

# Chapter 11

## Implementation Plan

An implementation plan is a compilation of recommended strategies prioritized and organized into a framework that includes a desired time frame and identifies responsible parties. In this chapter, recommendations are organized in a matrix that can be easily referenced, reviewed and monitored. The chapter also highlights priority projects and identifies potential project funding sources.

### Priority Projects

The corridor management plan planning process identified twelve priority projects that should be considered for immediate implementation. The projects represent important structural components of a successful byway system and are realistically possible based on potential funding sources. Together these projects will help ensure that the Byway has a defining identity, offers an exceptional visitor experience, and will be sustained by effective grass roots participation and management.

- Develop a scenic byway organization
- Create an interpretive plan
- Design a byway logo
- Initiate a byway website
- Install byway identification signs
- Design and produce marketing collateral
- Develop a comprehensive funding strategy
- Improve bicycle and walking trails
- Create and organize a signature byway event
- Coordinate regular communication about the byway program with residents and visitors
- Design permanent and/or portable byway information exhibits for Visitor Centers
- Begin preparations to apply for National Scenic Byway designation

### CREATE A SCENIC BYWAY ORGANIZATION

Putting in place an enthusiastic and committed byway Steering Committee that can take immediate action on the Corridor Management Plan recommendations immediately will help the byway initiative move forward taking and take advantage of the energy and interest of the stakeholders already engaged. Established as a special committee of the Essex National Heritage Commission, the Steering Committee will be representative of the Byway's private, nonprofit, and public sector beneficiaries.

Existing stakeholders, including those in the Corridor and Local Advisory Groups, as well as any others identified during the planning process, should be invited to participate in the larger Scenic Byway Advisory Council. With the establishment of a Scenic Byway Advisory Council and Steering Committee, the framework will be established for effective leadership and grass roots support and participation.

One of the first tasks of the Steering Committee should be the creation of bylaws or organizational guidelines that clearly communicate the roles (of Essex Heritage, the Steering Committee, the Advisory Council, the Byway Coordinator) and establish a decision making process for determining the work plan and activities of the byway program. Examples of models for byway organization bylaws / guidelines are included in the Appendix.

### DEVELOP AN INTERPRETATION PLAN

An Interpretation Plan, introduced in Chapter 7, clearly identifies the themes and storylines of the Byway and identifies how they can be shared effectively. The recommendations of the Interpretation Plan will impact advocacy, marketing, partnerships, programs and management goals. By crafting this Plan early in the management process, it can become the foundation for developing marketing materials at the outset; it can inform program development; identify sites that should

be highlighted; and help determine the most important capital improvements needed to effectively tell the Byway’s stories. Following are links to some examples of interpretive plans for other scenic byways.

- Santa Fe Trails Scenic and Historic Byway, New Mexico: <http://www.santafetrailsenicandhistoricbyway.org/interpretiveplan.html>
- Mt. Rose Scenic Byway, Nevada: <http://www.washoecounty.us/repository/files/28/MtRoseScenicBywayPlan.pdf>
- Glenn Highway National Scenic Byway, Alaska: <http://dnr.alaska.gov/parks/interp/glennhwyplan.pdf>

### DESIGN A BYWAY LOGO

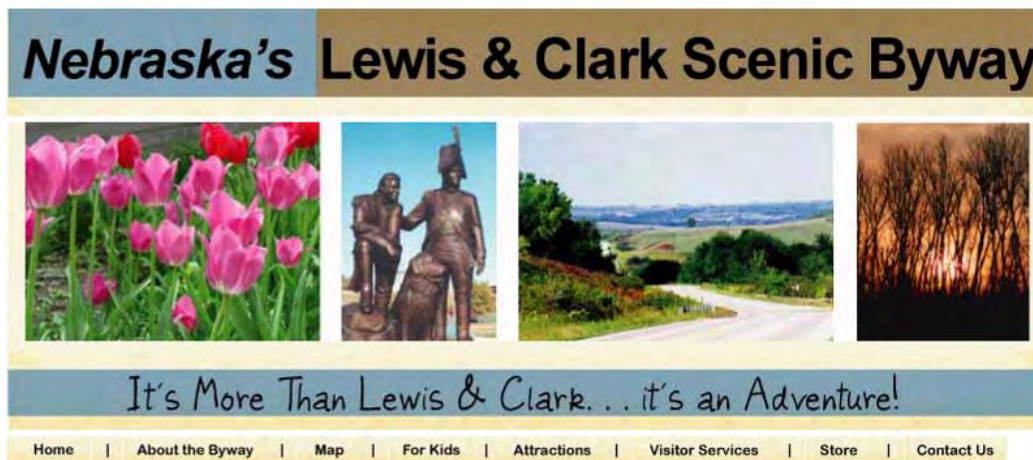
The Byway will be easily recognized by its logo. For this to occur, the logo must effectively represent the Byway and be used to identify and market it from the outset. Signs and all other identification and marketing collateral (including websites, maps, guides, and brochures) should incorporate the byway logo.



### INITIATE A BYWAY WEBSITE

The byway website should be developed as soon as possible as it is the most effective way to share information about the Byway with the broadest audience. It will be the Byway’s primary marketing tool and should also play an integral part in its fundraising, public outreach and interpretation programs.

The website should be developed with user needs in mind – those of travel planners, and stakeholders. It should offer stunning visual images and descriptions, interactive maps, itinerary generators, links to service providers and opportunities for shared stories. It should also be integrated with the Byway’s management needs and provide opportunities for readers to contribute to funding campaigns, respond to requests for volunteer services, and learn about participation options .



### INSTALL TEMPORARY BYWAY IDENTIFICATION SIGNS ALONG THE BYWAY ROUTE

While a fully developed sign plan would likely take multiple years to complete, temporary byway identification signs that incorporate the byway logo could, at a minimum, assure intentional byway travelers they are in the right place. Such signs would heighten awareness of the Byway’s existence to those who travel the route for other reasons. In addition,



## DEVELOP A COMPREHENSIVE FUNDING STRATEGY

A successful byway must be able to carry out activities to preserve its resources and the character that makes it worthy of recognition as a byway; and it must be able to promote the value of the byway's resources and the opportunities they provide. Funding is a critical component of both preservation and promotion. The Scenic Byway Advisory Council and Steering Committee must work together to develop a funding plan that will allow them to sustain their preservation and promotion initiatives. The plan should estimate costs for implementing the Corridor Management Plan over a period of years and identify sources of revenues to meet those costs. The Plan should include a diversity of strategies that are targeted to secure both general funds and funding for specific projects. Once developed the plan should be evaluated regularly and updated as needed.

An excellent resource for preparing a comprehensive funding strategy is a CD entitled "Driving Financial Sustainability for Byway Organizations" developed by Seaway Trail, Inc. and available from America's Byways Resource Center.

## IMPROVE BICYCLE AND WALKING TRAILS

Communities the length of the Essex Coastal Scenic Byway have a multitude of bicycle and walking trails. While some of them are well known, accessible, and signed, many others are known only locally, lack amenities that support wider use – such as parking or identification, or require improvements to the physical environment for greater enjoyment or safety. Improving bicycle and walking trails provides benefits to residents and visitors alike. Physical investments can bring about greater awareness of the Byway through signage, maps and guides; and interpretation and can be used to show how the Byway can bring tangible changes to local communities. Signage, trailheads, and improved or new parking are capital investments that will require some level of funding sought locally or regionally through the Byway Advisory Council. Increased trail maintenance may be possible through coordinated volunteer efforts as well as support from non-profit land preservation agencies or cycling clubs or for-profit bike shops or outfitters. Coordinated improvements to a select number of the Byway's bicycle and walking trails have the potential to create partnerships and bring about real change along the Byway.

## CREATE AND ORGANIZE SIGNATURE BYWAY EVENT

A signature byway event is an idea that has received wide support from Local and Corridor Advisory Group members. The event is seen as a way to heighten awareness of the Byway and its resources, increase local and regional pride, broaden stakeholder participation, and raise funds for byway management. While the type of event is undefined at this point, there is agreement that it should include all the communities of the Byway, it should have a connection to the byway story, and it should be developed as an annual event. Following are a few ideas from other byways as described in "Driving Financial Sustainability for Byway Organizations."<sup>92</sup>

### *Byway-wide Garage Sale Draws Thousands in People and Profit*

The Sandhills Journey Scenic Highway and the Loup Rivers Scenic Byway partnered to make a 220-mile loop for a three-day garage sale event called the Nebraska Junk Jaunt.

### *Theme Parties for Profit: Rave Reviews*

Deborah Divine of the Kansas State Byways Program shared the example of the Salina Art Center's successful auction of theme-based Rave Review parties as a fund-raising idea that could be adopted by byway organizations and tailored to byway themes. Wendy Moshier, director of community development for the Salina Art Center in Salina, Kansas, credits the Nelson-Atkins Museum of Art in Kansas City as the inspiration for the original idea of the parties that package a meal, an activity, workshop or other experience around a theme. The theme-based parties have included an Italian dinner for 18 with entertainment; an authentic Lebanese dinner for 12; a Thomas Jefferson Party featuring a living history re-enactor and a meal made with historic recipes; and a bowling birthday party or pool party for kids.

Other ideas from Local Advisory Group members included: Antique Car Tours (could include boats), runs or rides that spanned the length of the Byway (could be a relay between communities with local historic character involved), and a progressive ice cream day (could be at local historic sites along the Byway in addition to ice cream vendors on or near.)

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<sup>92</sup> *Driving Financial Sustainability for America's Byways Organizations*, produced by Seaway Trail, Inc. with funding from the FHWA.

## COORDINATE REGULAR COMMUNICATION ABOUT THE BYWAY PROGRAM WITH RESIDENTS AND VISITORS

On-going communication with byway residents, visitors and stakeholders will help sustain attention to the Byway and shows residents and others with an interest in the Byway that their understanding, and if desired, participation and support matter. Residents in particular have a vested interest in what happens along the Byway. It is important that they be informed about initiatives, events and ideas and be invited to participate in discussions and decisions on a regular basis. Developing a policy and an outreach strategy for communication and assigning responsibility for its implementation will help ensure this important task critical success factor for Byway sustainability is not overlooked.

## DESIGN PERMANENT OR PORTABLE BYWAY INFORMATION EXHIBITS FOR VISITOR CENTERS

Lynn Museum & Historical Society (Lynn), National Park Service Regional Visitor Center (Salem), Stage Fort Park Welcoming Center (Gloucester), Hall-Haskell House (Ipswich), and Custom House Maritime Museum (Newburyport) are the five Essex National Heritage Area Visitor centers along the Byway where permanent or portable byway information exhibits should be installed. The exhibits will provide general information about the entire Byway and byway story in addition to site specific information relevant to the location of the Visitor Center (unless intended to be portable). Byway exhibits are another component of the visitor readiness package that supports designation as a National Scenic Byway.

## BEGIN PREPARATIONS TO APPLY FOR NATIONAL SCENIC BYWAY DESIGNATION

There are considerable benefits associated with being designated a National Scenic Byway. The recognition of the importance of a byway's intrinsic qualities by the U.S. Secretary of Transportation can lend support to protect and preserve a byway's resources. In addition, National Scenic Byways are marketed through the National Scenic Byways Program to national and international travelers; and use of the brand and logo can enhance the marketability of a byway. Recognition can also serve to strengthen community pride, involvement and support of a byway.<sup>93</sup>

While the next nomination cycle for national designation is not expected before 2012, preparing for the application now will bring about awareness of what is required for a successful application. The process can be used to identify any weaknesses the Byway may have and allow time to address them and thereby strengthening the application.

## Implementation Matrix

The implementation matrix reflects the six focus areas of the Corridor Management Plan. The preceding chapters provide a broader discussion of each of these the focus areas and general findings upon which these recommendations are based. For more detail and background on these individual recommendations, please refer to the corresponding chapter. A review of funding sources and additional research and a list of resources to assist with implementation are included at the end of this chapter.

### Focus Areas

Marketing and Tourism (Chapter 4 and 5)  
 Signs (Chapter 6)  
 Interpretation (Chapter 4 and 7)  
 Economic Development (Chapter 8)  
 Roadway and Resource Management (Chapter 4 and 9)  
 Public Involvement and Byway Management (Chapter 10)

### Recommendations and Actions

The **recommendations** define a broad strategy that supports the byway vision statement and goals. Under each recommendation is a list of **actions** that are means of implementing the strategy.

### Locations

In certain cases, the actions may be related to a specific location(s) or to the byway region as a whole. **Locations** listed may also be identified on the implementation maps that follow the implementation matrix.

<sup>93</sup> FY 2008 National Scenic Byways Program Nominations Guide

## Partners

It is assumed that the byway management organization (see Organizational Management and Public Involvement section) will be involved in all aspects of the Implementation Plan. The **partners** listed in the matrix are those organizations that will help the byway organization implement the identified actions.

The following categories of partner organizations are referenced in the Implementation Matrix. A full list of potential partner organizations is included in the Appendix. Individual organizations are listed by name in each category (and may be listed in multiple categories). These lists are not exhaustive and more partner organizations may ultimately participate in the implementation plan than are listed.

- Planning and Policy Agencies
- Historical Organizations
- Parks and Recreation Groups
- Tourism and Marketing Groups
- Visitor Sites and Museums (Managers, Staff, and Volunteers)
- Economic Development Groups
- Natural Resources and Open Space Protection Organizations
- Educational Institutions
- Arts and Cultural Organizations
- Public Works and Transportation Agencies

## Time Frame

To help guide prioritization of actions, the matrix includes a suggested **time frame** for completion. An implementation plan is not a static document; rather it should be updated at least annually to reflect changes and achievements that have occurred, are desired, or are anticipated. The suggested time frames will be impacted by availability of funding, community interest, and available resources.

## MARKETING AND TOURISM

The Essex National Heritage Area, Cape Ann, the North Shore, individual communities and many destinations along and near the Essex Coastal Scenic Byway are already marketed in a variety of ways and are welcoming hundreds and thousands of visitors a year. To build on the current marketing efforts to engage existing travelers and entice new ones the Essex Coastal Scenic Byway must distinguish itself as a unique travel experience. It must create a strong and compelling identity that focuses on visitor experiences that span or are linked by the Byway.

MARKETING AND TOURISM		
M-1 Develop a cohesive regional marketing program for the Byway that integrates existing marketing initiatives and identifies new marketing opportunities.		
<i>Related Actions</i>	<i>Partners</i>	<i>Time Frame (years)</i>
Develop a Marketing Plan that considers byway goals and the capacity of the byway organization. <ul style="list-style-type: none"> <li>■ Prioritize three to five initiatives that will begin to create a recognizable image and expectation for the Byway.</li> <li>■ Work closely with Massachusetts Office of Travel and Tourism (MOTT) and the North of Boston Convention and Visitor Bureau (NBCVB) to ensure the Byway is included in their marketing.</li> <li>■ Revise or update Marketing Plan annually or biannually to respond to market research findings and changing objectives.</li> </ul>	Tourism and Marketing Groups, Visitor Sites and Museums	1-3
Undertake market research to enhance understanding of the byway traveler market, identify target markets and their needs, market trends, and customer satisfaction.	Tourism and Marketing Groups, Visitor Sites and Museums, Educational Institutions	1-3
Create and actively manage a byway website [see I-5]. <ul style="list-style-type: none"> <li>■ Consider capacity of site manager when determining features (start slow and let grow).</li> <li>■ Link to community and organizational sites.</li> <li>■ Establish and maintain social media sites as capacity allows.</li> <li>■ Provide advertising opportunities for businesses.</li> <li>■ Include visitor information, maps, and itineraries.</li> <li>■ Consider maintaining an independent site or housing within a partner organization’s site.</li> </ul>	Tourism and Marketing Groups, Visitor Sites and Museums, Economic Development Groups, Educational Institutions	1-3
Create a map-based brochure to promote the Byway <ul style="list-style-type: none"> <li>■ Include key sites that offer a high quality visitor experience.</li> <li>■ Focus on exceptional visual presentation and include byway themes.</li> <li>■ Distribute to partners and via the web.</li> <li>■ Create template and format guidelines for elements that can be used with other applications (local websites, community guides, and other marketing materials).</li> </ul>	Tourism and Marketing Groups, Visitor Sites and Museums, Economic Development Groups	1-3
Develop byway merchandise [see ED-1]. <ul style="list-style-type: none"> <li>■ books (coffee tables books of scenic views, nature, wildlife, architecture, cook books, history, human interest stories); guides, maps and trip planning or remembering tools; prints; calendars, pins, bumper stickers. t-shirts</li> </ul>	Tourism and Marketing Groups, Visitor Sites and Museums, Economic Development Groups	1-3

<b>MARKETING AND TOURISM</b>		
<b>M-2 Create and promote a recognizable identity for the Byway.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Create an Byway logo [see S-1]	Tourism and Marketing Groups, Educational Institutions	1-3
Consistently incorporate the byway logo into all marketing publications. <ul style="list-style-type: none"> <li>■ Work with communities and organizations to include the logo on local publications and websites.</li> <li>■ Provide the logo, standards and data to MOTT and NVCVB.</li> </ul>	Tourism and Marketing Groups, Visitor Sites and Museums	1-3
<b>M-3 Use byway program to promote local visitor sites and attractions.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Establish a process for local visitor sites to send information about upcoming events to a centralized communication point managed by the byway organization.	Tourism and Marketing Groups, Visitor Sites and Museums,	1-3
Create a communications plan that lays out a schedule and format for communicating information about byway activities and visitor sites on a regular basis.	Tourism and Marketing Groups, Visitor Sites and Museums,	1-3
Establish a promotion network to publicize byway activities and visitor sites. <ul style="list-style-type: none"> <li>■ Include local media -- local and regional magazines, newspapers, radio stations, and on-line forums.</li> <li>■ Identify opportunities for advertising at local visitor service locations – public transit stations, rental agencies, recreational outfitters and tour operators, restaurants and accommodations.</li> <li>■ Identify opportunities for advertising with regional travel organizations -- AAA Travel, U.S. Travel Association, Heritage Travel, Inc.</li> </ul>	Tourism and Marketing Groups, Visitor Sites and Museums	1-3
Provide funding to support marketing assistance for byway communities and visitor attractions.	Tourism and Marketing Groups	1-3
<b>M-4 Coordinate regular communication about the Byway with residents and visitors.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Develop a communications plan for byway initiatives, events, and activities. [see OP-2].	All	1-3
Organize discussions with residents and regional partner organizations on a regular basis.	All	Ongoing

<b>MARKETING AND TOURISM</b>		
<b>M-5 Link existing activities and events or create new ones that engage multiple (or all) byway visitor sites and communities.</b>		
<i>Related Actions</i>	<i>Partners</i>	<i>Time Frame (years)</i>
Create a signature (annual) byway event. ■ Ideas to consider include: progressive ice cream day, race series, food-capade, antique car parade, geo-caching scavenger hunt. ■ Consider working with local theatre organizations to explore ideas for performance opportunities.	Tourism and Marketing Groups, Visitor Sites and Museums, Arts and Cultural Organizations	1-3
Consider opportunities to expand or replicate successful local events and activities to multiple byway communities or visitor sites: ■ birding festivals, historic house tours, photo scavenger hunts, farmers markets, food festivals, old fashioned baseball, harvest festivals, music festivals	All	1-3
<b>M-6 Develop tour packages (see ED-1, ED-2)</b>		
<i>Related Actions</i>	<i>Partners</i>	<i>Time Frame (years)</i>
Create tour packages based on mode of transportation: walking, biking, paddling, trolley, bus, boat; and accessibility.	Tourism and Marketing Group, Parks and Recreation Groups, Visitor Sites and Museums, Natural Resources and Open Space Protection Organizations, Historical Organizations, Arts and Cultural Organizations	1-3
Consider semi-annual or quarterly familiarization packages for promotional and media partners.	Tourism and Marketing Group	3-5

## BYWAY SIGNAGE

Providing byway signage is a basic step for welcoming visitors. It is also highly complicated. It seeks to not only help travelers navigate the Byway, but also to inform them about the Byway’s intrinsic qualities, and direct them to services. In addition, a comprehensive sign program seeks to improve the function and impact of existing signs and considers how all signs along the Byway coexist. Byway signs are not meant to take center stage, market the Byway, or compete with local signs. They are intended to support the Byway subtly and unobtrusively. To be effective the sign program requires involvement and buy-in from each community in addition to cooperation among site operators and private businesses. It also requires coordination with state and local highway departments and compliance with federal safety standards. The recommendations below outline a comprehensive strategy for creating and implementing a sign plan that will serve local communities and businesses as well as safely and efficiently guide visitors.

<b>SIGNAGE</b>		
<b>S-1 Create a Byway logo and establish guidelines for use and application [see M-2].</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Design a Byway logo. Consider integrating Essex Natural Heritage Area logo.	All	1-3
Include specifications for all elements of logo, develop standards for size of logo in relation to size of sign and size of other sign components (ie: National Scenic Byway logo).	All	1-3
Trademark the byway logo.	All	1-3
<b>S-2 Design and install byway route markers (see RRM-8)</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Incorporate the Byway logo and name into a design for a byway route marker that will let travelers know they are on the byway route (if appropriate, integrate with bikeway signage).	Planning and Policy Agencies, Public Works and Transportation Agencies	1-3
Work with MassDOT, municipalities, and private landowners to identify locations along the Byway to install byway markers (blazes) either on an existing sign or as a self-standing sign.	Planning and Policy Agencies, Public Works and Transportation Agencies, Businesses	1-3
Secure funding to manufacture byway markers for each community.	Planning and Policy Agencies, Public Works and Transportation Agencies, Businesses	1-3

<b>SIGNAGE</b>			
<b>S-3 Create Byway Sign Plan.</b>			
<u>Related Actions</u>		<u>Partners</u>	<u>Time Frame (years)</u>
Establish standard criteria for the placement, quantity, size and location for all byway related signs.		Planning and Policy Agencies, Public Works and Transportation Agencies	3-5
Include a comprehensive map with GIS locations for all gateway, wayfinding, destination, and interpretive signs.		Planning and Policy Agencies, Public Works and Transportation Agencies	3-5
Include standard graphic design guidance for color, reflectivity, font style and size, typeface, location of logo on signs and hierarchy of logos or sponsor names.		Public Works and Transportation Agencies	3-5
Provide guidelines for wayfinding signs oriented to different travelers: motorists, pedestrians, bicyclists, boaters.		Parks and Recreation Groups, Tourism and Marketing Groups	3-5
Identify visitor destination signs that warrant improvement and prioritize potential improvements based on number of visitors and relationship to byway stories.		Visitor Sites and Museums	
Include standards for installation and maintenance of all signs.		Public Works and Transportation Agencies	3-5
<b>S-4 Create Byway Sign Review Committee.</b>			
<u>Related Actions</u>		<u>Partners</u>	<u>Time Frame (years)</u>
The Byway Sign Review Board/Commission should coordinate on the following: <ul style="list-style-type: none"> <li>■ Removal of redundant and unnecessary signage</li> <li>■ Consistent application of MUTCD standards for all signs along the byway route</li> <li>■ Outreach and education to municipal governments on signage</li> <li>■ Design guidance for all signs along the Byway,</li> </ul>	All	3-5	
<b>S-5 Create signage to identify gateway areas. (see I-7, RRM-9)</b>			
<u>Related Actions</u>	<u>Locations</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Design signage to be incorporated into primary byway gateway access points. Possible locations include -- Lynn at Nahant Circle, Newburyport at Atkinson Common, Gloucester at Rt. 128 Grants Circle.	Lynn, Newburyport, Gloucester	Planning and Policy Agencies, Public Works and Transportation Agencies	3-5
Work with MassDOT and gateway municipalities to manufacture and install signs.	Lynn, Newburyport, Gloucester	Planning and Policy Agencies, Public Works and Transportation Agencies	3-5

<b>SIGNAGE</b>		
<b>S-6 Improve and coordinate sign appearance and placement along the byway corridor.</b>		
<i>Related Actions</i>	<i>Partners</i>	<i>Time Frame (years)</i>
Work with MassDOT and municipal highway departments to develop best practices for general aesthetic treatments for public signs along the byway corridor, including painting (coating or other treatments) the backs of signs, uniform posts and installation.	Planning and Policy Agencies, Public Works and Transportation Agencies	3-5
Undertake a corridor wide assessment of state road signs and identify needed improvements to design and placement.	Planning and Policy Agencies, Public Works and Transportation Agencies	3-5
Develop guidelines for private signs that meet the advertising needs of businesses and contribute to the visual interest and character of the corridor without detracting from natural, historic and scenic resources [see RRM-2].	Planning and Policy Agencies	1-3
Identify areas where the number of signs detracts from the physical appearance of the roadway.	Planning and Policy Agencies, Public Works and Transportation Agencies	1-3
Identify strategies for reducing the number of signs (sharing posts, removing unnecessary, illegal and redundant signs, replacing multiple signs with single sign).	Planning and Policy Agencies, Public Works and Transportation Agencies	3-5
Consider a Byway Corridor Overlay District to regulate signs in key areas [see RRM-2]. Areas to consider include: Broad Street, Lynn; Bridge Street, Salem; Route 22, Beverly.	Planning and Policy Agencies	1-3
Encourage use of TODS and ADS programs to enhance traveler awareness of resources and traveler facilities off the Byway.	Economic Development Groups, Public Works and Transportation Agencies	3-5

## INTERPRETING THE BYWAY

Telling the stories of the Byway to community members and visitors will serve to raise the level of interest in the Byway's intrinsic qualities and allow for meaningful connections for visitors. A variety of interpretive tools and methods will weave together the stories about the natural and human elements of the region to appeal to different interest groups.

INTERPRETING		
<b>I-1 Develop a cohesive regional interpretive program for the Byway by linking and cross-promoting existing interpretation programs.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Develop a byway-wide interpretive plan	Visitor Sites and Museums, Historical Organizations	1-3
Develop a byway-wide volunteer training program. Trained volunteers could be shared by multiple sites to supplement existing site staff.	Visitor Sites and Museums, Historical Organizations, Natural Resources and Open Space Protection Organizations. Educational Institutions	3-5
<b>I-2 Encourage and facilitate collaboration between visitor resources and sites that relate to the Byway's interpretive sub-themes.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Form advisory groups for each interpretive sub-theme involving staff/volunteers from visitor locations to collaborate for funding for programming and exhibits.	Visitor Sites and Museums, Historical Organizations	3-5
Develop tour itineraries and plan special events that involve multiple visitor sites within each interpretive sub-theme. (see ED-2)	Visitor Sites and Museums, Historical Organizations	1-3
<b>I-3 Encourage and facilitate collaboration between visitor sites with similar infrastructure and capacity.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Identify groups of visitor sites with similar facilities and visitor capacity (e.g. Historical Houses and Properties, Historical Museums and Sites, Nature and Wildlife Visitor Centers, Trailheads and Wildlife Viewing Sites, Seasonal and Year-Round Sites)	Visitor Sites and Museums	3-5
Collaborate for funding for preservation and site improvements.	Visitor Sites and Museums	3-5

<b>INTERPRETING</b>		
<b>I-4 Appeal to a diverse audience through a variety of interpretive methods.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Create a diversity of interpretive tools: ■ Walking tours, Themed travel itineraries, Resource Guides, Documentary films, Traveling exhibits, Stationary exhibits	Visitor Sites and Museums, Historical Organizations, Parks and Recreation Groups, Natural Resources and Open Space Protection Organizations, Arts and cultural Organizations	1-3
Design and distribute maps for all types of travelers for the Byway and trails (water and land-based) that are accessed from the Byway [see RRM-4].	Parks and Recreation Groups	1-3
Link with area schools and encourage corridor-oriented curriculum connection for student activities/courses ("Place-based" education programs).	Educational Institutions, Historical Organizations, Visitor Sites and Museums	3-5
Develop living history events and live demonstrations.	Visitor Sites and Museums, Historical Organizations, Educational Institutions	3-5
<b>I-5 Provide interpretive materials via a variety of media.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Web-based-- Maps, Podcasts, Downloadable materials, Travel itineraries	Visitor Sites and Museums, Tourism and Marketing	1-3
Broadcast media (Cable TV, Radio)-- Themed monthly programs, Documentaries	Visitor Sites and Museums, Historical Organizations, Tourism and Marketing Groups, Educational Institutions	5-10
GPS navigation systems-- Geo-caching, Walking biking and driving itineraries	Tourism and Marketing, Educational Institutions	3-5
Mobile phones-- Smartphone applications, Dedicated dial-up with interpretive message	Visitor Sites and Museums, Tourism and Marketing, Educational Institutions	3-5
<b>I-6 Provide coordinated traveler services and information [see M-1].</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Produce byway traveler information package with driving directions, list of activities along the way, information on accommodations, location of rest areas and shopping, and suggested itineraries.	Visitor Sites and Museums, Tourism and Marketing Groups, Economic Development Groups	3-5
Provide visitor information at facilities for travelers at regular intervals along the route.	Visitor Sites and Museums, Tourism and Marketing	1-3
Consider an annual workshop (for tour operators, guides, site and facility owner and others) that highlights themes of the Byway, seeks to coordinate and or package tours.	Tourism and Marketing Groups, Visitor Sites and Museums, Educational Institutions	3-5

<b>INTERPRETING</b>			
<b>I-7 Plan and design enhancements and programming at primary gateway locations. (see S-5, RRM-9, RRM-12)</b>			
<u>Related Actions</u>	<u>Locations</u>	<u>Partners</u>	<u>Time Frame (years)</u>
Identify primary gateway locations -- located in gateway communities that are most equipped to be the primary interpretive centers for the Byway.	Lynn, Gloucester, Newburyport	Tourism and Marketing Groups, Visitor Sites and Museums, Planning and Policy Agencies	1-3
Plan for addition of visitor amenities and improvements to existing <i>outdoor</i> facilities at these gateway locations (e.g. Lynn Heritage State Park, Stage Fort Park, Atkinson Common): <ul style="list-style-type: none"> <li>■ year-round restrooms and outdoor visitor amenities</li> <li>■ information kiosk</li> <li>■ trail maintenance and upkeep</li> <li>■ addition of byway logo to entry sign</li> <li>■ access to guided and self-guided tours</li> <li>■ interpretive exhibits connecting the site to the byway story</li> <li>■ landscaping and general site beautification</li> </ul>	Lynn, Gloucester, Newburyport	Visitor Sites and Museums, Parks and Recreation Groups	3-5
Plan for addition of exhibits and information at existing <i>indoor</i> facilities at gateway locations to integrate the byway story with existing exhibits and displays. (e.g. Lynn Museum and Visitor Center, Joppa Flats Education Center, Parker River NWR Visitor Center, Custom House Maritime Museum, Gloucester Maritime Heritage Center)	Lynn, Gloucester, Newburyport	Visitor Sites and Museums	3-5
Evaluate existing Gloucester byway visitor sites with indoor interpretive facilities and determine which are most suited to serve as primary interpretive centers for the Byway.	Gloucester	Visitor Sites and Museums	3-5
<b>I-8 Balance increased visitation with protection of intrinsic qualities at all visitor sites.</b>			
<u>Related Actions</u>	<u>Partners</u>		<u>Time Frame (years)</u>
Where appropriate use interpretive programs to limit or prohibit visitor access to certain locations.	Visitor Sites and Museums, Historical Organizations, Natural Resources and Open space Protection Organizations		3-5
Encourage the use of public or alternative transportation to reduce traffic impacts.	Visitor Sites and Museums, Historical Organizations, Natural Resources and Open space Protection Organizations, Parks and Recreation Groups		1-3

INTERPRETING		
I-9 Evaluate all byway visitor sites, develop recommendations for improving access, visitor experience, and interpretation.		
<i>Related Actions</i>	<i>Partners</i>	<i>Time Frame (years)</i>
Enhance and celebrate public greens and commons and other historically significant open spaces [see RRM-5]. ■ Create a story line, interpretive materials, and itineraries that focus on the greens and historic common areas in each community.	Historical Organizations	3-5
Identify sites for design and installation of wayside contact stations.	Planning and Policy Agencies, Visitor Sites and Museums, Tourism and Marketing Groups	5-10

## ECONOMIC DEVELOPMENT

A primary goal of the Byway is to bring economic benefits to byway communities while supporting and protecting byway resources. Economic development opportunities can be derived from increasing visitation to existing businesses, improving existing businesses with greater offerings, better hours, or improved infrastructure (e.g. building facade, parking, signage, streetscape ), or creating new businesses. The recommendations that follow address each of these opportunity areas.

ECONOMIC DEVELOPMENT			
ED-1 Use the byway program to promote local businesses			
<i>Related Actions</i>	<i>Locations</i>	<i>Partners</i>	<i>Time Frame (Years)</i>
Develop a “Locally Grown and Made” promotional campaign (or work with existing initiatives that have already started in byway communities) for byway vendors. <ul style="list-style-type: none"> <li>■ artists and artisans, antique shops, food producers, restaurants, fish markets, local products</li> </ul>		Tourism and Marketing Groups, Economic Development Groups	3-5
Promote local vendors on the byway website and with other byway collateral.		Tourism and Marketing Groups, Economic Development Groups	1-3
Provide venues along the Byway to buy locally made/grown goods. <ul style="list-style-type: none"> <li>■ farmers stands and farmers markets, seasonal craft fairs and festivals, seasonal food festivals, open studio tours of artists and artisans</li> </ul>	Public Squares and Commons, farms and historic farm properties	Tourism and Marketing Group, Economic Development Groups, Planning and Policy Agencies	1-3
Offer packaged byway tours featuring local guided tour providers. <ul style="list-style-type: none"> <li>■ bicycle tours, van / trolley tours, kayak tours, boat tours</li> </ul>	Essex Heritage Visitor Centers, Train stations	Tourism and Marketing Groups, Visitor Sites and Museums, Natural Resources and Open Space Protection Organizations, Parks and Recreation Organizations	1-3
Work with local vendors to produce byway merchandise that can be used for byway promotions and to generate funds for byway projects		Tourism and Marketing Groups, Economic Development Groups	3-5
Promote vendors that provide alternative modes of transit to byway travelers. <ul style="list-style-type: none"> <li>■ bicycle rentals, kayak rentals, pedi-cabs, municipal public transit, taxi / livery services</li> </ul>	Essex Heritage Visitor Centers, Train stations	Tourism and Marketing Groups, Parks and Recreation Groups, Public Works and Transportation Agencies	1-3
Develop coupon booklet for vendors along the Byway.		Tourism and Marketing Groups, Economic Development Groups, Parks and Recreation Groups	3-5

<b>ECONOMIC DEVELOPMENT</b>		
<b>ED-2 Use byway program to generate new business opportunities.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Sponsor regional competition for development of self-guided tours (web-based or for use with hand-held GPS, mobile phone applications), winner(s) to receive seed funding for business start-up.	Tourism and Marketing Groups, Parks and Recreation Groups, Historical Organizations, Natural Resources and Open Space Protection Organizations, Colleges and K-12 schools, Arts and Cultural Organizations	3-5
Solicit vendors to provide themed tours along the Byway. Help integrate the byway story as appropriate. <ul style="list-style-type: none"> <li>■ wildlife viewing, historical sites and activities, art galleries / artist studios, burial grounds / cemeteries, town / village greens and commons</li> </ul>	Tourism and Marketing Groups, Parks and Recreation Groups, Economic Development Groups, Arts and Cultural Organizations, Natural Resources and Open Space Protection Organizations	3-5
Create a guide training program that certifies local guides for hire that focus on the resources and stories along the Byway, promote certified guides in byway materials and on website.	Colleges, Parks and Recreation Groups Natural Resources and Open Space Protection Organizations, Historical Organizations, Visitor Sites and Museums	5-10
<b>ED-3 Evaluate economic impact of Byway to local economies to help prioritize future byway initiatives.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Develop and distribute visitor and vendor questionnaires.	Tourism and Marketing Groups	3-5
Use Economic Impact Tool (from America’s Byways Resource Center) to measure impacts of byway-related activities on local communities.	Planning and Policy Agencies, Marketing and Tourism Groups , Economic Development Groups, Parks and Recreation Groups	3-5
<b>ED-4 Evaluate how to maximize local benefit to each community from the byway program.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Identify economic objectives for each community that relate to byway program. <ul style="list-style-type: none"> <li>■ increasing tourism, marketing local businesses, preserving community character and quality of life of residents, accommodating visitors, capital and infrastructure improvements</li> </ul>	Planning and Policy Agencies, Economic Development Groups, Historical Organizations, Marketing and Tourism Groups, Arts and Cultural Organizations	1-3

<b>ECONOMIC DEVELOPMENT</b>		
<b>ED-5 Encourage commercial activities that are compatible with the desired visitor experience [see RRM-12].</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Develop facade and sign guidelines for commercial areas.	Planning and Policy Agencies, Economic Development Groups	1-3
Adopt or amend local regulations that encourage commercial activities to be concentrated in downtown and town centers or within existing commercial areas.	Planning and Policy Agencies, Economic Development Groups	1-3
Adopt or amend local regulations that allow live/work housing in areas that would support artists and artisans.	Planning and Policy Agencies, Arts and Cultural Organizations	1-3
Adopt or amend local regulations that allow outside seating for dining establishments in downtown and town centers in order to encourage an active streetscape.	Planning and Policy Agencies, Economic Development Groups	1-3
Support agritourism by adopting right-to-farm laws and forming local agricultural commissions.	Planning and Policy Agencies, Natural Resources and Open Space Protection Organizations	1-3
<b>ED-6 Accommodate commerce and visitor traffic along the byway route [see RRM-7.]</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
In commercial areas, assess the needs of commercial traffic to determine where there is a need for roadway improvements to separate motor vehicles, bicycles, and pedestrians and make improvements as necessary.	Public Works and Transportation Agencies, Economic Development Groups, Planning and Policy Agencies	3-5
Locate parking near commercial areas.	Planning and Policy Agencies, Public Works and Transportation Agencies	3-5
Provide safe access ways from the byway route and accommodation for visitor traffic at byway visitor sites. <ul style="list-style-type: none"> <li>■ turning lanes off byway route, visible and marked entries, safe parking, separation of pedestrians from vehicle traffic, bicycle accommodations</li> </ul>	Public Works and Transportation Agencies	1-3
<b>ED-7 Use byway program to support economic growth related to Ecotourism and Outdoor Recreation.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Increase access to, amenities for, and promotion of sites for adventure travelers [see RRM-4].	Tourism and Marketing Groups, Visitor Sites and Museums, Parks and Recreation Groups	1-3
Support and promote tour guides and recreation service providers.	Tourism and Marketing Groups, Parks and Recreation Groups	1-3

<b>ECONOMIC DEVELOPMENT</b>		
<b>ED-8 Increase year-round visitation.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Develop marketing strategies that focus on shoulder and low visitation seasons.	Tourism and Marketing Groups, Visitor Sites and Museums, Parks and Recreation Groups	3-5
Create incentives for businesses to expand from seasonal to year round operations.	Economic Development Groups, Tourism and Marketing Groups	3-5
<b>ED-9 Support Byway's appeal for visitors on "alternative transportation" [see RRM-8].</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Offer packaged deals / rates for goods and service providers that fall under the "alternative transit" category – "Experience the Byway Out of Your Car." <ul style="list-style-type: none"> <li>■ water-based – kayaks and canoe rentals, ferry services, charter boats, services for private vessels</li> <li>■ cycling – bicycle rentals, bike service shops, guided tour providers</li> <li>■ walking – guided tour providers</li> <li>■ rail – shuttle services to and from train stops</li> <li>■ van / bus – guided tour providers</li> </ul>	Tourism and Marketing Groups, Parks and Recreation Groups	1-3
Provide seed funding for shuttle services to local vendors from train stations, bus stations, and ferry stops to byway destinations and between byway destinations [see RRM-8].	Planning and Policy Agencies, Visitor Sites and Museums, Economic Development Groups Parks and Recreation Groups,	3-5
<b>ED-10 Utilize historic preservation as an economic development tool [see RRM-3].</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Publicize the direct and indirect economic impacts of preservation activities.	Planning and Policy Agencies, Historical Organizations, Economic Development Groups, Parks and Recreation Groups	1-3
Seek out cooperative ventures involving preservation and economic development agencies and organizations.	Planning and Policy Agencies, Historical Organizations, Economic Development Groups	3-5
Provide economic incentives to businesses and homeowners for preservation efforts.	Planning and Policy Agencies, Historical Organizations, Economic Development Groups	3-5
Provide funding for local preservation programs and activities.	Planning and Policy Agencies, Historical Organizations	1-3

## ROADWAY AND RESOURCE MANAGEMENT

The roadway and intrinsic qualities of the Byway offer a diversity of experiences that are valuable to byway visitors. Maintaining this diversity by celebrating the distinctive qualities of the landscapes, resources, and town and city centers is vital to the success of the Byway. However, creating a consistency in the quality of experiences is equally important. Implementation recommendations focus on strategies for addressing elements that are currently detracting from the visitor experience and for preserving those characteristics that contribute to positive experiences.

### ROADWAY AND RESOURCE MANAGEMENT

**RRM-1 Provide planning tools to assist municipalities to implement or revise land use regulations, policies, plans, and/or administrative procedures to foster a character of development that is compatible with the intrinsic qualities of the Byway.**

<i>Related Actions</i>	<i>Locations</i>	<i>Partners</i>	<i>Time Frame (Years)</i>
Develop models for building and site design guidelines or standards that can be integrated into local land use regulations for all byway communities for different types of land use -- Commercial Centers and Downtowns, Residential Areas, Rural Areas (Forested and Open Land)	Refer to Map 9	Planning and Policy Agencies	3-5
Develop model zoning ordinances / bylaws that provide a recommended purpose statement, list of preferred uses (or list of undesirable uses), and dimensional guidelines for byway communities to consider integrating into their local zoning for different land use areas -- Commercial Centers and Downtowns, Residential Areas, Rural Areas (Forested and Open Land)	Refer to Map 9.	Planning and Policy Agencies	3-5
Develop a model sign ordinance / bylaw providing guidelines for regulating design and placement of signs for byway communities to incorporate into existing or local regulations (see S-6).	All byway communities	Planning and Policy Agencies	1-3

<b>ROADWAY AND RESOURCE MANAGEMENT</b>			
<b>RRM-2 Adopt or revise land use regulations, policies, plans, and/or administrative procedures to foster a character of development that is compatible with the intrinsic qualities of the Byway</b>			
<i>Related Actions</i>	<i>Locations</i>	<i>Partners</i>	<i>Time Frame (Years)</i>
Develop and update local master plans and open space and recreation plans by amending goals and Action items to include protection of byway resources and preservation of byway character.	All byway communities.	Municipal planning departments and boards	1-3
Adopt local Scenic Roads Bylaw or Ordinance.	All byway communities except Ipswich and Rowley <sup>94</sup>	Municipal planning departments and boards	3-5
Designate byway roads under local jurisdiction as local scenic roads.	All byway communities except Rowley	Municipal planning departments and boards	3-5
Consider adjusting parking requirements and regulations for areas along the Byway to: <ul style="list-style-type: none"> <li>■ reduce the need for large expanses of paved parking;</li> <li>■ require that parking lots be located behind buildings and/or not fronting on the Byway;</li> <li>■ allow shared parking;</li> <li>■ require shade trees along and within parking areas.</li> </ul>	All byway communities	Municipal planning departments and boards	3-5
Consider offering incentives for private investment in site improvements or redevelopment of incompatible land uses along the Byway. <ul style="list-style-type: none"> <li>■ Tax-Increment Financing</li> <li>■ Local Option Property Tax Assessment</li> <li>■ financial support from a partnering nonprofit (chamber or civic improvement organization)</li> <li>■ technical assistance</li> <li>■ public recognition</li> </ul>	All byway communities	Municipal planning departments and boards, Economic Development Groups	3-5

<sup>94</sup> Ipswich has adopted a Scenic Roads Bylaw, all of the Byway in Rowley is under state jurisdiction. Designating roads under state jurisdiction as Scenic Roads requires an act of state legislature. Scenic Road designation in Massachusetts is different from a state or national Scenic Byway designation (see Management Chapter).

<b>ROADWAY AND RESOURCE MANAGEMENT</b>			
<b>RRM-3 Protect and preserve byway resources. (see ED-10)</b>			
<i>Related Actions</i>	<i>Locations</i>	<i>Partners</i>	<i>Time Frame (Years)</i>
Create local preservation plans that include a historic property inventory.		Natural Resources and Open Space Protection Organizations	3-5
Identify forested, agricultural, and recreational land along the Byway that qualify for Chapter 61, 61A, or 61B tax status and work with landowners to enroll in the program.	Beverly, Manchester, Gloucester, Rockport, Essex, Ipswich, Rowley, Newbury	Natural Resources and Open Space Protection Organizations	3-5
Work with private owners of open spaces and natural areas along the Byway to place land in a conservation restriction.	Beverly, Manchester, Gloucester, Rockport, Essex, Ipswich, Rowley, Newbury	Natural Resources and Open Space Protection Organizations	3-5
Work with private owners of historic buildings along the Byway to place under historic preservation restriction.		Historical Organizations	3-5
Identify and evaluate properties for listing on the National/State Register of Historic Places.		Historical Organizations	1-3
Consider creation of Local Historic Districts, Village Center Districts and/or Neighborhood Conservation Districts to protect historic areas.		Planning and Policy Agencies, Historical Organizations	3-5
Review local historic district boundaries and consider expanding to match National Historic District boundaries.	Marblehead, Salem, Beverly, Manchester, Central Gloucester	Historical Organizations	3-5
Consider establishing a demolition delay bylaw for buildings of historical significance.	Essex, Newbury, Rowley, Gloucester, Marblehead, Manchester	Planning and Policy Agencies, Historical Organizations	1-3
Strengthen and coordinate efforts and activities of historic preservation and land conservation groups through annual workshops, shared meetings, and collaborative projects.		Historical Organizations, Natural Resources and Open Space Protection Organizations	3-5
Create or update community preservation plans for historic resources (see MA DCR Heritage Landscape Inventory Reconnaissance Reports.)		Historical Organizations, Natural Resources and Open Space Protection Organizations	5-10
Create a preservation management plan for burial grounds and cemeteries (refer to MA DCR Heritage Landscape Inventory Reconnaissance Reports.)	Essex, Beverly, Ipswich, Gloucester, Rockport, Marblehead, Newbury, Newburyport	Historical Organizations, Natural Resources and Open Space Protection Organizations	5-10
Maintain and update property database for all contributing byway resource areas and sites: <ul style="list-style-type: none"> <li>■ lot # and address; ownership; intrinsic quality category; use classification (see above); protection status; priority for protection or acquisition.</li> </ul>		Historical Organizations, Natural Resources and Open Space Protection Organizations	1-3

<b>ROADWAY AND RESOURCE MANAGEMENT</b>			
<b>RRM-4 Improve access to and management of publicly accessible sites, trails and water access points along the byway route. [see ED-7]</b>			
<u>Related Actions</u>	<u>Locations</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Develop model management and use guidelines for different classifications of sites: <ul style="list-style-type: none"> <li>■ Emphasis on natural conservation – restrict public access, provide wildlife viewing locations, manage for habitat preservation and research;</li> <li>■ Emphasis on informal<sup>95</sup> recreation – encourage public access, provide adequate parking and amenities, balance human use with resource protection.</li> </ul>	Byway natural areas and recreational properties	Natural Resources and Open Space Protection Organizations; Parks and Recreation Groups	1-3
Classify outdoor byway sites by desired type of access, adopt management and use guidelines (see above) appropriate for each site.	Byway natural areas and recreational properties	Natural Resources and Open Space Protection Organizations; Parks and Recreation Groups	1-3
Enhance trails and water access locations with signs at trail heads and launch sites, improved trail maintenance, parking, fixed orientation maps, and restrooms.	Byway natural areas, recreational properties, and water access sites	Natural Resources and Open Space Protection Organizations; Parks and Recreation Groups	1-3
Add interpretative kiosks at trailheads and water access points (see I-4).	Byway natural areas, recreational properties, and water access sites	Natural Resources and Open Space Protection Organizations; Parks and Recreation Groups	3-5
Provide land and water trail guides that publicize and map access to and use for outdoor byway sites [see I-4].	Byway natural areas, recreational properties, and water access sites	Natural Resources and Open Space Protection Organizations; Parks and Recreation Groups	1-3
Work with property owners to evaluate the potential for adding new off road pedestrian and bike/equestrian trails and launch sites on unimproved or under used open space parcels.	Byway natural areas and recreational properties	Property managers, Natural Resources and Open Space Protection Organizations; Parks and Recreation Groups	3-5
<b>RRM-5 Strengthen and celebrate public greens and commons and other historically significant open spaces [see I-9].</b>			
<u>Related Actions</u>	<u>Partners</u>		<u>Time Frame (Years)</u>
Restore and enhance public greens, commons and iconic open spaces by preserving or restoring historic elements and park character while accommodating current land uses. Consider: <ul style="list-style-type: none"> <li>■ tree species and placement, ornamental plantings, path material and placement, buildings and monuments, interpretation elements</li> </ul>	Property managers, Natural Resources and Open Space Protection Organizations; Parks and Recreation Groups		3-5

<sup>95</sup> Often called “passive” recreation, refers to recreational activities that are no part of an organized sport or that do not require athletic fields or facilities.

<b>ROADWAY AND RESOURCE MANAGEMENT</b>			
<b>RRM-6 Implement and support community beautification along byway corridor.</b>			
<u>Related Actions</u>	<u>Locations</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Identify areas (and determine strategies) where roadside plantings or vegetation management would enhance the scenic quality of the corridor.	Rowley (Route 1A marsh views), Newburyport (Ocean Ave / Water St), North Gloucester (Rt 127 coves), other scenic view locations	Public Works and Transportation Agencies	3-5
Manage roadside trash and litter.		Public Works and Transportation Agencies	1-3
Implement or enhance streetscape improvements including sidewalks, street trees, lighting, and street furniture.	Mixed use / downtown areas (see Map 9)	Municipal planning departments and boards, Public Works and Transportation Agencies	3-5
<b>RRM-7 Review road safety and traffic calming practices and make improvements at identified locations. (see ED-6)</b>			
<u>Related Actions</u>	<u>Locations</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Review sightline obstructions at byway intersections.	Lynn, Swampscott, Marblehead, Salem, Beverly, Manchester-by-the-Sea, Newburyport, Ipswich	Public Works and Transportation Agencies	1-3
Consider reducing lane widths to accommodate bicycle lanes and slow traffic.	Lynn, Newburyport, Gloucester	Planning and Policy Agencies, Public Works and Transportation Agencies	1-3
Review traffic sign placement and visibility at byway intersections.	Salem, Newburyport, Beverly	Public Works and Transportation Agencies	1-3
Review vegetation management practices for byway roadsides to ensure safe site lines for byway travelers.	Beverly, Gloucester, Rockport, Manchester-by-the-Sea, Newbury	Public Works and Transportation Agencies	1-3
Maintain roadway shoulders to allow safe passage for vehicles and pedestrians.	Manchester-by-the-Sea, Rowley, Newbury, Ipswich	Public Works and Transportation Agencies	1-3
Review geometric design and functionality of primary intersections and improve where possible for safety and to facilitate traffic flow.	Essex, Ipswich, Rowley, Newburyport, Gloucester	Public Works and Transportation Agencies	1-3

<b>ROADWAY AND RESOURCE MANAGEMENT</b>			
<b>RRM-8 Improve transportation networks to support Byway's appeal for visitors using "alternative transportation."</b>			
<i>Related Actions</i>	<i>Locations</i>	<i>Partners</i>	<i>Time Frame (Years)</i>
Apply "complete street" principles to routes that connect transit stops to byway destinations so that visitors can expect and enjoy safe and convenient access.	Lynn, Swampscott, Marblehead, Salem, Beverly, Manchester, Gloucester, Rockport, Ipswich, Rowley, Newburyport	Planning and Policy Agencies, Public Works and Transportation Agencies	1-3
Review significant stretches of the Byway that do not have adequate bicycle accommodations and adopt tailored strategies to improve bicycle ways along these stretches.	See Map 7	Planning and Policy Agencies, Public Works and Transportation Agencies, Parks and Recreation Groups	3-5
Establish a signed bike route, "Essex Scenic Bikeway," that would be included on the MassDOT map of state bicycle facilities and could be added to the Rubel Bike Maps' Eastern Massachusetts and Cape-to-Cape bike map.		Planning and Policy Agencies, Public Works and Transportation Agencies	1-3
Work with bus service providers to add or improve bicycle accommodations for bus riders.		Planning and Policy Agencies, Public Works and Transportation Agencies	1-3
Evaluate opportunities to provide shuttle services from train stations, bus stations, and ferry stops to byway destinations and between byway destinations [see ED-9].		Planning and Policy Agencies, Public Works and Transportation Agencies	5-10
<b>RRM-10 Identify opportunities to preserve and enhance scenic view corridors and develop guidelines for maintenance</b>			
<i>Related Actions</i>	<i>Locations</i>	<i>Partners</i>	<i>Time Frame (Years)</i>
Improve parking to enhance viewing opportunities.	See Scenic Appendix.	Planning and Policy Agencies, Public Works and Transportation Agencies	3-5
Improve or create turn out to enhance viewing opportunities.	See Scenic Appendix.	Planning and Policy Agencies, Public Works and Transportation Agencies	3-5

## PUBLIC INVOLVEMENT AND BYWAY MANAGEMENT

The National Scenic Byways Program is a grass-roots collaborative effort established to help recognize, preserve and enhance selected roads throughout the United States. The program's dedication to grass root support is reaffirmed by its requirement that Corridor Management Plans outline a strategy for on-going public participation in the implementation of corridor management objectives. A Byway's mission, organizational structure, policies and operating procedures all impact the quantity and quality of public involvement. The recommendations below are intended to create a management framework that effectively uses organizational best practices and public involvement to assure on-going support for byway goals.

<b>PUBLIC INVOLVEMENT AND BYWAY MANAGEMENT</b>		
<b>OP-1 Formalize the byway management organization</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Organize Byway Advisory Council	Byway Steering Committee and Essex Heritage	1-3
<b>OP-2 Develop an outreach plan to encourage involvement from the broadest range of stakeholders.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Create and coordinate outreach plan with the marketing communications plan. (see M-4) -- include mailings, newsletters, e-mail blasts, social media updates, meetings, photo pages.	Tourism and Marketing Group, Byway Coordinator, Byway Steering Committee	1-3
Create a framework for gathering resident input and for interfacing with town departments.	Tourism and Marketing Group	1-3
Develop presentation materials (and make presentations) focusing on the organization's role and its accomplishments, and the benefits of byway designation.	Byway Coordinator, Byway Steering Committee	1-3
Engage Advisory Council members as much as possible through subcommittees, project tasks, by soliciting advice, review of plans, and through on-going communications.	Byway Coordinator, Byway Steering Committee	1-3
<b>OP-3 Develop and present an Annual Work Plan and Funding Plan.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Prepare Annual Work Plan <ul style="list-style-type: none"> <li>■ identify key issues; prioritize projects; outline goals, objective and actions; identify funding sources, potential partners, project managers; include measures of success.</li> </ul>	Byway Steering Committee, Byway Coordinator	1-3
Prepare Funding Plan <ul style="list-style-type: none"> <li>■ outline operational expenses; outline project expenses; identify known and potential funding sources</li> </ul>	Byway Steering Committee, Byway Coordinator, Work Group	1-3
<b>OP-5 Develop and present an Annual Report.</b>		
<u>Related Actions</u>	<u>Partners</u>	<u>Time Frame (Years)</u>
Indicate the status of CMP action items. <ul style="list-style-type: none"> <li>■ Document and evaluate projects undertaken.</li> </ul>	Byway Steering Committee, Byway Coordinator	1-3
Municipalities and Advisory Council members should present at appropriate board committee or public meetings.	Byway Steering Committee, Byway Coordinator	1-3

<b>PUBLIC INVOLVEMENT AND BYWAY MANAGEMENT</b>		
<b>OP-6 Seek National Scenic Byway Designation</b>		
<i>Related Actions</i>	<i>Partners</i>	<i>Time Frame (Years)</i>
Complete an application for National Scenic Byway designation in anticipation of a nomination cycle.	Byway Steering Committee, Byway Coordinator, Working Group	1-3
Identify any outstanding needs or weaknesses in the application and address as is feasible.	Byway Steering Committee, Byway Coordinator, Working Group	1-3
Work with the MassDOT Byway Coordinator to assure support for the application.	Byway Steering Committee, Byway Coordinator, Working Group	1-3