

L. BOLD COAST SCENIC BYWAY MARKETING PLAN

Telling the Byway Story

The Bold Coast Scenic Byway has been designated as such because it is a special route winding through a special place.

Many communities along the Byway already contain museums, arts and crafts galleries, gift shops, guided tours, restaurants, lodging, historic districts, self-guided walks, interpretive sites, recreational opportunities, and scenic vistas that offer opportunities to enjoy the local ways of life. Many communities host events and festivals that celebrate them. A key role of the Byway is to create a unified, accessible experience from these existing assets, and to identify missing opportunities and assist with their creation. The Byway achieves this by providing interpretive information that weaves together the regional story; by providing a cohesive, accessible network of places and activities; and by providing the basic infrastructure for a safe, efficient, and enjoyable journey.

Packaging hands-on experiences that exemplify the historic relationship between the people and places of the Bold Coast is the key to creating authentic and rejuvenating vacation opportunities. All-weather activities; centrally located amenities and services; comprehensive and easily accessible visitor information; and upgraded dining, lodging, shopping, and cultural/historical opportunities will reduce existing barriers to visitation and encourage longer stays.

Visitors should be provided with an honest, “authentic” experience of the land and its people. These experiences come through opportunities to meet the people who make their living by harvesting the bounty of the land, by hearing their stories, and by exploring first hand the places and events that shaped them. These experiences should be provided in a personal, unhurried manner, allowing the visitor to unwind and to immerse themselves in the quiet and simple way of life, creating the opportunity and desire to bring a piece of it home with them—and thus, a desire to return again for more.

Promoting the Byway Region

Businesses and organizations should work together to attract visitors through a constructively competitive yet collaboratively networked marketing approach. A compelling Bold Coast regional brand and tagline are needed to position the region as unique, with distinct benefits to convince travelers to “come further” and to “stay awhile.” A simple method must be provided for connecting the visitor with the myriad of intrinsic qualities scattered across the entire region. All stakeholders should align to support this effort. By taking a collaborative approach, existing organizations, businesses and services can bring the Bold Coast region story to the forefront, and provide an exemplary experience for all.

The Experiential or Cultural Heritage traveler desires an honest, “authentic” experience of the land and its people—they want to experience the places and activities that authentically represent the stories and people of the past and of the present. These travelers want to personally know the people, they want to hear their stories and explore the places and events that shape them.

In order to provide these types of visitor experiences, marketing and development strategies should first focus on existing experiences and visitor-ready facilities. Secondly, strategies should support the thoughtful creation of new experiences and facilities that most compellingly tell the stories of a people who live and play by the rhythms of the land and the sea, whose way of life is historically connected with the abundant natural bounty of this wild and scenic coastal landscape.

Existing Marketing and Promotion Initiatives

Marketing and promotion of the Scenic Byway should support, complement, build upon, and unify existing marketing and promotion efforts, of which there are many. Please refer to J, Regional Promotional Initiative, for a listing of major marketing and promotion efforts across the Bold Coast region.

Maine Office of Tourism:

MOT’s “The Maine Thing” campaign delivers the brand platform of originality through storytelling. Real Mainers tell their stories to capture the essence of Maine’s offbeat, one-of-a-kind, quirky, and pragmatic character. Examples include:

- Special interest experiences
- Interactive learning experiences
- Authentic, unique experiences
- Physical or psychological experiences
- Customized, individual travel that matches one’s personal identity and goals

“Maine is a place where you can follow your inner compass and be completely yourself...an Original.”

Maine
VisitMaine.com

Downeast Acadia Regional Tourism: To the touring and outdoor vacationer, the Down East & Acadia Region is the Northeast U.S. vacation destination that provides a completely fulfilling, relaxing and well-rounded vacation experience. It is well known to have an authentic, pristine, coastal wilderness with a distinct “Down East Maine” character and heritage.

Leveraging Originality: DART has used the theme of originality, authentic, and “the real Maine” from its inception. DART expects to continue with this messaging and will leverage the message using the following elements:

- Rugged coastline
- Most lighthouses
- Acadia National Park
- Roosevelt Campobello

- International Park
- Lobsters fresh from the sea
- Wild blueberries
- Darkest night skies
- Highest tides
- First sunrise
- “Old Sow” whirlpool
- Revolutionary history
- Puffins
- Whale watching

Experience Maritime Maine: Experience Maritime Maine (EMM) is an online travel planning tool dedicated to Maine's maritime and coastal lifestyle activities. EMM is a partnership of museums, historic sites, communities, chambers and other maritime-related organizations throughout Maine.



The EMM website promotes Maine as a destination for maritime-related travel, and packages a collection of the very best of Maine’s maritime and coastal lifestyle activities into a convenient interactive experience for travelers.

Two-Nation Vacation:

The Two-Nation Vacation campaign promotes a visit to Canada and the United States to explore the history and culture shared by these two regions.

Both New Brunswick and Maine have deep cultural roots, and the cities and harbor towns along the Two-Nation itinerary share a rich and storied past. The itinerary showcases the similarities that bond our countries together while gaining a new respect for each region's own unique strengths.

“Come explore two unique regions of North America – Maine and New Brunswick – and experience a vacation like no other. Together, a Two-Nation Vacation provides travelers with a singular experience not to be missed.”

Creating a Distinct Regional Brand

Many parts of coastal and inland Maine, especially nearby Acadia National Park, offer great beauty and exceptional recreational opportunities. The Bold Coast region is unique from these places. Rooted among the scenic and recreational splendor is an intact, visible, and accessible resource-based culture. To inform the creation of a regional brand, the Corridor Advisory Group conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. The SWOT process generated the following:

Strengths for the Bold Coast Scenic Byway Region

- Nature-based economy, heritage & culture
- Local Experts/Local stories
- Three Nations (United States, First Nations Tribes, Canada)
- Natural beauty/Bold coastline/Abundant wildlife
- Regional network of self-guided trails and scenic byways

Weaknesses for the Bold Coast Scenic Byway Region

- Lack of awareness of the area and its diverse assets
- Perception of poverty, decline, and lack of interesting things to do
- Distance to travel from both outside and within the region
- Perception that it isn't easy to get here from there
- Lack of communication on a regional level
- Lack of modernized accommodations

Opportunities for the Bold Coast Scenic Byway Region

- Two Nation Vacation and Experience Maritime Maine marketing initiatives
- Diversify local economic opportunities by incorporating experiential tourism
- Collaboration of existing local/regional/state promotion, funding, program partnerships
- Comprehensive network of regional/international special-interest trails

Threats to the Bold Coast Scenic Byway Region

- Many small groups competing for same grant funds for compatible programs
- Varying stability and health of traditional nature-based economies
- Growth or change that is not compatible with regional scale/aesthetics/culture

The Bold Coast region thus has tremendous growth potential. It has a unique, vibrant, and authentic experience for the visitor and an extensive support network to assist with promotion. The challenges are in getting the word out, promoting traveler-ready assets while improving others, and supporting a collaborative network of independent actions. These challenges do not outweigh the potential!

For a great many Bold Coast visitors, the opportunities that exist in the region will prove to be the experience of a lifetime; different from anything they could experience anywhere else; unforgettable.

The distinct regional brand of the Bold Coast Scenic Byway is established by answering three questions about how it is experienced by visitors. These questions and how they are fulfilled in the Bold Coast Region are as follows:

Brand Promise (*What is the essence and benefit of the Bold Coast experience?*)

- Hands-on, individually tailored cultural experiences
- Once-in-a-lifetime experiences and unforgettable people
- Personal, Family-oriented service
- Activities for all interests, ages, skills, schedules, and budgets
- Easy-going, relaxing atmosphere
- Simple trip planning – plenty of local experts and other resources
- Food and Arts inspired by the cultural heritage and landscape
- Safe, attractive travel routes and inviting roadside accommodations

Brand Position (*Why is this experience unlike any other?*)

- Local experts eager to share stories and knowledge
- Intact, “salty” working waterfronts and coastal villages
- Extensive self-guided tours
- Passamaquoddy Culture/Heritage
- Maritime/fisheries heritage sites
- Tidal rivers & marshes, mossy coastal forests
- Blueberries, fisheries, agriculture
- Many historic villages
- Clean, abundant water
- Iconic Wildlife – Puffins, Whales, Lobsters, Salmon, Eagles, Moose, Bear
- First sun, moon, and stars rise/set
- Darkest night skies
- Easternmost point of USA
- Two-nation vacation
- Bird Migration and abundance

Brand Personality (*How does the experience of People/Place feel?*)

- Authentic/Honest/Connected
- Personal/Unique/Like Home
- Bold/Strong/Resilient
- Unforgettable/Surprising
- Un-crowded/Quiet/Peaceful
- Intact/unspoiled Nature/Culture
- Rejuvenating/Inspiring
- Hands-on/inclusive/experiential
- Celebratory/Fun
- Unhurried/Relaxed

Once these experiences are articulated, the core messages for a marketing message follows and a distinct, regional marketing theme begins to emerge:

Core Messages for the Byway Region

- Boldness (of spirit, sense of adventure, resilience)
- Family-friendly adventure
- Discovery, exploration
- Connection, rejuvenation
- Cultural celebration
- Unique coastal landscapes
- Nature-based economies
- Tradition and innovation
- Resilient, resourceful people

And with these core messages, a marketing message can be crafted, as follows:

The Marketing Message

...Along the Byway, from end to end and at every waypoint in between, visitors are provided with an honest, “authentic” experience of the land and its people. Opportunities exist to meet the people who make their living by harvesting the bounty of the land, to hear their stories, and to explore first hand the places and events that shape them. These experiences are provided in a personal, unhurried manner, allowing the visitor to unwind and to immerse themselves into the quiet and simple way of life,

allowing them to bring a piece of it home with them—and stimulating a desire to return again for more.

Different visitors or market segments will be attracted to different parts of this overall message. Likewise different businesses can deliver on the experiences that are a promise of the marketing message. The message is therefore separated by a theme and sub-themes within it.

The Marketing theme:

***Celebrate the Downeast Maine way of life:** Engage in a personal experience, led by local experts, of our proud heritage of harvesting the natural bounty of this wild and scenic coastal environment.*

Sub-themes:

- *Unique coastal landscape* – geology, climate, flora and fauna, habitats, waterways, weather...
- *Nature-based economies* – fishing, small farms, aquaculture, commercial agriculture, forest management and forestry products, hunting, tourism, arts and crafts, literature, education, tourism...
- *Tradition and innovation* – cultural heritage and evolution of nature-based industries: berry/wreath cultivation and processing, fisheries, boatbuilding, wind and tidal power, farming, guides and camps, timber management and forestry products; literature and art, including fiber arts; Native American culture and communities...
- *Resilient, resourceful, welcoming people* – personalized, authentic service; “family style” tours and accommodations; unique businesses; lively community celebrations and events; down-home, local food; many storytelling opportunities!

Finally, a marketing positioning statement emerges that yields a memorable and engaging tag line for all to use in individual and regional promotion.

The Marketing Positioning Statement:

The Bold Coast Scenic Byway gives travelers personal access to a way of life that is intimately related to and dependent upon a wild and scenic coastal environment. Active fishing villages, working forests, and prolific blueberry barrens reflect this historical relationship as people continue to harvest the seasonal bounty of land and sea, much as their ancestors have done for over a century, and even for several millennia.

Of the following taglines, the Corridor Advisory Group settled on “The Journey IS the Destination.” It is now in use on the website, the map of the region, and other promotional literature.

Potential Taglines and Promotional Messages

“Where the Journey IS the Destination”

“Explore a New Route Home”

"The Bold Coast of Maine"

"Where Real Maine Lives"

"Explore Deeper. Stay Longer."

"Go for the Bold"

"Come for the Day. Stay for Supper"

"The Road Less Traveled"

"Life on the Edge"

"One visit is never enough"

"Welcome Home"

"Live Bold."

Marketing Strategies for the Bold Coast Region

The first phase of marketing focuses on making the Byway experience accessible, cohesive, authentic, and unforgettable. These initial efforts focus on current visitors and regional stakeholders; their successful implementation sets the stage for attracting new visitors.

Visitors to the Bold Coast region are aware of certain locations, but may not consider the area as a holistic experience (this is an issue even among locals!) The brand and any interpretative plan created from it will lay the foundation for a cohesive experience.

Stakeholder and visitor engagement helps align marketing promises with actual visitor experiences, and also maintain the cultural and natural integrity of the region.

Communication of a consistent brand will serve as an important bridge to engaging the regional community of byway stakeholders.

This marketing plan identifies programs that will attract visitors to the Byway and help create a cohesive experience of the Bold Coast region, and is organized into 4 sections:

1. Overarching marketing objectives.
2. Primary audience for marketing and promotion efforts.
3. Essential infrastructure and services improvements.
4. Actionable marketing projects development; networking and collaboration, cultural-heritage and recreations opportunities; direct marketing; and outreach events

The immediate, medium-term, and long term prioritization of these marketing actions and programs is provided in the chapters that follow. The organizations, actions, and funding that will implement all of the strategies in the Corridor Plan, including Marketing actions, are provided in the following chapters:

People: M. Organizational Partnerships to Sustain the Byway

Actions: N. Bold Coast Scenic Byway Six-Year Action Plan

Funding: O. Future Funding and Administration – Capital Investment Plan

1. Overarching Marketing Objectives

All marketing efforts for the Scenic Byway will serve its primary audiences—visitors and residents—in ways that:

- Highlight sites and activities that celebrate and support local culture
- Communicate/preserve local values through shared local/regional stories
- Establish the region as a compelling/cohesive/unforgettable visitor destination
- Encourage return visits and further exploration “beyond the Byway”
- Strengthen regional/community identity, pride, participation, and stewardship
- Encourage networking and partnering to strengthen and increase possibilities

2. Primary audiences for marketing and promotion

Current and Potential Byways Travelers

- Cultural/Heritage; Friends/Family; Recreation/Leisure/Healthy Lifestyles
- Multi-modal: (motorcycle, RV, bicycle, ATV, snowmobile)
- Acadia, Mid-Coast, Aroostook, and New Brunswick

Byway Stakeholders

- Community members; businesses and organizations; public officials
- Program partners and financial sponsors
- Local Chambers and other business/area promotion organizations

Social Networks and Local/Regional Media

- Local Print Media: newspapers, magazines, guidebooks
- Bloggers/Travel writers/Niche magazines
- Facebook/Twitter/YouTube users

3. Essential Infrastructure and Services Improvements

- Informational/interpretive centers;
- Directional signage for recreational, scenic, cultural, and heritage sites;
- Scenic turnouts, roadside trails, picnic areas, and public toilet facilities;
- Retail shops providing basic necessities for residents and travelers;
- Recreation equipment rental facilities;
- Vistas when touring by vehicle;
- More lodging and dining capacity; and
- Context-sensitive technology.

4. Actionable Marketing Projects

Training and Business Development

- Support local experts in online marketing and online sales training to keep organizations and businesses connected to visitors during the winter, including shopping and education opportunities; use interactive, hands-on strategies
- Organize a Pop-Up weekend for home-based or explorative businesses to display their wares in empty downtown businesses.
- Encourage and support the communities of Cherryfield, Milbridge, Jonesport, and Lubec to participate in the Maine Downtown program.
- Encourage and work with local experts to develop niche operations that tell local stories.
- Actively encourage and support local experts in partnership/packaging training and development.
- Create a simple “media kit” brochure for business owners that highlights the brands, tag-lines, marketing position, logo, etc. to encourage/facilitate a stronger regional unity.
- Create “Regional Destination” brochure for business owners that includes themed itineraries and lists of regional visitor assets.

Networking and Collaboration

- Establish partnerships with and among Chambers of Commerce.
- Hold yearly winter retreats for 3 chambers, Destination Cherryfield, Downeast Acadia Regional Tourism, and the Milbridge Area Merchant’s Association.
- Improve engagement of communities and businesses—discover their interests.
- Assist downtown businesses with finding viable, fun methods to stay open through more of the winter; more winter special events

Cultural Heritage and Recreation Opportunities

- Establish accessible short scenic/interpretive hikes directly off the Byway route.
- Utilize the skills of Maine Guides and Wardens for guided tours.
- Develop/gather podcasts for listening to while people drive, walk, or ride through the region,
- Utilize snowmobile and ATV clubs to provide recreational learning experiences to cultural heritage travelers, boomers, adventurers, and friends/family.
- Help establish more “working museums” and experiential tours where people can see the process, touch the tools and products involved, and try to do it themselves.
- Encourage more farmers to participate in Open Farm Day and Maple Syrup day each year.
- Encourage creation and promotion of books, website, posters and videos that describe how things are made including wreaths, blueberry jam, cranberries, goat cheese, sardines, smoked mussels; provide the experience “a day in the life” of local production.
- Conduct “real Bold Coast people” video/audio interviews. Link to historical societies, libraries, schools, places with public television, and regional promotional websites.

- Involve schools, museums, artists, local experts, historical societies, etc, in creating and connecting with regional identity, discovering favorite places, creating art and literature about home, learning the origin stories of their communities.
- Every community gets a weekend! Collaborate on timing/location of events and celebrations; create complementary events and thematic movement through the region.
- Create a Passport program or Geo-cache trail to specific, themed destinations for visitors and school programs.
- Work with local organizations to create mutually beneficial volun-tourism opportunities.

Direct Marketing

- Share and promote the regional brand that unites the Bold Coast region: The Journey IS the Destination.
- Work with high visitor traffic locations to conduct visitor surveys
- Provide and maintain regional information racks at high-traffic tourism businesses.
- Encourage the development of guided niche tours: foliage and night-sky viewing, “tour-to-table,” island life, etc.
- Highlight businesses, events, and itineraries at info kiosks w/wifi hotspots and maps.
- Inspire people to go beyond Bar Harbor **before** they plan their trip-allow more time.
- Improve maps and signage to the most exemplary experiences.
- Driving tour maps/magazines with beautiful photos.
- Update Discover Downeast & Acadia map.
- Get Byway maps into State Visitor Centers/regional Chambers of Commerce.
- Promote existing 4-season assets and create winter celebrations.
- Promote volun-tourism and eco-tourism opportunities.
- Promote local food experiences.
- Utilize local insider stories to create intrigue and personal connection.
- Encourage businesses to partner up to market experiential packages.
- Brand Bold Coast Scenic Byway events; utilize media to extend awareness.
- Create several itineraries: best of the best; 1-day, 3-day, week-long; themed.

Outreach and Events

- Maintain Byway Planning website for regional stakeholders/partners.
- Produce monthly “insider” blog for website.
- Produce a quarterly press release to local papers and newsletter for stakeholders/partners.
- Maintain Facebook page several times a week with photos, news and events.
- Create news by holding quarterly Byway-supported events (small is fine); bring the attention of writers and photographers to the area!

- Get businesses involved in fun activities showcasing community culture/assets/brand.
- Get young people involved; what are their stories/experiences, favorite places/activities?
- Issue a Call for submissions for Bold Coast region photography, drawings, and stories by local adults and youth to populate website.
- Organize events at several sculptures and fisheries sites within Byway communities that focus on telling stories of Byway people, places and culture/history.

M. ORGANIZATIONAL PARTNERSHIPS TO SUSTAIN THE BYWAY

Implementation of the Bold Coast Scenic Byway Corridor Management Plan requires an ongoing commitment and partnership among agencies, organizations, businesses, and individuals at all levels. The roles of each are described below along with a tabular description of how their activities will be sustained into the future.

Existing Planning and Implementation Oversight

The Washington County Council of Governments (WCCOG) currently provides staff support to the Bold Coast Scenic Byway Corridor Management process, through a grant from the Maine Department of Transportation (Maine DOT). WCCOG is a municipal membership organization that delivers a wide range of customized planning, advisory and resources development services to help communities build the future of Washington County, Maine. WCCOG programs are funded through state, federal, local, and private grants; state and federal agency allocations; municipal contracts and membership fees.

WCCOG maintains strong relationships with all member communities within the Bold Coast region, and is attuned to the diverse array of challenges, opportunities, planning processes, funding requests, and infrastructure developments that affect each municipality.

WCCOG provides services to its member communities through ongoing partnerships with many state, federal, and regional agencies, including:

State

- Department of Agriculture, Conservation, and Forestry
- Maine Department of Economic and Community Development
- Maine Department of Environmental Protection
- Maine Department of Inland Fisheries and Wildlife
- Maine Department of Transportation
- Maine Office of Tourism

Federal

- Environmental Protection Agency
- Federal Highway Administration

Regional

- DownEast and Acadia Regional Tourism
- Downeast Resource Conservation and Development Council
- Hancock County Planning Commission
- Maine Sea Grant
- Washington County: One Community
- Washington County
- Northern Maine Development Commission
- Sunrise County Economic Council

- University of Maine GIS Service Center

The Role of the Administering Agency (The Bold Coast Partnership)

The Bold Coast Partnership (the Partnership) is a network of individuals representing businesses, non-profits, destination marketing organizations, and government agencies. The Partnership is established through an agreement between Washington County Council of Governments, DownEast & Acadia Regional Tourism, Downeast Resource Conservation and Development, and the Sunrise County Economic Council.

The Partnership works together with member organizations and communities to oversee implementation of the Bold Coast Scenic Byway Corridor Management Plan, in coordination with other local, regional, and state plans.

Washington County Council of Governments will initially staff the Partnership, on a part-time basis and in partnership with the Maine Department of Transportation (as described above), until additional funds are secured to provide greater administrative support to the Partnership in their role of coordinating and expanding partnerships, seeking funds, and implementing projects.

Projects such as those identified below will be implemented with the oversight and coordination of the Bold Coast Regional Tourism Partnership:

Organizational Partnerships to Sustain the Byway			
Group/Project	Action Steps	Priority/Needs/Time Commitment	WCCOG Partners¹
Information Racks for high traffic businesses	Construct information racks and distribute (filled with local business brochures) to high-traffic tourism businesses. Fill periodically as needed.	Very Important. Need minimal funds for design (should be visually related to the Bold Coast vision), supplies; need volunteers for construction of racks. <i>Moderate time commitment (organizational)</i>	Regional hardware stores, local craftspeople, CAG
BCSB route map signage	Work with MDOT to obtain funds to design, construct, and place several permanent BCSB map-sign displays in several important public locations.	Very Important. Continue to work w/MDOT on this project. Include insets w/photos and descriptions of general experiences to be had here – beaches, art, fisheries, etc. <i>Minor time commitment.</i>	MDOT, DFT, SISS, LFMA, Destination Cherryfield

¹ A list of acronyms used in this table can be found at the end of Chapter N. Six-year Action Plan.

Organizational Partnerships to Sustain the Byway			
Group/Project	Action Steps	Priority/Needs/Time Commitment	WCCOG Partners¹
Arts/Fisheries Events	Organize events at several sculpture and fisheries sites within Byway communities. Events would focus on telling stories of Byway people, places and culture/history.	Very Important. Requires organization of places and speakers, and publicity. <i>Major time commitment, but have strong DFT and SISS support.</i>	CAG, DFT, SISS, COC's, DART, DERC&D, Rotaries, Downtown Associations, Economic Development groups
Online photography/writing contests to gather website materials and promote beauty/inspiration of region.	Call for submissions for Bold Coast region photography, drawings, and stories by local adults and youth.	Important. Requires organization, publicity, and prizes. <i>Moderate time commitment.</i>	CAG, COC's, DART, DERC&D, Downtown Associations, Economic Development groups, EDGE, local media
Cherryfield Train Depot	Support Destination Cherryfield and the Downeast Sunrise Trail in planning, fundraising, and restoration of the historic train depot into a transportation museum and historic monument to the foundations of the community, trail, and region.	Important. Requires planning and design group, volunteer organization. Requires funds for and donation of materials and labor. All resources necessary exist locally. Longer-term project. <i>Small to moderate time commitment.</i>	Destination Cherryfield, DST, DERC&D, DART, MDOT, MRG, area lumber yards
Cherryfield Historic District Walking Tour	Support fund-raising efforts for printed brochures.	Important. Help identify grant funds and write letter of support. <i>Small time commitment.</i>	DART, DERC&D, Destination Cherryfield
Gateway Signage	Support gateway communities (Milbridge, Cherryfield, Jonesport, Perry, Lubec) in design of gateway signage/displays/rest areas. Sponsor communities in providing "facelifts" for existing municipal line signs.	Important for planning and design to begin soon. <i>Small time commitment.</i>	MDOT, DFT, SISS, municipalities, COC's
Off-site signage	Work with MDOT and private businesses to locate way-finding signs at the intersection of Route 9 and Route 193 in Beddington, and at the intersection of Route 1 and Route 3 in Ellsworth.	Secondary Importance. Not critical for way-finding, but good for helping encourage more visitors to travel to/through the region.	MDOT, private businesses, Ellsworth COC, DART
Cherryfield Historic District walking tour	Assist with creating an online app for smart phone users, and website upgrades. Perhaps audio tours.	Secondary importance. Need technology partnerships. <i>Small time commitment once technology partner is lined up.</i>	UMM, Cherryfield Historical Society

Organizational Partnerships to Sustain the Byway			
Group/Project	Action Steps	Priority/Needs/Time Commitment	WCCOG Partners¹
Bold Coast region podcasts	Conduct Bold Coast people video/audio interviews tied to MOT theme for BCSB website. Link to historical societies, libraries, schools, places with public television.	Secondary importance. Need technology partnerships. Need host website. <i>Small time commitment once technology partner is lined up.</i>	UMM, Local Journalists, Historical Societies, LFMA, DFT, SISS, DSF
Downtown beautification programs for high-need areas (Milbridge and Jonesport)	Organize a volunteer week for community beautifications; obtain simple donated materials (paint, flowers, tubs, soil) and labor for improving the appearance of downtown centers or specific sites (such as municipality gateway signs).	Important. Need minimal funds or donations of supplies. Need volunteer labor and refreshments. T-shirts for volunteers would encourage partnership and spread goodwill. Major time commitment. Could be broken down to smaller bits - just flower boxes, just tree planting, for instance.	CAG, COC's, Rotaries, MAMA, JEDC, local youth groups, EDGE
	Organize window-decorating contest or similar incentives for visually improving empty storefronts in downtown centers.	Important. Requires organization and publicity. Maybe a contest and a prize? Major time commitment.	CAG, COC's, Rotaries, MAMA, JEDC, local youth groups, EDGE
	Work with MaineDOT Region 4 to pick up trash from the main byway corridor and contributing side routes.	Important. Creates critical first impression for visitors. Requires organization and publicity, municipal and volunteer assistance.	CAG, COC's, Rotaries, MAMA, JEDC, local youth groups, Towns, DERC&D
Jonesboro/Milbridge/Harrington Pop-up businesses	Organize a specific time-frame/event for home-based or explorative businesses to display their wares in empty downtown businesses.	Important. Requires organization and publicity, possibly town permits. Major time commitment.	Towns, MAMA, SCEC, JEDC, DART, DERC&D
"Milepost" Byway Guide	Create a mile-by-mile documentation of what to expect/see/do along the Byway.	Secondary Importance. Requires collaboration with MDOT and use of their special van.	MDOT

Organizational Partnerships to Sustain the Byway			
Group/Project	Action Steps	Priority/Needs/Time Commitment	WCCOG Partners¹
Buoy Business ID program	Have businesses that support/promote Bold Coast travels hang special buoys outside their shops. Create unified theme for buoys, and marketing information. This could be used to encourage participation in the WelcomeME customer service training program.	Secondary Importance. Requires coordination with COC's and private businesses. Requires them and possible purchase of buoys.	CAG, COC's
Itineraries	Create 1, 3, 5, and 7- day itineraries for the region. Create themed itineraries based on traveler type or theme type.	Very Important. Helps visitors plan for certain types of visits and encourages regional movement.	COC's, DART, SCEC
Maps	Update the "Discover Downeast and Acadia" map and distribute with Chronicle videos, etc.	Very Important. Very outdated. This map does not depict the Bold Coast Scenic Byway or the Schoodic International Sculpture Symposium.	MDOT, DART
AM Radio station promotion	Create a recording with Byway information for a special AM radio Byway channel, and locate signs at major travel points stating "tune into AM Station xxxx"	Secondary Importance.	UMM, MNWR
The Four Byways Region	Promote the entire region as a complete scenic byway destination - there are 4 byways in the Downeast/Acadia region!	Important. Cost for printing of new marketing materials. Incorporate over time into updates of existing materials.	DART, COC's, DERC&D, DFT, DST, SISS, MDOT
Litterbug Campaign	Work with schools and communities on a litterbug campaign to help break the littering cycle in Downeast Maine.	Secondary Importance. Little cost, mainly organizing volunteers and advocating for anti-littering. Work with MDOT to insure there are adequate signs at sensitive locations	MDOT, EdGE, COC's, municipalities

Organizational Partnerships to Sustain the Byway			
Group/Project	Action Steps	Priority/Needs/Time Commitment	WCCOG Partners¹
Byway Passport	Create a “passport” experience that incorporates the most important intrinsic resources. Visitors have the passport stamped at participating locations, and draw to win a prize. Again, there could be several themes.	Secondary Importance. Excellent method of moving people throughout the county.	COC’s, municipalities

The Role of Local Communities

The communities on the Bold Coast Scenic Byway are and will remain the leaders in Scenic Byway management, and will retain all of their current authority over land use along the corridor.

The Select Board, Town Manager, or Chief of each community will provide local leadership in the implementation of the corridor management plan.

These groups will play a primary role in the implementation of the Corridor Management Plan by:

- Routinely reviewing the Plan, indicating any inconsistencies with the existing comprehensive plan, zoning or ordinances;
- Interpreting the Plan and related ordinances for persons seeking to change activities located on or near the byway; and
- Providing information and support as appropriate in preparation of grant proposals for byway improvements.

This Corridor Management Plan and subsequent revisions will be proposed for adoption within the Comprehensive Plan of each town at their annual Town meetings.

One official member or designee of each Byway community should serve on the Corridor Advisory Group and act as a liaison to their respective Select Board, Town Manager, or Chief.

The Role of Public Agencies / Institutions

Federal, state and county organizations will support the Scenic Byway through infrastructure development and maintenance, technical assistance and administrative support.

Federal Agencies

US Fish and Wildlife Service – National Wildlife Refuge (NWR): The Moosehorn National Wildlife Refuge remains under the management of the US Fish and Wildlife Service. Their goals for this portion of the byway are currently compatible with the Corridor Management plan.

Federal Highway Administration (FHWA): The FHWA manages the National Scenic Byway Program. They will continue to provide standards and technical support for creation and maintenance of scenic byways, marketing assistance for byways and financial support opportunities for approved byway enhancements.

State Agencies

Maine Department of Transportation (MaineDOT): The Maine Department of Transportation will work with town, Tribal, and county governments to support the byway with planning and implementation of improvements that are consistent with the corridor management plan and consistent with local preferences. MaineDOT will provide technical and planning assistance to local governments on matters such as road construction standards, safety, parking facilities and alternative modes of transportation. MDOT will assist in writing federal grant applications for byway improvements, and will seek to provide state matching funds whenever possible.

Maine Office of Tourism (MOT): The MOT will continue to support the Scenic Byway through direct marketing, research, and technical assistance. The Scenic Byway group will work closely with the MOT to leverage visibility through full participation and partnership in both the Experience Maritime Maine and the Two-Nation Vacation promotions.

Department of Agriculture, Conservation, and Forestry (DACF): The DACF's Bureau of Resource Information and Land Use Planning will provide financial and technical support for land-use planning along the byway corridor. The DACF's Bureau of Parks and Public Lands will retain all authority over park and public forest lands within the region. Their goals for this portion of the byway are currently compatible with the Corridor Management plan.

Department of Environmental Protection (DEP): The Department of Environmental Protection will provide local governments with technical support to determine the appropriate design of byway improvements to minimize negative environmental impacts. DEP will provide financial assistance, whenever possible, to towns for mitigation of existing environmental problems along the byway.

Maine Department of Public Safety: The Maine Department of Public Safety will provide back-up law enforcement services along the byway to control illegal activities such as speeding, operating under the influence and reckless operation. The Maine Department of Public Safety will provide technical assistance to the towns to determine traffic calming and driver education measures to improve safety for persons traveling and living along the byway. State Police service for Washington County is administered through the East Machias headquarters.

Maine Historic Preservation Commission: The Maine Historic Preservation Commission is represented on the State Scenic Byways board and will play an active role in educating the local historical societies and providing channels for financial support of inventory, education and preservation activities.

International Agencies

New Brunswick Tourism, Heritage, and Culture: Tourism New Brunswick is a key partner in the Two-Nation Vacation promotion, and is critical in efforts to unify the visitor's experience of Canadian and US communities in the Cobscook Bay area. Key International partners include Roosevelt Campobello International Historic Site and the Charlotte County Regional Tourism Association.

Regional Agencies

Washington County Council of Governments (WCCOG): The Washington County Council of Governments will act as a liaison between the towns and state/federal government. The WCCOG will provide technical assistance in transportation, land use, environmental and other planning, including Comprehensive and Regional Planning. The WCCOG will assist local governments in submitting and implementing federal and state byway improvement grants, and will independently seek grants and implement projects in support of scenic byway goals. The WCCOG will work directly with Downeast & Acadia Regional Tourism to increase networking between the Bold Coast and Acadia regions and to raise general awareness of the Bold Coast's offerings.

Office of the County Sheriff: The Washington County Sheriff's Office will provide back-up law enforcement services along the byway to control illegal activities such as speeding, operating under the influence and reckless operation. The Sheriff will work with the State Police, local police and constables, and town leaders to determine how to reduce incidences of these and other violations. The County Sheriff's office provides dispatch services and call sharing in which the county is divided into slots serviced by State and County law enforcement at different times. The Washington County Sheriff's Office is located in Machias.

County Commissioners: The County Commissioners will provide updates on byway-related development around the county, and will provide feedback regarding the compatibility of scenic byway goals and implementation strategies with County efforts. The Commissioners will provide information and support letters in support of grant applications for byway improvements, and will partner on Byway projects whenever appropriate. At least one member of the Scenic Byway management group will be appointed to attend County Commissioner meetings and act as liaison between the groups.

Hancock County Planning Commission (HCPC): The HCPC is an important partner in regional transportation and recreation planning, nature-based tourism planning, and scenic byway promotion. HCPC supports program and infrastructure development for three scenic byways in Hancock County, and will work with the Bold Coast management team on creating cohesive regional byway experiences.

Local & Regional Agencies

A large number and range of institutions already support the goals of local communities in the region. These institutions are related to public transportation, natural resources protection, public recreation, public health, public education, local leadership, economic and business development, community revitalization, historic preservation, advancement of fisheries and agriculture, and energy development, to name a few. These organizations will continue their work, which already advance Scenic Byway goals through the cultivation of healthy and sustainable communities.

The Bold Coast Regional Partnership will work closely with local organizations to align long-range plans, programs and infrastructure to most effectively meet shared goals. The Bold Coast Regional Partnership will also enter into funding partnerships with compatible groups to plan and develop development community programs and scenic byway infrastructure.

The following organizations will advance existing work in outdoor recreation access and safety, awareness of environmental and stewardship issues, habitat and resource preservation, and education regarding regional wildlife/plant life/fisheries and traditional methods of resource use.

- Maine Island Trail Association
- **Maine Bicycle Coalition** (*active collaboration*)
- **Downeast Fisheries Trail/Maine Sea Grant** (*active collaboration*)
- **Downeast Sunrise Trail** (*active collaboration*)
- Downeast Salmon Federation
- Downeast Institute
- Maine Coast Heritage Trust
- Downeast Coastal Conservancy

- Downeast Lakes Land Trust
- University of Maine (Cooperative Extension, Maine Heritage Project, Blueberry Hill Farm Experiment Station, Maine Ice Age Trail)

The following organizations will advance existing work in economic development, business expansion, public health, public education, access to information, local investment and engagement, and cultural/heritage access, awareness and pride.

Downeast Acadia Regional Tourism Committee (DART) will provide research and expertise, and will help forge international, state and regional partnerships in marketing the Byway for sustainable tourism.

Sunrise County Economic Council (SCEC) will provide educational opportunities for residents and businesses to support economic development and expanded job opportunities. SCEC is a critical partner in assisting businesses expand their services to incorporate more opportunities for visitors to access hands-on experiences of our nature based economy.

Downeast Resource Conservation and Development (DERC&D) will continue to support the natural resource based economy through properly managed development, education and job creation. Past and current projects in support of the scenic byway include restoration of historical landmarks, encouraging natural resources education for children and adults, working with the shellfish industry to improve conditions, and holding sustainable development seminars.

Maine Woods Consortium (MWC) will continue its work of advancing a “triple bottom line” approach (economy, environment, community) to development and conservation in the Maine Woods region. The work of the MWC is currently concentrated in three areas:

1. Information sharing to promote awareness, collaboration and innovation among Maine Woods stakeholders;
2. Expanding the influence of members on relevant large-scale Maine Woods initiatives; and
3. Incubating and guiding investment in initiatives that advance the economic, community and ecological well-being of the Maine Woods region.

Northern Maine Development Commission (NMDC) will assist with regional goals to expand, diversify and attract business and industry. NMDC will continue its efforts to work with communities in northern and eastern Maine to create the capacity needed to support development. NMDC supports program and infrastructure development for three scenic byways in Aroostook County, and will work with the Bold Coast team on creating cohesive regional byway experiences.

Maine Sea Grant sponsors research at Maine’s higher education and research institutions, provides scientific support to decision makers, and engages communities in collaborative problem solving through extension, outreach, and education. Sea Grant develops tomorrow’s marine workforce through formal and informal education programs, fellowships and scholarships. Sea Grant-funded research has aided the development of Maine’s aquaculture industry, and improved stock assessment of lobster and other commercially important seafood species.

Maine Sea Grant sponsors and coordinated the Downeast Fisheries Trail, a critical cultural and historic intrinsic quality of the Bold Coast Scenic Byway. The Downeast Fisheries Trail connects historic and active fisheries sites that illustrate the region’s maritime heritage and builds on these local resources to strengthen community life and the experience of visitors.

Maine Downtown Center advances preservation-based economic development in Maine downtowns. Three of the Bold Coast region’s communities participate in the Maine Downtown Network program (MDN): Calais, Eastport, and Machias. MDN services help communities build an appropriate organizational and funding base for a comprehensive downtown or neighborhood commercial district revitalization program. MDN communities have access to training by state and national downtown development experts. The Scenic Byway group will support MDN communities and will encourage other communities to participate in the program (i.e. Milbridge, Cherryfield, Jonesport, Lubec).

Washington County: One Community will work to improve the quality of life and helping Bold Coast region residents achieve healthy, substance-free, productive, and financially viable lives while respecting cultural and community differences and similarities.

University of Maine at Machias will participate in research, education, and project implementation in support of Scenic Byway programs through its Environmental Tourism and Recreation, Biology, Environmental Studies, and GIS programs.

Public Libraries will offer information technology to residents and visitors, including but not limited to public Wi-Fi access, and will provide locations for and sponsor educational and cultural programs.

The Role of Community Organizations

The following community organizations will advance existing work in economic development and business expansion that creates unique opportunities for visitors and residents alike:

Historical Societies (Milbridge, Cherryfield, Jonesport, Machiasport, Lubec, Dennysville, Eastport) will participate in research on local historical sites, will provide feedback on the design and placement of interpretive signs for these sites, and will provide research and make recommendations regarding historic preservation. Historical Societies will continue to offer educational programs that engage visitors and residents alike in celebrating local history and culture.

Downtown Revitalization Committees (Machias, Eastport, Calais) and Jonesport Economic Development Committee will work to advance economic stability and blight recovery within individual downtown centers.

Merchant Associations & Chambers of Commerce (Machias Bay Area, Eastport, Cobscook Bay Area, Ellsworth, Destination Cherryfield, Milbridge Area Merchant's Association) will market their sub-regions and encourage businesses to expand in ways that contribute positively to the existing culture and character of the Bold Coast region, especially in ways that provide opportunities for visitors to experience local culture through personalized, hands-on adventures.

The Role of Private Organizations

The following private organizations will advance existing work in outdoor recreation access and safety, awareness of environmental and stewardship issues, habitat and resource preservation, and education regarding regional wildlife/plant life/fisheries/agriculture/forestry and traditional methods of resource use.

- Cobscook Community Learning Center
- Downeast Maine Outing Club
- Pathfinders Walking Club
- Downeast Wreath-makers' Guild
- Maine Blueberry Growers Association
- Maine Lobsterman's Association
- Maine Winery Guild
- **Association to Promote and Protect Lubec's Environment** (*active collaboration*)

The following private organizations will advance cultural/heritage awareness, access, and participation.

- Beehive Collective
- Ed Greaves Education Center
- Lubec Landmarks
- Maine Coast Sardine History Museum
- **Schoodic International Sculpture Symposium** (*active collaboration*)
- Salt Coast Sages (writers)

- Tides Institute
- The Commons
- Robert S. Peacock Fire Museum
- Wahponaki Museum
- Burnham Tavern

The Role of Private Businesses

Private businesses can support and mutually benefit from Scenic Byway planning, implementation, and management efforts in the following ways:

- Promote and partner with other Byway businesses and organizations in order to strengthen customer service offerings, expand market areas, create a “critical mass” of local amenities, increase regional connectivity and ease of trip planning, and increase awareness of the region as a prime vacation destination.
- Participate in locally offered business development and training opportunities;
- Partner with the Maine Office of Tourism, Downeast & Acadia Regional Tourism, and other similar organizations to increase media coverage of the region.
- Welcome visitors to the region as if they were friends and family, and help create for them the best experience possible.
- List businesses with the Maine Office of Tourism, New Brunswick Tourism, Downeast and Acadia Regional Tourism, local Chamber offices, Sunrise County Economic Council, and others;
- Evaluate marketing materials and update them where possible to showcase the culture, history, and unique opportunities of the region as well as the relationship between individual businesses and the Bold Coast Scenic Byway and region;
- Evaluate services or products and creatively enhance them to offer an even more unique, personal, Downeast experience that allows the visitor to “get their hands dirty” and that tells unique local stories.

For a list of private businesses currently engaged in the corridor management planning process, see [Appendix 5. Resources contributing to Intrinsic Qualities of the Byway](#), and [Appendix 6. Local Way-finding Information](#).

N. The Six-Year Action Plan

The Corridor Advisory Group (CAG) completed a comprehensive process of identifying the goals of the Corridor Management Plan and the objectives and strategies for meeting each of those goals, as provided in Chapter F. Goals and Objective of the Management Plan. The CAG also identified specific project ideas within each strategy category, and the partners best equipped to successfully help implement them, as described in Chapter M. Organizational Partnerships to Sustain the Byway.

The Six-Year Action Plan provided in the following chart is a year-by-year road map for achieving Corridor Management Plan goals. It is organized according to the strategies and actions to be initiated in each year and includes the partnership needed for their implementation.

Actual implementation of the 6-year action plan will depend on funding realities, but 2015 is intended as year 1. Each year, some projects may be completed, and new projects launched, again, as funding permits. Projects begun during this six-year period will not necessarily be completed by the year 2021; however, available funds and time will be utilized to complete projects to the greatest extent possible. Many projects are ongoing for the duration of Scenic Byway management and early efforts will support later ones.

All of the Action items identified in the Six-Year plan will be implemented with the oversight and coordination of the Bold Coast Regional Tourism Partnership, in close association with the organizations identified as Implementation Partners.

Bold Coast Scenic Byway Six-Year Action Plan

Mission: The Bold Coast Scenic Byway provides access to the unique Downeast experience; serves as a destination for multi-modal travelers; promotes economic development; and celebrates the true Downeast way of life.

Strategy	Action	Implementation Partners ¹
Year 1 - 2015		
<i>Establish a Byway management organization with stable participation and funding.</i>	Byway organizational structure should enhance and help coordinate the work of existing organizations and agencies. <ul style="list-style-type: none"> • Determine decision-making process for core group and assign key roles including fiscal agency. • Determine structure for organizing members to get projects done (committees, work groups). • Create “rules of operation.” Recruit members and assign key roles.	COC’s, DART, DERC&D, SCEC, WCCOG
	Identify and solicit funding required for part-time administrative support.	COC’s, WCCOG, DERC&D, DART
	Support the establishment of “friends of” or other partner groups to ensure long-term maintenance and operation of Byway enhancements.	COC’s, DART, DERC&D
<i>Preserve and protect the scenic, natural, historic, cultural, and recreational resources of the Bold Coast region.</i>	Work with conservation, historical, cultural, and recreation groups to support existing initiatives focused on conservation of high priority resources critical to the Byway experience, especially those that are under stress or in need of enhancement.	DCC, DSF, MCHT, DFT, DST, DLLT, BPL, DERC&D, historical societies & museums, “local experts” in fisheries & agriculture, MITA
	Educate those involved in economic development, tourism, transportation, land conservation, economic development, etc. about active plans and resources.	WCCOG, DERC&D, DART
<i>Improve visitor access to information and education regarding the way of life in Byway communities, and enhance opportunities to access the authentic experiences that the region offers.</i>	Construct information racks and distribute (filled with Byway and regional maps and brochures) to high-traffic tourism businesses. Fill periodically as needed.	WCCC, WCCF, DERC&D
	Fund and implement an update of the “Discover Downeast & Acadia” map; distribute widely.	DART, MDOT, WCCOG, UMM
	Fund and implement design and printing of a Bold Coast Scenic Byway map; distribute widely.	DART, MDOT, WCCOG, MOT, UMM, DERC&D
	Fund and implement creation of/upgrades to the Bold Coast Scenic Byway visitor website.	MDOT, MOT, WCCOG, DERC&D

¹ A list of acronyms used in this table is provided at the end of the table.

Bold Coast Scenic Byway Six-Year Action Plan		
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Strategy	Action	Implementation Partners¹
	Enroll Byway management entity as a member as necessary to get Byway maps and brochures into State Visitor Centers and regional Chambers of Commerce.	MOT, DART, DERC&D
	Assess existing visitor information materials, publications, and web sites. Determine needs for improvement in informing and educating the visitor regarding the Bold Coast region “way of life”. Address identified needs through specific projects, developing new promotional materials and platforms as required.	COC’s, SCEC, DART
	Work with MDOT to develop an interpretive plan to include identification of key themes and stories brought forward in the Corridor Management Plan, recognizing the variety of ways in which this information is communicated to visitors, and opportunities for improvement of the delivery system.	MDOT, DART, MOT, COC’s, DERC&D, EMM, 2NV, CCRTA, GNB
	Assess presence and programs that already provide hands-on visitor experience. Determine remaining need and create a plan for encouraging, supporting, promoting, and training business owners as necessary to fill these needs.	DART, SCEC, COC’s
	Create 1, 2, 3, 5, and 7- day itineraries for the region and sub-regions. Create themed itineraries based on traveler type or theme type.	DART, COC’s
<i>Invest in appropriate public facilities to enhance or support a successful visitor experience.</i>	Identify gaps in existing public facilities specific to the Byway, and initiate requests to appropriate agencies to fill the gaps. <ul style="list-style-type: none"> • Identify resources for maintenance and operation of new facilities prior to capital development. 	MDOT, COC’s
	Work with MDOT to obtain funds to design, construct, and place several permanent BCSB map-sign displays in several public locations – currently identified: Cherryfield, Jonesport, and Lubec.	MDOT, Destination Cherryfield, municipalities, Jonesport Economic Development Committee

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Strategy	Action	Implementation Partners¹
	Assess the extent of visitor services and information. Assist information centers in filling needs. Explore collaborative (“hybrid”) approaches to visitor services (eg. having a library or cafe provide visitor information and wifi).	COC’s, DART
	Identify and assess current and proposed capacities of public communications systems including specifically cell phone and Internet service required to meet expectations of contemporary travelers. Work with appropriate organizations to promote <i>context-sensitive</i> technology infrastructure.	Axiom, SCEC, GNB, CCRTA
	Support Destination Cherryfield and the Downeast Sunrise Trail in planning and fundraising for restoration of the historic train depot into a transportation museum and historic monument to the foundations of the community, trail, and region.	DST, Destination Cherryfield, DERC&D, DART, MDOT, MHPC
	Work with the Towns of Milbridge and Lubec to secure funding and acquisitions necessary for design and implementation of Gateway information and interpretation sites.	Towns of Milbridge & Lubec, MDOT, WCCOG, DART, DERC&D, Milbridge Area Merchant’s Association, Cobscook Area COC
<i>Enhance hospitality services in the Byway communities.</i>	Work with partners to identify and evaluate hospitality service gaps and opportunities to meet the expectations of Byway target markets.	DART, COC’s, SCEC, WCCOG
<i>Support enhancement of non-recreation visitor activities in Byway communities.</i>	Identify existing cultural, natural, and historical programs of libraries, historical societies, art centers, and parks, and assess their interest level, type and ability to accommodate Byway travelers. Work with these organizations to increase visitor readiness and appeal.	Libraries, historical societies, BPL, EAC, DERC&D

Bold Coast Scenic Byway Six-Year Action Plan		
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Strategy	Action	Implementation Partners¹
	Link with existing groups that are developing and promoting thematic trails to achieve better coordination and promotional activities. <ul style="list-style-type: none"> Organize an event at sculptures and fisheries sites within several Byway communities. Focus events on telling the stories of Byway people, places and culture/history. 	SISS, DST, DFT, MITA, UMO & UMM (Maine Ice Age Trail), DERC&D, DART, SCEC, MOT, MDOT, BPL, EMM, 2NV, CCRTA, GNB
<i>Develop and implement a comprehensive promotional plan for the Byway as a travel destination.</i>	Define/negotiate roles and actions for all potential partners to reach and attract target market groups.	COC's, DART, MOT, EMM, 2NV, CCRTA, GNB
	Sharpen and communicate positioning statement for Byway and region to allow promotional agencies to both differentiate the Bold Coast/Downeast from other nearby destinations and build connections between the Bold Coast/Downeast and other nearby destinations.	COC's, DART, MOT, EMM, 2NV, CCRTA, GNB
	Create an overall brand that unites the Bold Coast region.	COC's, DART, MOT
<i>Assist existing businesses, municipal governments, and promotional agencies to promote the Byway/region.</i>	Create "Regional Destination" packets for business owners, which includes themed itineraries and lists of regional visitor assets. Work with existing initiatives to continue and improve regional destination trainings for service providers.	COC's, DART, MOT, SCEC, DFT, SISS, DERC&D, EMM, 2NV, CCRTA, GNB
	Partner with existing initiatives to continue and improve Regional Destination training programs.	SCEC, DERC&D, COC's, DART, CCRTA, GNB
<i>Strengthen promotional materials.</i>	Analyze promotional materials, websites, social media etc. to determine efficacy in attracting target market groups. Recommend changes to these materials and media platforms.	COC's, DART, MOT, SCEC
	Conduct online photography/painting/writing contests to gather website materials from local adults and youth that tell regional stories.	COC's, DART, SCEC, DERC&D

Bold Coast Scenic Byway Six-Year Action Plan		
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Strategy	Action	Implementation Partners¹
<i>Establish clear objectives and benchmarks by which to evaluate the positive effect of promotional efforts on visitation and local economies.</i>	Identify missing data sets that need to be developed. Design and implement data collection mechanisms.	DART, MOT, COC's, DERC&D, SCEC
	Work with high-traffic locations to conduct visitor surveys.	COC's, DART, DERC&D, SCEC
Year 2 – 2016		
Strategy	Action	Implementation Partners
<i>Preserve and protect the scenic, natural, historic, cultural, and recreational resources of the Downeast region.</i>	Provide planning boards, select boards, town councils, and CEO's with information to use in review development proposals that affect the byway. Provide examples of historic and scenic protection ordinances from other towns.	WCCOG
	Work with communities to consider scenic preservation standards for wind towers and cell towers proposed in areas directly visible from the Byway corridor.	WCCOG, DERC&D
<i>Invest in appropriate public facilities to enhance or support a successful visitor experience.</i>	Work with the Port of Eastport in design and implementation of a scenic byway information kiosk and map at the new visitor center.	Eastport Area COC, Port of Eastport
	Work with all communities in fundraising for "facelifts" to existing town-line signs.	All municipalities, COC's
<i>Improve visitor access to information and education regarding the way of life in Byway communities, and enhance the opportunities for the visitor to use the Byway to access the authentic experiences that the region offers.</i>	Continue work with MDOT to develop an interpretive plan. Explore/secure funding for construction of signage.	MDOT, WCCOG, DART, COC's, MOT, DERC&D
	Assist the Cherryfield Historic District Walking Tour to fund and create audio tours and an online app for smart phone users, and website upgrades.	Destination Cherryfield, Cherryfield/Narraguagus Historical Society, UMM, DERC&D, DART, MHPC
<i>Support expanded recreation opportunities in the corridor.</i>	Identify and map prime wildlife watching destinations, including non-motorized, lightly travelled, more remote trails, beaches, wetlands, and remote camping, hiking, and paddling sites.	DST, DCC, MCHT, DFT, CCLC, BPL, DERC&D, DLLT

Bold Coast Scenic Byway Six-Year Action Plan		
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Strategy	Action	Implementation Partners¹
	Identify and assess recreation support services (outfitters, equipment rentals, guide services, etc.). Help businesses expand as necessary to fill identified needs.	SCEC, NMDC, Grand Lake Stream & Princeton, DERC&D, DLLT, SCIWC, ME Guides Association
<i>Support expanded non-recreation opportunities in the corridor.</i>	Evaluate the ability of community events to accommodate Byway travelers. Work with willing event and program sponsors to increase visitor readiness and appeal.	COC's
	Create a Passport program or Geo-cache trail to specific, themed destinations-for visitors and school programs.	COC's, DFT, DST, SISS, DCC, MCHT, DERC&D, DART, DLLT, SCIWC, HCPC
<i>Assist existing businesses, municipal governments, and promotional agencies in promoting the Byway/region.</i>	Encourage businesses that welcome Bold Coast travelers to hang specially painted buoys outside their shops. Create unified theme for buoys, and marketing information. Use to encourage participation in the <u>WelcomeME</u> customer-service training program.	COC's, SCEC, DART
	Identify PR partners and "key insiders" for the Maine Office of Tourism and Tourism New Brunswick, and assist area businesses to host travel writers and FAM tours.	COC's, DART, MOT
<i>Strengthen promotional materials.</i>	Create a simple "media kit" for business owners that highlights the brands, tag-lines, marketing position, logo, etc. to encourage/facilitate a stronger regional unity.	COC's, DART, SCEC, MOT
	Help businesses develop new marketing materials/platforms as required.	COC's, DART, SCEC, MOT
Year 3 — 2017		
Strategy	Action	Implementation Partners
<i>Preserve and protect the scenic, natural, historic, cultural, and recreational resources of the Downeast region.</i>	Work with schools and communities on a litterbug and stewardship campaign to help stop the cultural cycle of littering.	Schools, municipalities, DERC&D, BPL, DCC, MCHT,

Bold Coast Scenic Byway Six-Year Action Plan		
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Strategy	Action	Implementation Partners¹
	Propose economic development policies that encourage economic growth and diversification and job creation in locations that benefit from, but do not harm existing natural and historic assets. This may include promotion of industrial and commercial enterprise zones, land use and building standards and identification of development assistance programs.	WCCOG, DERC&D
<i>Invest in appropriate public facilities to enhance or support a successful visitor experience.</i>	Work with the Town of Machias and Town of Perry to secure funding and acquisitions necessary for design and implementation of a Gateway information and interpretation site.	MDOT, Cobscook Bay Area COC, municipalities, WCCOG
<i>Improve visitor access to information and education regarding the way of life in Byway communities, and enhance the opportunities for the visitor to use the Byway to access the authentic experiences that the region offers.</i>	Work with local experts to develop books, website, posters, videos: how things are made—wreaths, blueberry jam, cranberries, goat cheese, sardines, smoked mussels—“a day in the life” of local products.	COC’s, UMM, DART, MOT, DERC&D
	Conduct Bold Coast people video/audio interviews tied to MOT theme for BCSB website. Link to historical societies, libraries, schools, places with public television.	UMM, MOT, COC’s, DERC&D, DART
	Create a “Milepost” Guide: a mile-by-mile documentation of what to expect/see/do along the Byway.	MDOT, UMM, COC’s, DART
<i>Enhance hospitality services in the Byway communities.</i>	Organize a volunteer week for community beautifications... obtain simple donated materials and labor to improve the appearance of downtown centers or specific sites.	COC’s, DART
	Organize window-decorating contest or similar incentives to improve empty storefronts in downtown centers.	COC’s, DART
<i>Assist existing businesses, municipal governments, and promotional agencies in promoting the Byway/region.</i>	Work with existing initiatives to offer Internet marketing and sales training.	SCEC, Axiom, WCCOG, DART
Year 4 — 2018		

Bold Coast Scenic Byway Six-Year Action Plan		
<i>Mission: The Bold Coast Scenic Byway provides access to the unique Downeast experience; serves as a destination for multi-modal travelers; promotes economic development; and celebrates the true Downeast way of life.</i>		
Strategy	Action	Implementation Partners¹
<i>Invest in appropriate public facilities to enhance or support a successful visitor experience.</i>	Work with the Towns of Columbia Falls and Cutler to secure funding and acquisitions necessary for design and implementation of Gateway information and interpretation sites.	MDOT, municipalities, WCCOG
	Work with commercial nature-based industries to create interpretive information on-site, such as a panel on wreath-making at the factory, a panel on blueberry production near a factory or field, a panel on cranberry production near the bog, a panel on seafood processing outside the building.	Local businesses, MDOT, SCEC, DERC&D
<i>Support expanded recreation opportunities in the corridor.</i>	Support enhancement, expansion, and development of nature tour and registered guide businesses, wildlife centers, remote recreational facilities, and wildlife-based programs.	DERC&D, NMDC, SCEC, Grand Lake Stream & Princeton, MNWR, BPR, USFWS, DCC, MCHT, DSF, DLLT, SCIWC, ME Guides Association, DIFW
	Work with snowmobile and ATV clubs to offer guided recreational vacation experiences of a lifetime.	DST, DERC&D, DACF, local clubs
<i>Assist existing businesses, municipal governments, and promotional agencies in promoting the Byway/region.</i>	Work with wildlife conservation organizations and businesses to promote the Byway as one of Maine’s great wildlife watching destinations, utilizing websites, social media, programs, and literature.	DCC, MNWR, MCHT, COC’s, DART, DERC&D, MOT, DLLT, SCIWC, DACF
<i>Provide a safe, efficient, and attractive transportation corridor that balances the needs of visitors, residents, and businesses.</i>	Work with communities, municipal governments, and public agencies to assess, develop, and promote safe bike routes and safe shared roadway practices (including lane marking and signage) along the Byway.	BCM, EdGE, MaineDOT municipalities
Year 5—2019		
Strategy	Action	Implementation Partners
<i>Preserve and protect the scenic, natural, historic, cultural, and recreational resources of the Downeast region.</i>	Encourage and support Cherryfield, Milbridge, Jonesport, and Lubec to participate in the Maine Downtown program.	MDF, COC’s, Calais, Machias, and Eastport Revitalization Committees, Destination Cherryfield, Milbridge Area Merchant’s Association, Jonesport Economic Development Committee
<i>Invest in appropriate public facilities to enhance or support a successful visitor experience.</i>	Work with the Towns of Jonesport and Addison to secure funding and acquisitions necessary for design and implementation of a scenic byway interpretive and informational kiosk.	Municipalities, Jonesport Economic Development Committee, MDOT, WCCOG

Bold Coast Scenic Byway Six-Year Action Plan		
<i>Mission: The Bold Coast Scenic Byway provides access to the unique Downeast experience; serves as a destination for multi-modal travelers; promotes economic development; and celebrates the true Downeast way of life.</i>		
Strategy	Action	Implementation Partners¹
<i>Enhance hospitality services in the Byway communities.</i>	Assist downtown businesses with finding viable, fun methods to stay open through more of the winter—more winter special events	COC's
	Organize a “Pop-Up” weekend for home-based or explorative businesses to display their wares in empty downtown businesses.	COC's
<i>Support expanded recreation opportunities in the corridor.</i>	Support registered guide training and tourism fisheries licensing. Work with businesses and non-profits to address licensing and training needs and opportunities.	SCEC, Grand Lake Stream & Princeton, NMDC, DLLT, SCIWC
<i>Support enhancement of non-recreation visitor activities in Byway communities.</i>	Every community gets a weekend! Collaborate on timing/location/themes of events and celebrations—create complementary thematic events and movement through the region.	COC's, municipalities
<i>Provide a safe, efficient, and attractive transportation corridor that balances the needs of visitors, residents, and businesses.</i>	Work with MDOT and private businesses to locate wayfinding signs at the intersection of Route 9 and Route 193 in Beddington, and at the intersection of Route 1 and Route 3 in Ellsworth.	MDOT
Year 6—2020		
Strategy	Action	Implementation Partners
<i>Invest in appropriate public facilities to enhance or support a successful visitor experience.</i>	Work with the Town of Dennysville to secure funding and acquisitions necessary for design and implementation of a scenic byway interpretive and informational kiosk.	Town of Dennysville, Dennysville Historical Society, MDOT
<i>Improve visitor access to information and education regarding the way of life in Byway communities, and enhance the opportunities for the visitor to use the Byway to access the authentic experiences that the region offers.</i>	Create a recording with Byway information for a dedicated AM radio Byway channel, and locate signs at major travel points stating “tune into AM Station xxxx”	UMM, MDOT, COC's
<i>Support expanded recreation opportunities in the corridor.</i>	Establish easily accessible scenic and interpretive walking paths directly off the Byway route.	MDOT, municipalities, DCC, MCHT, BPL, USFWS, MNWR
	Work with key business, recreation and conservation organizations to plan, design, and secure funding to implement enhancements or new recreation facilities.	COC's, DERC&D, DCC, MCHT, DFT, BPL, USFWS, MNWR, DLLT, SCIWC

Bold Coast Scenic Byway Six-Year Action Plan		
<i>Mission: The Bold Coast Scenic Byway provides access to the unique Downeast experience; serves as a destination for multi-modal travelers; promotes economic development; and celebrates the true Downeast way of life.</i>		
Strategy	Action	Implementation Partners¹
<i>Support enhancement of non-recreation visitor activities in Byway communities.</i>	Work with local organizations to create mutually beneficial volun-tourism opportunities	Historical societies, COC’s, UMM,
Ongoing Needs – Years 1-6		
Strategy	Action	Implementation Partners
<i>Preserve and protect the scenic, natural, historic, cultural, and recreational resources of the Downeast region.</i>	Involve schools, museums, artists, local experts, historical societies, etc., to create and connect with regional identity, discover favorite places, create art and literature about home, and learn the origin stories of their communities.	EdGE, schools
	Support new conservation and enhancement activities focused on areas equipped to handle visitor numbers. (eg. fishing, farming/aquaculture/blueberries, forestry products, land preservation, public access)	DERC&D, SCEC, NMDC, WCCOG, LMF, MDOT
<i>Improve visitor access to information and education regarding the way of life in Byway communities, and enhance the opportunities for the visitor to use the Byway to access the authentic experiences that the region offers.</i>	Use and promote the Byway as the gateway to and network among the many established assets of the region (follow the Byway to....Downeast Fisheries Trail, Downeast Sunrise Trail, Lighthouses and Lobsters, Downeast Birding Trail, outdoor recreation, beaches and parks, sea food, festivals, museums, historic districts...)	COC’s, DART, MOT, EMM, 2NV
	Assist businesses to create, expand, and partner on opportunities to experience the Byway lifestyle at its source (establish more “working museums” and experiential tours where people can see the process, touch the tools and products involved, and maybe even try a hand.)	COC’s, DART, DERC&D, SCEC, EMM
	Encourage and support more farmers to participate yearly in Open Farm Day and Maple Syrup day.	COC’s, DART, DERC&D, SCEC, WCCOG
<i>Enhance hospitality services in the Byway communities.</i>	Teach Byway ambassadorship to front line workers, evaluate effectiveness of these programs, identify gaps in hospitality-related programmatic needs.	SCEC, COC’s, DART, DERC&D

Bold Coast Scenic Byway Six-Year Action Plan		
<i>Mission: The Bold Coast Scenic Byway provides access to the unique Downeast experience; serves as a destination for multi-modal travelers; promotes economic development; and celebrates the true Downeast way of life.</i>		
Strategy	Action	Implementation Partners¹
<i>Support expanded recreation opportunities in the corridor.</i>	Identify and map recreational facilities (hiking trails, boat launches, bike lanes, etc.)	UMM, WCCOG
<i>Develop and implement a comprehensive promotional plan for the Byway as a travel destination.</i>	Collect, analyze and distribute information about key target market group(s) for the Byway to all potential partners (eg. individual businesses, local chambers, municipal governments, Maine Office of Tourism, Tourism New Brunswick, Downeast Acadia Regional Tourism, Sunrise County Economic Council, etc.).	COC’s, DART, DERC&D
	Conduct a retreat periodically during the winter with all Chambers and similar organizations	COC’s, DART, MOT, EMM, 2NV, CCRTA, GNB
<i>Assist existing businesses, municipal governments, and promotional agencies in promoting the Byway/region.</i>	Encourage Byway businesses and non-profits to list services and events with key visitor information sources (eg. Maine Tourism Association, Maine Office of Tourism, Tourism New Brunswick, etc.) to create a sense of “critical mass” of services and things to do in the area to attract visitors.	COC’s, DART, MOT, SCEC
	Collaborate with neighboring Byways on promotion and common marketing efforts.	HCPC, MDOT, DART, EMM, 2NV, CCRTA, GNB
	Support and encourage networking and partnering between Byway businesses and communities.	DART, COC’s, EMM, 2NV, CCRTA, GNB
	Promote the entire region as a scenic byways destination...there are 4 byways in the Downeast/Acadia region.	COC’s, DART, HCPC, MOT, EMM, 2NV
	Produce monthly “insider” blog for website.	COC’s
	Maintain Facebook page several times a week with photos, news and events.	COC’s, DART, WCCOG
	Create news by holding quarterly Byway-supported events (small is fine)—bring the attention of writers and photographers to the area.	COC’s, DART, DERC&D, EMM, 2NV
<i>Establish clear objectives and benchmarks by which to evaluate the positive effect of promotional efforts on visitation and local economies.</i>	Identify and track data sets compiled by others (eg. Maine Office of Tourism, DART, etc.)	COC’s, DART, MOT, WCCOG

Bold Coast Scenic Byway Six-Year Action Plan		
<i>Mission: The Bold Coast Scenic Byway provides access to the unique Downeast experience; serves as a destination for multi-modal travelers; promotes economic development; and celebrates the true Downeast way of life.</i>		
Strategy	Action	Implementation Partners¹
<i>Establish a Byway management organization with stable participation and funding.</i>	Improve coordination between Byway service providers. Offer packaging and networking trainings for businesses and create cooperative network and regular discussion forums.	SCEC, COC's, NMDC
	Maintain Byway Planning website for regional stakeholders/partners.	
	Produce a quarterly press release to local papers and newsletter for stakeholders/partners.	
<i>Build lasting partnerships with community, local government, and agency stakeholders.</i>	Communicate with key organizations, government agencies, and businesses whose participation and support is necessary to achieve desired outcomes.	COC's, DART, DERC&D
	Maintain communication networks with partners to inform them of the work of the group and need for their assistance.	COC's, DART
<i>Provide a safe, efficient, and attractive transportation corridor that balances the needs of visitors, residents, and businesses.</i>	Work with MDOT to identify, advocate for, and fund planning and implementation of identified safety improvement priorities, transportation infrastructure (roads and bridges, passing lanes, turnouts, bike lanes, crosswalks, pedestrian routes) necessary to safely accommodate the number and diversity of Byway travelers.	MDOT, municipalities, WCCOG, BCM
	Work with MDOT to identify, advocate for, and fund necessary way-finding improvements including adequate signage and shared/uncluttered signage location.	MDOT, municipalities, WCCOG
	Continue to update bike-ped assessments in and near downtowns as use increases.	BCM, WCCOG, MDOT
	Assist in dissemination of schedules and coordination between local and regional busses, ferries, bike rentals, lodging, etc., for ease of alternative transportation travel.	COC's, DART

Organization Acronyms

- BCM – Bicycle Coalition of Maine
- BPL – Bureau of Parks and Lands
- CCLC – Cobscook Community Learning Center

CCRTA – Charlotte County Regional Tourism Association
COC – Chamber of Commerce
DACF – Department of Agriculture, Conservation, and Forestry
DART – Downeast-Acadia Regional Tourism
DCC – Downeast Coastal Conservancy
DFT – Downeast Fisheries Trail
DIFW – Department of Inland Fisheries and Wildlife
DLLT – Downeast Lakes Land Trust
DSF – Downeast Salmon Federation
DST – Downeast Sunrise Trail
EAC – Eastport Art Center
EDGE – Ed Greaves Educational Center
EMM – Experience Maritime Maine
GNB – Greater New Brunswick
HCPC – Hancock County Planning Commission
LMF – Land for Maine’s Future
MCHT – Maine Coast Heritage Trust
MDF – Maine Development Foundation
MDOT – Maine Department of Transportation
MHPC – Maine Historic Preservation Commission
MITA – Maine Island Trail Association
MNWR – Moosehorn National Wildlife Refuge
MOT – Maine Office of Tourism
SCEC – Sunrise County Economic Council
SCIWC – St. Croix International Waterway Commission
SISS – Schoodic International Sculpture Symposium
UMM – University of Maine at Machias
USFWS – US Fish and Wildlife Service
WCCC – Washington County Community College
WCCF – Washington County Correctional Facility
WCCOG - Washington County Council of Governments
2NV – Two-Nation Vacation

O. Future Funding and Administration

A management structure is recommended to insure the timely and successful implementation of the corridor management plan priorities, and to facilitate full community involvement. These planning and management roles are based on existing needs and resources; they should be evaluated and adjusted if necessary as the Partnership develops.

A Capital Investment Plan provides a priority order for Byway improvements over the 6-year Action Plan.

THE BOLD COAST PARTNERSHIP

Organizational Structure and Management

The Bold Coast Partnership (the Partnership) will be formed as a network of individuals representing businesses, non-profits, destination marketing organizations, and government agencies, and shall be united by an interest in strengthening tourism in the Bold Coast region. The Partnership will work together with member organizations and community stakeholders to implement the Bold Coast Scenic Byway Corridor Management Plan, in coordination with other local plans.

The Partnership will be supported through an agreement between many local and regional organizations including the Washington County Council of Governments, DownEast & Acadia Regional Tourism, Downeast Resource Conservation and Development, Sunrise County Economic Council, and many others. Public/private partnerships will leverage the efforts of the Partnership. The Washington County Council of Governments will initially staff the Partnership, on a limited basis, supported by funds from the Maine Department of Transportation. If awarded, grant funds will allow greater administrative support to coordinate partnerships, seek more grants, and implement projects.

WCCOG staff will organize and support the Partnership, which will include active members of the current Corridor Advisory Group, along with others who have been identified as critical partners through the planning process. The Partnership will be divided into three sub-regional working groups, who convene separately within their sub-regions and together with the entire Partnership.

The Partnership will meet quarterly and sub-regional groups will meet at least quarterly, and more as needed by planning and development activities and the seasonal demands of the tourism industry. The Partnership will seek at least one member from each community within the Byway region who will serve as a liaison between the Partnership and community officials.

Funding

The Partnership will seek initial funding for program administration and for projects prioritized in the 6-Year Action Plan and the Capital Improvements Plan. These funds will be sought from private foundations including but not limited to:

- The Betterment Fund
- The Sewall Foundation

The Partnership will seek funding for critical transportation-related safety planning and engineering, way-finding, and visitor information and gateway infrastructure from:

- The Maine Department of Transportation (Planning Partnership Initiative and Regional Planning Organization Planning Funds)

Funding for special projects will be sought from the following organizations and agencies among others, as appropriate:

- DownEast & Acadia Regional Tourism
- Maine Office of Tourism
- Maine Community Foundation
- Quimby Foundation
- Stephen and Tabitha King Foundation
- Maine Department of Community and Economic Development
- Maine Department of Transportation
- Maine Outdoor Heritage Fund
- Maine Bureau of Parks and Lands
- National Park Service
- National Endowment for the Humanities
- National Fish and Wildlife Program
- National Railway Historical Society

Funding for special projects, including infrastructure, business development, and programming will be sought from local resources including:

- Unorganized Territory TIF funds
- Local financial institutions
- Local businesses and municipalities
- Community non-profits

Affiliations and Responsibilities

The Partnership will represent the interests of stakeholders, set priorities for future projects, raise funds or support for projects, promote travel on the Byway, and evaluate progress toward the goal of increased tourism.

The Bold Coast Partnership will be responsible for implementation and adaptation of the Corridor Management Plan, and coordination of the many local, regional, state and

national partnerships involved. The Plan will require regular review and occasional revision as priorities shift or grow. Accordingly, the Partnership will be responsible for involve local organizations and residents in this process of evaluation and revision.

The Partnership will coordinate local, state and federal resources through regular meetings with the regional MaineDOT Outreach division and Scenic Byways Program Coordinator, participate in local and regional transportation, economic development, and marketing discussions, and working with contractors to design and implement byway-related infrastructure.

Finally, the Partnership will keep visitors and residents informed about Scenic Byway events, educational and promotional materials, and infrastructure improvements. This will be achieved through a public website; a quarterly newsletter; releases about current projects and events; community meetings and events; regular meetings with municipal and community partners; and Byway-related events.

Capital Improvements Planning

As described in Chapter J, Promotional Plans and Initiatives, several tourism development studies conducted in recent years for the Downeast region identify prominent visitor amenities such as scenic turnouts and recreation areas that exemplify the scenic and natural assets of the region. The Bold Coast Scenic Byway Eligibility Application and the Corridor Management Plan build upon these studies and identify important sites that exemplify the Scenic Byway experience.

The Corridor Advisory Group identified 6 priority locations for development as scenic and interpretive sites for Byway travelers. Understanding that the communities within the Byway region operate independently of each other with their own degree of priority, funding, and passion, the Corridor Advisory Group chose 6 priority sites and an additional list of second-tier sites, as well as a list of sites within the Unorganized Territories (UT) of Edmunds and Trescott. This allows the CAG to focus on developing the top priority sites, and yet remain flexible to assist second-tier priority sites and UT sites if passion, opportunity, and funding find their way to those communities.

For instance, a brownfields site in Jonesboro will receive EPA funding in 2015 for clean-up and redevelopment, after which the Town of Jonesboro will create a municipal riverside park. The site is adjacent to the Jonesboro bridge on the scenic Chandler River and across the street from the Chandler settlement historic site. Visitors currently stop at this location to photograph the river from the bridge. The public park will increase opportunities for people to visit the historic settlement and enjoy the Chandler River, and may encourage more side trips to Roque Bluffs State Park. This site is a prime location to place interpretive and directional signage in cooperation with the Town of Jonesboro and with assistance from the MaineDOT.

The Capital Investment Plan (CIP) on the following pages describes the intrinsic quality of each site proposed for improvement. It notes the Byway story that each site can tell; its current and proposed improvements; the partners to help with implementation; ownership; and an estimate of the cost of the recommended improvements.

The estimate for capital improvements of the top 6 infrastructure projects is under \$150,000; the second tier of priorities is less \$80,000; those within the organized territory total less than

\$180,000. Funding for planning and implementation will come from many sources, including both public and private. Public funds could come from MaineDOT, the Federal Highway Association, and the Department of Agriculture, Conservation, and Forestry. Private funds could come from businesses, individuals, and grants. Both public and private funds are best leveraged through multi-organizational partnerships.

The CIP starts with the intrinsic qualities of each site, thereby creating an outline for development of a Byway Region Interpretive Plan. Interpretive plans guide decisions about how to interpret a site or region to most effectively method communicate a message (the Byway story) to targeted markets (residents and visitors). Interpretation is used to communicate messages, stories, information and experiences. Most interpretive plans are based on a thematic approach, and therefore, place emphasis on which themes are important to communicate to various audiences. Interpretive plans are created through a collaborative process involving management, interpretive specialists, subject matter experts, and other community members who have a personal, economic or political interest in the project.

Highway Infrastructure Improvements

The following CIP recommends Scenic Byway specific improvements at sites to guide, welcome and invite the visitor to stay longer and return. Total expenditures are modest: approximately \$400,000 for all recommended improvements. Of critical importance to the experience of the traveller however are the recommendations for highway upgrade and maintenance provided in Chapter G. Assessment of Local and Regional Transportation Systems. See in particular Recommendations for Improvements to Roadway Safety.

P. Capital Improvements Plan

Capital Improvements Table 1: 6 Highest Priority Sites

Site	Byway Story	Intrinsic Quality	Site-Specific Attributes	Existing Improvements	Recommendations For Improvements	Partners	Owners	Estimated cost of Improvements
1. Milbridge Gateway	General Byway Information	Scenic, Historic, Cultural	Gateway. Brook, estuary, coastal scenery, historic structures	Gravel turnout	Gateway signage, Byway Map, regional interpretive sign, improved turnout surface and landscaping	Town of Milbridge, property owner, Milbridge Historical Society, Milbridge Area Merchant’s Ass.	MaineDOT, Private	Gateway Sign 10,000 Way-finding Sign \$2,800 Gravel & Landscaping \$4,200
1. Milbridge Municipal Center and Sculpture Park	Sculpture Trail, Downeast Fisheries Trail, Salt/freshwater ecology, multi-cultural/migrant culture	Scenic, Natural, Historic, Cultural	Coastal Scenery, Narraguagus River, Working Waterfront, Sculpture Park, Wildlife, Walkable	Sculpture park, parking, public bathroom, Wi-Fi, walking trail, local information, NWR headquarters, Library	Route 1 Signage, Interpretive signage, path to NWR headquarters, picnic tables, information center in library/town office	SISS, Town of Milbridge, Petit Manan NWR, Mano y Mano	Municipal	Interpretive Signage x 2 \$7,600 Information Rack (inside) \$800 Route 1 Roadway Signs \$1,400 Picnic Tables x 2 \$1,850
2. Machias Gateway, Station 98, Sunrise Trail,	Military History, Land Conservation, Wildlife/Plant Life/Birds, Dike History-engineering, Acadian Influence	Scenic, Natural, Historic, Cultural, Recreation	Gateway. Coastal and river views, Proximity to Downeast Sunrise Trail & Two-Rivers Conservation area, Walkable, Farmer’s Market and flea market	Paved parking Picnic Table, Boat Launch, Sunrise Trail	Future site of Machias Bay Area Chamber of Commerce & Visitor Information Center. Assess need for additional interpretive signage. Nature Trail Interpretation.	Machias Bay Area Chamber of Commerce, Downeast Sunrise Trail, East Machias Historical Society, Downeast Coastal Conservancy	Municipal, Non-Profit	Large Kiosk \$18,000

Capital Improvements Table 1: 6 Highest Priority Sites

Site	Byway Story	Intrinsic Quality	Site-Specific Attributes	Existing Improvements	Recommendations For Improvements	Partners	Owners	Estimated cost of Improvements
3. Eastport Visitor Center, Gateway @ breakwater	General Byway Information, International connections, Maritime history (military, smuggling, underground railroad),	Scenic, Historic, Cultural	Gateway Site. Coastal Scenery, Working Waterfront, Historical Downtown, Walkable, Eastport Area COC site	Visitor information, public bathroom, Interpretive center all in progress	Improvements in progress. Work with Port Authority/COC to assess interpretive needs. Gateway signage	Eastport Area COC, Port Authority, Downeast Fisheries Trail, RCIP, Coast Guard	Quasi-Municipal	Interpretive Signage x 1 \$3,800 Way-finding Sign \$3,200
3. Eastport Walkway, Overlook Park	International connections whales, Old Sow	Scenic, Historic, Cultural, Recreation	Gateway Site. Coastal Scenery, Working Waterfront, Historical Downtown	Walking path, interpretive signage, Sculpture Park & Amphitheatre	Assess need for additional interpretation along walkway	Eastport Historical Society, Town of Eastport	Municipal	Interpretive Signage x 1 \$3,800
4. Stewart Park, Train Depot, Cherryfield	Blueberry Agriculture, Railroad and lumbering History	Scenic, Natural, Historic, Cultural, Recreation	Gateway. Narraguagus River; National Historic District; town center; proximity to Downeast Sunrise Trail, Maine Ice Age Trail, Maine Birding Trail, Maine Wine Trail, Black Woods Scenic Byway, etc.	Landscaped park, picnic tables, benches, train depot	Gateway signage, Interpretive signage, Information Center, Public Toilet, public Wi-Fi, extend Black Woods Scenic Byway to Route 1; Route 9 signage at MaineDOT restroom, regional information kiosk at Route 9 rest (exterior at restroom or interior @ diner)	Destination Cherryfield; Downeast Sunrise Trail; Cherryfield Narraguagus Historical Society, Downeast RC&D, DART, Delta Development Corp, Airline Snack Bar, MaineDOT	Municipal	Gateway Sign \$10,000 Interpretive Signage x 2 \$7,600 Way-finding Sign \$2,800 Small restroom & Info-Center in Museum \$36,000 Picnic Tables x 2 \$1,850 Diner Info Rack \$650 Route 9 directional sign \$1,400

Capital Improvements Table 1: 6 Highest Priority Sites

Site	Byway Story	Intrinsic Quality	Site-Specific Attributes	Existing Improvements	Recommendations For Improvements	Partners	Owners	Estimated cost of Improvements
5. Village of Columbia Falls	Anadramous Fisheries and restoration, Wreath Industry, Mills, Historic Settlement	Scenic, Natural, Historic, Cultural, Recreation	Historic District, Coastal Scenery, Fisheries, Museums, public restrooms, local information, Wi-Fi	Fish Hatchery, Museums, Downeast Fisheries Trail site, hand-carry boat launch	Route 1 Signage, Wreath-making interpretation, Museum-in-the-streets, Picnic area, Visitor Information racks at library/town office, hatchery, museums	Downeast Salmon Federation, Ruggles House, Wreaths Across America, Town of Columbia Falls	Non-Profit	Interpretive Signage x 2 7,600 Route 1 Roadway Signs \$1,100 Information Racks x 2 (wreath museum and DSF) \$1,000 Picnic Tables x 2 \$1,850
6. Lubec Gateway, Lost Fisherman’s Memorial Park	General Byway Information Maritime Heritage, Maritime Fisheries and Ecology, International Family Culture connections	Scenic, Natural, Historic, Cultural	Two-nation Gateway. Coastal Scenery, Working Waterfront, Historic Downtown, Walkable	Lost Fisherman’s Memorial Park (pending sculpture, benches, amphitheater	Many improvements are in progress! Gateway sign, interpretative signage.	Town of Lubec, Lost Fisherman’s Memorial Association, Lubec & Eastport Historical Society, Downeast Fisheries Trail, Charlotte County Regional Tourism Association, Lubec Landmarks, Cobscook COC, APPLE	Municipal, Non-Profit	Gateway Sign 12,000 Interpretive Signage x 1 3,800 Way-finding Signs 3,200
							Total Estimated Costs	\$146,250

Capital Improvements Plan Table 2: 2nd Tier Priority Sites (7-12)

Site	Location	Byway Story	Intrinsic Quality	Site-Specific Attributes	Existing Improvements	Recommendations For Improvements	Partners	Owners	Estimated cost of Improvements
7. Lincoln Park, Jonesport	Route 187, Southbound, At Lamb of God Church (intersection of Indian River Road and Main)	Life on a Working Waterfront, General Byway Information	Scenic, Historic, Cultural	Coastal Scenery, Jonesport Beals Bridge, Working Waterfront, Proximity to Downeast Institute and Great Wass Island, walkable	Municipal park with picnic table and benches, paved roadside parking, historic church and cemetery	Interpretive Signage, (sculpture and local information kiosk are being constructed) vault toilet at Fire Station or on church property	Jonesport Economic Development Committee, Downeast Fisheries Trail, Schoodic International Sculpture Symposium; Jonesport Fire Department; Lamb of God Church	Municipal, Non-Profit	Interpretive Signage x 1 \$3,800 Way-finding Sign \$2,800
8. Jonesport Heritage Center	21 Sawyer Square, adjacent to State boat landing	Boat Building	Scenic, Historic, Cultural	Maritime Heritage displays, oral history, interpretive programs, working waterfront & coastal views	Museum, working waterfront, recreational boat access, boat tours, parking, public restroom, Wi-Fi, walkable	Interpretive signage	Town of Jonesport, Jonesport Historical Society, Jonesport Shipyard, Downeast Fisheries Trail	Municipal, Non-Profit	Interpretive Signage x 1 \$4,500 Information Rack (inside) \$650

Capital Improvements Plan Table 2: 2nd Tier Priority Sites (7-12)

Site	Location	Byway Story	Intrinsic Quality	Site-Specific Attributes	Existing Improvements	Recommendations For Improvements	Partners	Owners	Estimated cost of Improvements
9. Cutler Town Office and Library	In-town Cutler	Lighthouse Life	Scenic, Cultural, Historic	Cutler Harbor, proximity to Little River Lighthouse	Paved parking, grassed area, Library and Town Office, public restroom, Wi-Fi	Interpretive Signage, Picnic tables, landscaping	Town of Cutler, Little River Light House	Municipal	Interpretive Signage x 2 \$6,500 Information Rack/signage (town hall) \$2,200 Picnic Tables x2 \$1,850
10. 45th Parallel Marker, Perry Gateway	Route 1 southbound, approximately 2 miles north of Byway begin/end point	Recreation/Wildlife, General Byway Information	Historic, Cultural	Gateway	45th Parallel marker, paved turnout, interpretive sign "surveying"	Gateway signage, map, regional interpretive sign	MaineDOT	MaineDOT	Interpretive Signage x 1 \$3,800 Gateway Sign \$8,000 Way-finding Sign \$2,800
11. Historic Dennysville	Route 1 Northbound	Lumbering Heritage	Scenic, Historic, Cultural	Historic District, Dennysville River	Registered Historic District	Scenic turnout with interpretive signage	Town of Dennysville, Dennysville Historical Society & Library	MaineDOT, Municipal	Interpretive Signage x 1 \$4,200 Route 1 Signage to historic district \$500

Capital Improvements Plan Table 2: 2nd Tier Priority Sites (7-12)

Site	Location	Byway Story	Intrinsic Quality	Site-Specific Attributes	Existing Improvements	Recommendations For Improvements	Partners	Owners	Estimated cost of Improvements
12. Wescogus Overlook and Cemetery, Addison	187 Southbound, cemetery adjacent to Wescogus Farm, at intersection with turn to Addison	Marshland ecology and fisheries, Saltwater farming	Scenic, Natural, Historic, Cultural	Broad vista over blueberry fields, marshes and bays of Addison. Historic cemetery.	None	Interpretive signage, maintained scenic turn-out	Town of Addison, Wescogus Farm, Historical society/library	Municipal, Private	Interpretive Signage x 1 \$3,800 Way-finding Sign \$2,800 Scenic Turnout \$32,000
								Total Estimated Costs	\$72,200

Capital Improvements Plan Table 3: Sites in the Unorganized Territories

Site	Location	Byway Story	Intrinsic Quality	Site-Specific Attributes	Existing Improvements	Recommendations For Improvements	Partners	Owners	Estimated cost of Improvements
Moose Cove, Trescott Township	Northbound, Route 191	Wildlife, Plant Life	Scenic, Natural	Coastal Scenery	None	Gravel Turnout, Interpretive signage	Unorganized Territories, conservation groups	MaineDOT, Private	Interpretive Signage \$3,800 Gravel Turnout \$25,000
Bailey’s Mistake, Trescott Township	Northbound, Route 191	Navigational History	Scenic, Natural, Historic	Coastal Scenery	None	Gravel Turnout, Interpretive signage	Unorganized Territories, Trescott Historical Society	MaineDOT, Private	Interpretive Signage x 1 \$4,200 Gravel Turnout \$25,000
Little Augusta boat launch, Edmunds	Northbound, Route 1	Maritime Heritage, General Byway Information	Scenic, Natural, Recreation	Whiting Bay	Gravel parking; Hand-carry Kayak launch	Maintenance of Gravel Turnout and launching site, Interpretive signage	Unorganized Territories, conservation groups	MaineDOT, Private, State, Local	Interpretive Signage x 1 \$3,800 Shore Access Safety Improvements \$21,000 Gravel parking improvements \$8,000
Bell Mountain Trails, Edmunds	Southbound, Route 1, across from Tide Mill loop road	Recreation, Wildlife	Scenic, Natural, Recreation	Roadside Trails	None	Trail head signs and parking	Unorganized Territories, conservation groups	MDOT, Private	Interpretive Signage x 2 \$7,600 Trail head signage \$2,800 Gravel Turnout \$25,000
Moosehorn	Route 1,	Recreation,	Scenic,	Roadside	Picnic table area,	Interpretive signs,	Moosehorn	MDOT,	Interpretive

Capital Improvements Plan Table 3: Sites in the Unorganized Territories									
NWR South and North Trails, Edmunds	Either Direction, at intersections with North and/or South Trails	Wildlife, Land Conservation	Natural, Recreation	recreation, wildlife viewing	Outhouse, Paved parking; Informal gravel parking	Picnic table, maintained gravel parking	NWR, Unorganized Territories	NWR	Signage \$3,800 Gravel parking improvements \$8,000 Picnic Tables x 2 \$1,850 Privy \$19,000
Hobart Stream, Edmunds	Route 1 Northbound, Hobart Stream Crossing, Moosehorn NWR	Recreation, Wildlife, Roosevelt Connection w/NWR?	Scenic, Natural	Wildlife viewing	Gravel parking	Interpretive sign, Picnic table, maintained gravel parking	Moosehorn NWR, Unorganized Territories	MDOT, NWR	Interpretive Signage \$8,600 Gravel parking improvements \$8,000 Picnic Tables x 2 \$1,850
								Total Estimated Costs	\$177,300