skill Builders: Form A CMP Development Committee

Working with a committee of citizens and experts, review the steps and required content necessary to prepare the corridor management plan (CMP). You may choose to organize the participants into small groups and assign each the task of outlining key issues to be addressed in the various parts of the plan. During this process keep in mind three critical aspects of the byway:

1. Its intrinsic qualities
2. Resources that contribute to the intrinsic qualities
3. The story that you will present the byway to the traveler

Reconvene, have each small group share its findings, and begin outlining the corridor management strategy. Before closing the meeting, give participants a sense of how the project will proceed in the coming months and how they can stay involved.

To continue the public participation process, you may want to hold a public meeting to share the draft corridor management plan and receive comments or concerns before it is finalized. Note for future planning that if you choose to nominate your road for national designation, a corridor management plan developed with community involvement is required.

Implementation: Who Will Be Responsible For Making It Work?

So far, you've been concentrating most of your efforts on deciding the issues of where, what, how and why. Now consider "who" will help put your plans into action.

Your corridor management plan is going to take the efforts of more than just one person to successfully implement. Just as the process of developing the corridor management plan was created with input from many partners, implementation of your action plan will also require the commitment and participation of many individuals and groups.

Here are suggestions to consider in this important step of byway planning.

Create A Management Team

Begin by bringing the important players to the table. Many agencies and organizations are obvious partners for implementing a byway management plan, such as State, Indian tribe, county, and/or local highway engineers, tourism bureaus, planning organizations and local governments. Successful management teams for byways passing through multiple communities and jurisdictions usually include these elements:

- **Local officials from each community.**
When the management team makes recommendations for action, the officials take the recommendations back to their communities to determine how to implement the recommendations locally. Those details will vary from place to place, depending on the differences in staff, byway characteristics, budget, regulations, etc. Generally, though, the intention is to make the implementation as uniform as possible along the length of the corridor. Again, think about the visitor experience.
- **Public input.**
Keeping the public aware of your plans and engaged in sharing their input will continue to be a key element. Some management teams include members of the public; others work with a citizen advisory committee, appointed at large or as representatives of particular interests in the community (for example, business people, farmers, ranchers, recreation users, etc.).
- **Technical advisors.**
Including resource managers, road managers and staff from local, State, Indian tribe and Federal agencies as active participants will be essential to provide the technical expertise and resources necessary to implement your plans.

Once established, your management team can begin with a review of the corridor management plan, with special attention to prioritizing goals and objectives as well as options for implementation of projects.

Create A Responsibility Schedule

Including a responsibility schedule in your corridor management plan will help to clearly define direction and accountability. The schedule should list all agencies, groups and individuals who are part of the team carrying out the plan, and list their specific and general responsibilities. It should also describe enforcement and review mechanisms and include a schedule of when and how progress will be reviewed. Following a step-by-step process to determine roles and responsibilities can lead to a shared sense of purpose, motivating the various partners towards implementing the goals and objectives you have established for the protection, preservation, enhancement and promotion of your byway.

A Final Reminder On CMP Development And Implementation

While incorporating the 14 elements (17 for All-American Roads) in your corridor management plan, remember that your corridor management plan needs to work for you, your organization and your byway. Byway planning should be developed to meet and enhance the route and the needs of the communities that the byway corridor encompasses, support the local focus of a byway, and empower the grassroots byway group and stakeholders to develop the details and direction of their planning efforts.

Implementing your corridor management plan will require your byway group to prioritize objectives, create work plans, establish record keeping systems, secure initial funding and consider staffing and volunteer needs. Remember, a plan is only a good tool if it is put to work. Your corridor management plan is a resource that you will want to periodically review and update. Keep your corridor management plan as a strong, guiding tool to improve and protect your byway, not as a book to gather dust on the shelf!

Skill Builders: Checklist For Implementing Your Corridor Management Plan

Use the "Checklist for Implementing Your Corridor Management Plan" from *Making the Grassroots Grow*, pages 235-236. Print or download these pages below.

[Download PDF](#) | [TXT](#)

Recommended Resources

"The Corridor Management Plan: Your Tool to Spark Continued Progress." Vistas, May/June 2005.

Visit America's Byways Resource Center's website at

<http://www.bywaysresourcecenter.org/resources/publications/vistas/2005/>.

Making The Grassroots Grow: Building And Maintaining Effective Byway Organizations by Anne Tellett, Kevin Skwira-Brown and Cheryl Newman. America's Byways Resource Center, 2003. This book moves through the steps essential to creating and sustaining byway organizations, including fostering community and stakeholder involvement, choosing an organizational structure, developing funding sources, planning for designation and long-term viability, and working with groups. Copies may be available from the America's Byways Resource Center at <http://www.bywaysresourcecenter.org/resources/publications/>. Specifically, you may want to review "Checklist for Implementing Your Corridor Management Plan," pages 235-236.

Interim Policy

<http://www.bywaysonline.org/nominations/docs.html>

The Interim Policy is the principal policy guiding the National Scenic Byways Program, published in the Federal Register (Interim Policy, Federal Register, Vol. 60, No. 96, May 18, 1995). This policy sets forth the criteria for the designation of roads as National Scenic Byways or All-American Roads based upon their scenic, historic, recreational, cultural, archaeological, and/or natural intrinsic qualities, and establishes the 14 points necessary to address in a corridor management plan. Although it is entitled "Interim Policy," it is still the current and applicable policy for the Program.

Examples of Byway Corridor Management Plans

<http://www.bywaysresourcecenter.org/topics/corridor-management/planning/articles/584/>

This document provides Internet links to corridor management plans (CMPs) for scenic byways in many States. Some are nationally designated byways, while others are for State or Federal agency roads. By providing these links, the America's Byways Resource Center makes no endorsement of the quality or structure of these plans. Corridor management plans are local planning documents and none of these

CMPs should be construed as a model that can be applied directly to your local byway. The best CMP is one that fits your needs and addresses the unique issues facing your local byway corridor.

Topic Area: Corridor Management – Planning

<http://www.bywaysresourcecenter.org/topics/corridor-management/planning/>

All designated byways pass through land controlled by Federal, State, Indian tribe or local units of government, each with its own set of planning and regulatory rules and procedures. Learn how to identify, review and understand local planning documents and ordinances, and where to find the people who administer them. Understand how planning decisions are made at all levels of government to improve the success of your corridor management plan (CMP).

LEARNING OBJECTIVE #4: REGIONAL OR NATIONAL SIGNIFICANCE

Describe the importance of establishing the “regional or national significance” of your byway’s intrinsic qualities.

How Is “Significance” Defined?

Formal designation as a byway under a State, Indian tribe, Federal land management agency or the National Scenic Byways Program implies that your road has something uniquely special, or “significant” to share with the traveler. Designation as one of America’s Byways® through the National Scenic Byways Program is a formal recognition of the value of a byway’s resources and the story it has to share with the country as a whole.

Byways seeking designation under a State, Indian tribe, or Federal lands scenic byways program should check with their respective scenic byway coordinator to discuss evaluating the significance of their route. Each can establish specific criteria used to evaluate the significance of resources and a road under that program.

The National Scenic Byways Program Definition and Levels of “Significance”

For byways seeking designation under the National Scenic Byways Program, it is necessary to demonstrate that your route has “regional or national significance.”

The *Interim Policy* for the National Scenic Byways Program defines regional significance to mean “characteristics that are representative of a geographic area encompassing two or more States.” (FHWA Interim Policy, May 18, 1995)

The National Scenic Byways Program recognizes two levels of significance in the designation of National Scenic Byways and All-American Roads, and the requirements for each.

- **Regional Significance: National Scenic Byways**
To be designated as a National Scenic Byway, a road or highway must significantly meet at least one of the six scenic byways intrinsic qualities. The characteristics associated with the intrinsic qualities are those that are distinct and most representative of the region. The significance of the features contributing to the distinctive characteristics of the corridor’s intrinsic quality are recognized throughout the region. (FHWA Interim Policy, May 18, 1995)
- **National Significance: All-American Roads**
To be designated as an All-American Road, the road or highway must meet the criteria for at least two of the six intrinsic scenic byways qualities. The road or highway must also be considered a destination unto itself. To be recognized as such, it must provide an exceptional traveling experience that is so recognized by travelers that they would make a drive along the highway a primary reason for their trip. The characteristics associated with the intrinsic qualities are those which best represent the nation and which may contain one-of-a-kind features that do not exist elsewhere. The significance of the features contributing to the distinctive characteristics of the corridor’s intrinsic quality are recognized nationally. (FHWA Interim Policy, May 18, 1995)

Demonstrating The Regional Significance Of Your Byway

Support your argument for regional significance with a narrative based on at least one of three general approaches: demonstrate that the byway is already recognized for the intrinsic qualities that you have identified; demonstrate that the resources along the byway have exceptional significance; or create an interpretive story that ties together the byway and its resources to create a unique or outstanding

experience for the traveler. To the extent possible, you should try to use all three approaches, since each will reinforce the others and help you make the strongest case possible.

Following is a discussion of each of these demonstrations of regional significance.

1. Previous Recognition Of The Byway

You may need to begin by distinguishing between recognition of the byway and recognition of the resources along the byway. Your inventory effort identified important resources and related them to the overall byway corridor. The focus at this stage is to identify whether the byway itself is recognized as an entity distinct from, although based on, the resources within its corridor.

To begin, find out if the byway was previously evaluated and found to be significant at either the regional or national level. This might include designation of the road by a Federal agency or an award or particular status conveyed to the roadway by an established State or Indian tribe program or private organization. Recognition in any professional or local literature could also demonstrate significance. Look for byways or intrinsic qualities that have been studied and written about by academicians.

Don't be discouraged if you cannot demonstrate previous recognition of the byway; you may have a hidden jewel that hasn't been discovered.

2. Significance Of The Resources

In Part 2 of Byways 101, you learned about the six intrinsic qualities and considerations for the significance of each. All proposed byways should be able to demonstrate that they contain a combination of resources that are significant on their own merit and that together constitute a coherent whole along the byway.

Generally, a roadway will be considered significant if

- Resources and experiences are of high quality and are sought out by travelers from outside the region
- The story is of interest to a broad segment of the traveling public
- The experiences related to the story occur with frequency along the byway

Evaluate your byway and make the case for significance using these ideas:

- **Distinctiveness:** Demonstrate that the road offers a travel experience relative to its intrinsic qualities that is unique or outstanding in the United States or in its region. If a byway provides a one-of-a-kind experience, then this would be significant. If the experiences can be found elsewhere at the same level of quality, then the byway is not distinctive.
- **Intactness:** Demonstrate that the intrinsic qualities along the byway represent a state of intactness that is unique or outstanding in the United States and/or the region. This relates to distinctiveness in that the deteriorated remains of a distinctive experience or resource may be less significant than those that are intact.
- **Relevance:** Describe an experience that is significant due to its unique or outstanding relevance both to the traveling public and to local residents. Topics with limited appeal or with no links to regionally or nationally important events, sites or people have less relevance.
- **Frequency:** Record how the byway offers travelers exceptional experiences within a reasonable distance or timeframe. In all cases, the density or frequency of the sites along the byway is important. A unique or outstanding site will lend significance only to the length of the road that lies within the viewshed of the site. That is why the majority of the roads need to offer immediate access to the unique or outstanding sites.

There is no hard and fast rule concerning the minimum number or frequency of experiences, sites or views that qualify a road for the National Scenic Byways Program. However, it is important that you consider and demonstrate such things as: how long the byway will engage the traveler, how often interesting sites or interpretive information will be encountered, and how much of the byway offers few or no experiences with one or more of the six intrinsic qualities.

3. Quality Of The Interpretive Story

The quality of your byway's story is critical for success. The creativity and quality of the interpretive story or program will reflect the rich significance and experience the byway has to offer.

In limited situations, byway groups may meet the regional significance test only by demonstrating that their byway tells a unique or outstanding story that is an important part of the American story and that this byway is unusually well qualified to relate this information. To meet this requirement, the story should be:

- Inextricably linked to the byway
- Regionally or nationally relevant and interesting
- Communicated effectively

A byway may not meet this requirement if other roads in the America's Byways® collection already tell the story, if the interpretive program could clearly be significantly improved and thus does not represent outstanding quality.

Demonstrating The National Significance Of Your Byway

For byways considering nomination to the National Scenic Byways Program as an All-American Road, remember that the demonstration of significance increases dramatically from the regional to the national level. All-American Roads must meet the criteria for at least two of the intrinsic qualities, and the significance of the features contributing to the distinctive characteristics of the corridor's intrinsic qualities must be recognized nationally.

All of the considerations for demonstrating regional significance should be thoroughly evaluated. In addition, the argument for national significance should also evaluate and demonstrate the following points:

- How the road or highway is considered a destination unto itself.
- How the road provides an exceptional traveling experience that is so recognized by travelers that they would make a drive along the highway a primary reason for their trip.
- How the characteristics associated with the intrinsic qualities are those that best represent the nation and which may contain one-of-a-kind features that do not exist elsewhere.

Skill Builders: Evaluating Your Byway's Significance

Just as you utilized community members and experts to gather and review information during the inventory phase, you can use the evaluation of significance to continue this public involvement and build on the momentum you have created.

Inviting others in the community to participate in the evaluation of the byway's significance is a way of ensuring that your nomination for byway designation has public input and support.

At your public meeting, post and review the final inventory of resources and features of the route. Then discuss the key aspects of the byway that make it regionally or nationally significant.

Skill Builders: Byway Significance Worksheets

Use the "Byway Significance Worksheets" from *Byway Beginnings*, pages 65-68, to help summarize your byway's evaluation process. If you host a meeting as suggested in the previous Skill Builders evaluation exercise, this form can help you organize your meeting discussion. Print or download these pages below.

[Download PDF](#) | [TXT](#)

Recommended Resources

Topic Area: Community Involvement

<http://www.bywaysresourcecenter.org/topics/byway-organization/involvement/>

Community involvement is essential in the nomination process and critical to the long-term sustainability of the organization. Learn how to identify, recruit, and retain the general public, community leaders and civic organizations, and how to cooperate with public agencies that support common goals. Using community involvement strategies will help keep your byway organization inclusive.

<http://www.bywaysonline.org/nominations>

This is the official source of information for nomination to the National Scenic Byways Program.

LEARNING OBJECTIVE #5: MORE BYWAY RESOURCES

Locate important resources available to the byway community to assist in byway planning, networking and problem solving.

Who Can Submit a Nomination for Designation?

Anyone may nominate a road for possible designation as a National Scenic Byway or All-American Road. The *Interim Policy* states that:

“Nominations may originate from any local government, including Indian tribal governments, or any private group or individual. Nominations to the program of byways on public lands may originate from the U.S. Forest Service, the National Park Service, the Bureau of Land Management, or the Bureau of Indian Affairs, but must also come through the State or Indian tribe Scenic Byways Agency, with their concurrence.”

The *Interim Policy* also specifies that any highway or road submitted for designation under the National Scenic Byways Program by State, Indian tribe or Federal agencies should already be designated as a scenic byway under those respective programs.

What Is The Nomination Process?

The *Interim Policy* states that a two-step process may be used for nominations originating with local sponsors to help alleviate unnecessary documentation, time and expense:

- **Step One:** Local sponsors submit to the State or Indian tribe scenic byway agency the documentation necessary for the State or Indian tribe to determine if the scenic byway possesses intrinsic qualities sufficient to merit its nomination as a National Scenic Byway or an All-American Road.
- **Step Two:** The remainder of the nomination package is submitted once the State or Indian tribe has determined that the byway is appropriate for nomination. (Submission requirements are outlined in the official solicitation memo by FHWA prior to each nomination cycle.)

Prior to submitting a nomination for designation, *it is essential to talk to your respective* State or Indian tribe scenic byway coordinator. Each State or Indian tribe scenic byway program will handle this process differently. Contact information for State and Indian tribe scenic byway coordinators can be found at: <http://www.bywaysonline.org/contacts/>.

Where To Find Information

The National Scenic Byways Program website includes a nomination section (<http://www.bywaysonline.org/nominations/>), which is the official source of information for national designation. The website provides nominees with important information, articles and resources to guide the development of a nomination for national designation. Two key pieces of important information include:

- **FHWA Official Solicitation Memo**
With each new nomination cycle, the Federal Highway Administration releases an official solicitation memo to provide details on the necessary steps for submitting nomination materials. This FHWA memo describes the submission and review process for byway nominations.
- **Interim Policy, May 18, 1995**
The *Interim Policy* is the principal policy guiding the National Scenic Byways Program, published in the Federal Register in 1995. This policy sets forth the criteria for the designation of roads as National Scenic Byways or All-American Roads based upon their scenic, historic, recreational, cultural, archaeological, and/or natural intrinsic qualities. The Policy also specifies: key definitions, requirements for designation, the process for nomination, the process and content that must be addressed in development of a corridor management plan, eligible categories for National Scenic Byways Program grant funds; and information on the prohibition of outdoor advertising.

Four Requirements For Preparing A Nomination For National Designation

For byways that plan to submit a nomination to the National Scenic Byways Program, consider these *four*

important requirements for your nomination materials. Thoroughly addressing these items will help reviewers as they assess the completeness and strength of your nomination.

1. Tell Your Byway's Story

For byways preparing a nomination for designation, remember that nomination is not about filling out an application. It is all about telling the byway's story, the significance of its intrinsic qualities, and what a visitor discovers by traveling the byway. Nominees might want to think of their byway's nomination as a thorough and complete visitor's guide for the byway.

2. Establish Regional Or National Significance

Byways preparing a nomination for designation must provide documentation of the "regional or national significance" of their byways. This significance is what will set your byway apart from others, and identify your route as a special contribution to the America's Byways® collection.

3. Address Outdoor Advertising And Byway Segmentation

As stated in the Interim Policy, #11: Scenic Byways and the Prohibition of Outdoor Advertising: "As provided at 23 U.S.C. 131(s), if a State has a State scenic byway program, the State may not allow the erection of new signs not in conformance with 23 U.S.C. 131© along any highway on the Interstate System or Federal-aid primary system which before, on, or after December 18, 1991, has been designated as a scenic byway under the State's scenic byway program. This prohibition would also apply to Interstate System and Federal-aid primary system highways that are designated scenic byways under the National Scenic Byways Program and All-American Roads Program, whether or not they are designated as State scenic byways."

While local units of government generally control outdoor advertising, the one Federal regulation that applies to State or nationally designated byways is that it prohibits new billboards when the route is part of an Interstate, National Highway System, or former Federal-aid primary road [23 U.S.C. 131(s)]. Local, county, or State laws are responsible for billboard control on designated byways in other road classifications.

Sometimes applying this Federal regulation causes confusion, and new billboards may be permitted in error on designated scenic byways. Communities can obtain more information about the connection between scenic byway designation and regulation from the State byway coordinator and the FHWA's office division realty specialist for that State.

An issue that may come up is whether gaps or segmentation in a byway designation are allowed, particularly in commercial or industrial areas. This question may arise when a road is being considered for designation as a byway, or years after its designation. Regardless of timing, the considerations are the same: a portion of the road may be excluded from designation as a scenic byway if:

- The determination is consistent with the State's scenic byway program;
- The road or property along the road does not possess, or is not essential to, the intrinsic qualities related to the designation of the road as a scenic byway; and
- The action is not designed solely to evade federal outdoor advertising requirements.

During the process of gathering local opinions about the route, advocates interested in closing these gaps can use their survey results to assist decision makers responsible for these local zoning changes. If State and local officials decide to segment a byway, carefully consider the travelers' experience. Too many gaps can undermine the visual harmony of the intrinsic qualities and the continuity of the experience. Where gaps are necessary or appropriate, it is permissible and desirable to include wayfinding signs for the byway along these segments so travelers can easily locate to the designated byway.

Byways with any sections excluded from the original designation can nonetheless work to improve the intrinsic qualities in the excluded areas to be compatible with the designated byway route. Designated historic districts offer a useful model: communities protect historic districts by adopting regulations to preserve the historic character of a neighborhood. Frequently, these districts also include buildings that do not contribute to the historic integrity of the area. Yet as these communities evolve, non-contributing buildings, which are subject to guidelines and design controls that improve their visual quality over time, become more in keeping with the visual character of the historic district.

Similarly, communities can seek to enhance sections of byways that do not initially contribute to the overall byway. Many commercial and industrial areas are already attractive or can become so with care and investment. Byways that include areas commercial or industrial zones can strive to make them visually compatible with the byway.

4. Develop A Corridor Management Plan

A corridor management plan is a mandatory part of a complete nomination package for designation to the National Scenic Byways Program. The corridor management plan is very important to the designation process, as it provides an understanding of how a road or highway possesses characteristics vital for designation as a National Scenic Byway or an All-American Road.

The FHWA's Interim Policy (Federal Register, Vol. 60, No. 96, May 18, 1995) specifies the requirements for corridor management plans for byways seeking nomination as a National Scenic Byway or All-American Road:

A corridor management plan for a National Scenic Byway must include 14 items, with an additional three items that must be addressed for byways seeking designation as an All-American Road. The corridor management plan must be developed with community involvement and it must be adopted by the appropriate body and process.

It should provide for the conservation and enhancement of the byway's intrinsic qualities as well as the promotion of tourism and economic development.

The plan should provide an effective management strategy to balance these concerns while providing for the users' enjoyment of the byway.

Nomination Reminders

Preparing a nomination for designation as a National Scenic Byway or an All-American Road through the America's Byways® collection is a tremendous journey that requires the sincere effort and dedication of many byway partners. It is essential to remember that by nominating your byway for national byway designation, you indicate that your byway is committed to sharing the responsibility (and benefits) that come with being a part of the America's Byways Collection if designated.

The vision of the National Scenic Byways Program is to create a distinctive collection of American roads, their stories and treasured places. Your byway may be the next addition to this important collection. Good luck!

Skill Builders

Currently, Skill Builders for this Learning Objective are unavailable.

Recommended Resources

Official Nomination Information

<http://www.bywaysonline.org/nominations>

This is the official source of information for nomination to the National Scenic Byways Program.

List Of America's Byways

<http://library.byways.org/display/86039/DesignatedByways.html>

View a list of currently designated All-American Roads and National Scenic Byways, with their dates of designation and the intrinsic qualities the U.S. Secretary of Transportation recognized when designating them.

Finish Here: Chart Your Progress

Use the following table to jot your notes and to evaluate your individual learning from **Part 4** of Byways 101. DO NOT SUBMIT THIS FORM to America's Byways Resource Center or the National Scenic Byways Program. It is strictly for your personal use.

1. After completing all five Learning Objectives in the Part, download and write a short answer to each question. This is your "after" answer. Keep a printout in your Byways 101 binder or another convenient file.

2. Compare your answers from before (your notes on the “Check Your Knowledge” page). See if your knowledge and understanding has increased, or where you may need to learn more.

Part 4: Chart Your Progress (PDF, 1.0 MB)

Part 4: Chart Your Progress (DOC, 288 KB)

Part 4: Chart Your Progress (TXT,