

CHAPTER 5 PRESERVING & ENHANCING THE BYWAY



5.0 INTRODUCTION

In the previous chapters of this Corridor Management Plan, the story of Delaware's Bayshore Byway and the stories of each of the ten Discovery Zones have been told. Taken together, these stories are compelling and describe the history, culture and people striving to preserve their way of life as part of an ecosystem that is constantly changing. But for the efforts of its residents and all those who care about the Delaware Bayshore, both within government and in the private sector, this special part of the state would have been lost forever to industry. Yet as the story has been told, current opportunities and challenges emerged. Some are easy to solve while others can only be managed. Nonetheless there is a spirit that permeates the Bayshore, a can-do spirit that will bring the Byway to life as it connects the communities together and provides access to the natural treasures that abound.

This chapter provides the framework that embraces the Byway story and lays out the path so that the story never ends. It highlights the path forward organized under the CMP goals set forth by the communities and residents. The strategies and recommendations outlined in this chapter are the framework, which is developed into a plan of action that will enable the Byway story to live forever.

The Path Forward: Corridor Management Plan Strategies

As the examination of the Byway corridor proceeded challenges and opportunities emerged that are outlined in Chapters 3 and 4. This CMP recognizes and applauds the efforts by private citizens and organizations, and government agencies already engaged in activities that are integral to the Bayshore/Byway vision. Most of the coastal towns and natural areas have been working on individual plans and strategies to enhance their particular areas. The Bayshore Initiative sets the stage for a more regional and impactful program with which the Byway is aligned. Many of these same stakeholders are leaders in the CMP and are poised to engage in its implementation. The goal of the CMP is to be additive and complimentary to the current activities and programs either by supporting/aiding them to be more effective or to engage and focus on broader activities that are necessary to develop the concept of the Bayshore region.

A number of specific potential projects and recommended actions for each of the 10 Discovery Zones are included in Chapter 3. These recommendations, strategies and action items should be viewed in concert with those contained in this chapter. It is also important to recognize at the outset that when developing the action items for a window of time that consideration be given to the status of all initiatives in the Bayshore and in the towns and communities of the Bayshore. This will insure that all actions are coordinated.

5.1 SETTING THE GOALS

Working with the Planning Advisory Committee, seven goals were established. Within each goal, a set of objectives or measureable results were defined to guide the CMP. The goals are:

GOAL 1: Brand and Market the Bayshore and Byway

Branding and positioning Delaware's Bayshore locally, regionally, nationally and globally involves fitting the Byway within the envelope of the Bayshore brand. This is the key goal of the CMP. This potentially develops regional awareness that benefits all the Discovery Zones making "the whole greater than the sum of the parts". This effort began during the CMP process. DNREC, as the lead agency for the Bayshore Initiative, is working closely with the Byway leaders toward meeting this goal. Initial costs for this effort are supported by DNREC. Potential future sources of funding to accomplish this effort include funding from the DEDO, bond bills and grants. Meetings are already scheduled to discuss moving forward with a process for branding and positioning.

Key elements of this effort include:

1. Work with professionals and stakeholders to develop a branding image and marketing concept based upon eco-and heritage-tourism of the Bayshore.
 - a. Insure that the marketing concept retains the local charm and highlights the resources of the Discovery Zones as distinctive components of the brand.
 - b. Respect the people, industries and lifestyle of the Bayshore communities.
2. Gain an understanding of the economic potential of the Bayshore by examining the potential audience.
 - a. Develop the marketing regional theme, logos, materials (digital and paper promotional brochures, etc.) drawing from these early positioning efforts drive. Two significant short-term deliverables are to (1) develop a marketing brochure of existing attractions during the first year, and (2) sign the Byway following the principles of the Manual on Uniform Traffic Control Devices (MUTCD). In addition, develop an event or series of events to launch Delaware's Bayshore Byway. Use the launch to link the Byway to other ongoing initiatives throughout the Bayshore such as the Delaware Outdoor Adventures Trail and events in the ten Discovery Zones.
 - b. Manage sign clutter to improve efficiency of communication of message and appearance of the Byway.

GOAL 2: Conserve the Natural Environment

The protection and preservation of the community and other vital assets in the Bayshore corridor including the working landscape, natural qualities and critical scenic viewsheds is a critical priority for the Bayshore region and the Byway. These qualities represent the natural and environmental intrinsic values that make the Bayshore a special place. This effort will be driven largely by existing organizations (DNREC, Delaware Department of Agriculture, County government, as well as partnerships with non-profit organizations like Delaware Wild Lands, Delaware Nature Society, and private citizens). The byway leadership role is to monitor the byway key areas and its viewsheds and catalyze the ongoing conservation efforts. Funds for this ongoing effort will come from Federal and State grants, Delaware Open Space Council and through partner organizations and other sources.

1. Work with all stakeholders (residents, organizations, communities, local leaders and government entities) to maintain the Bayshore's unique natural character by identifying, protecting and restoring key byway natural lands, habitats and viewshed.
2. Address sea level rise by supporting and participating in the work of the Sea Level rise Advisory Committee and State Government.

GOAL 3: Support Community Aspirations

Focus on providing guidance and assistance to the Bayshore corridor communities so that they can be successful within the framework that best serves each community.

1. Work with citizens, local government and caretakers of our natural areas and communities to define and develop appropriate economic development and improvements of the Discovery Zone assets that are consistent with the character of the corridor.
2. Identify specific actions to meet the aspiration of the:
 - a. Coastal Communities
 - b. Main Street Communities
 - c. The Agricultural Community
3. Catalyze/ lead/support partnerships among the coastal communities
 - a. Form a team of community leaders, private industry and waterway experts to evaluate and catalyze increased use of the waterway assets as eco-tourism destinations.
 - b. Explore broadening the range of key attractions (e.g., include Port Penn natural attractions in Delaware City efforts, potential historic events that include both New Castle and Odessa).



Shadybrook Farms is a major farm operation along the Byway

GOAL 4: Enhance access to and use of the Bayshore Natural Area Discovery Zones

Enhance access to and use of the natural area Discovery Zones of the Bayshore by improving facilities, programming, signage and way finding while respecting the wildlife mission of these areas. These programs will be driven by DNREC and U.S. Fish and Wildlife through State and Federal funds. One immediate action is the execution of the \$840,500 National Scenic Byways Discretionary Grant awarded to DNREC. Funds were awarded for scenic overlooks and wildlife viewing, interpretation and amenity enhancements at various Natural Area Discovery Zones along the Byway.

1. Partner with U.S. Fish and Wildlife and DNREC to comprehensively plan for improvements that enhance individual sites in a coordinated fashion to meet the needs of today's and future visitors. The BMO partnering effort will be (1) to help provide input, (2) to make sure that there

is consistency with the Discovery Zone concept, and (3) to coordinate with the evolving branding and positioning effort.

2. Work toward a unified approach for the Bayshore environment that is recognizable and sustainable and where funds are effectively spent to result in the greatest benefit.
3. Implement actions to support the Bayshore goals of Conservation and Restoration; Recreation and Connectivity; and Engagement and Marketing.

GOAL 5: Maintain the Context, Safety and Character of Route 9

Ensure that the road corridor is travel safe for all users – drivers, cyclists, walkers, anglers, birders and farmers and that there is appropriate environmentally sensitive access to key attractions and discovery zones. This goal will be achieved through a recognition of landowner desires to maintain the road width and minimize/eliminate any need to expand unto private property.

1. Provide facilities so that all boating, commercial and recreation, is accommodated in a safe and environmentally respectful manner.
2. Expand pedestrian and bicycling facilities where appropriate along the Byway so that the Discovery Zones can be explored on foot and on bicycle.
3. Insure Discovery Zone access accommodates groups and individuals, and is family friendly.

GOAL 6: Interpret the Bayshore to educate current and future generations and enhance healthy life styles

Assure current and future generations will continue to understand and experience the Bayshore story, and consequently will be good stewards of the assets that contribute to the area's natural and historic heritage.

1. Make the Bayshore story come alive for all travelers.
2. Create an interpretative plan that conveys value of this story to the public.
3. Work with the education community to engage the young and old in a learning experience about the Bayshore.
4. Work with the various organizations that are actively developing plans for engaging children and families in outdoor recreation and education including the Delaware Children in Nature/No Child Left Inside Initiative, which is a partnership among the state agencies, non-governmental and civic organizations.

GOAL 7: Manage the Byway as an ongoing enterprise

Designate an organization, such as a Byway Management Organization (BMO) to manage the affairs of the Byway through a public participatory process to:

1. Implement the Corridor Management Plan.

2. Advocate for, protect and enhance the Byway through coordination among stakeholders, interested parties, projects and actions undertaken and sponsored.
3. Respect the varied interests along the Byway.

5.2 DEVELOPING STRATEGIES AND RECOMMENDATIONS

The following strategies emerged through discussions and meetings with the Byway stakeholders. These five strategies were identified as the overarching strategies for the byway organization to implement. Following these, there are other strategies and recommendations defined by the Planning Advisory Committee and Bayshore stakeholders. They are a collection of strategies that both meet the requirements of the National Scenic Byways Program and work toward achieving the Byway vision. In an annual review of the CMP, the BMO, Discovery Zone leaders and advisors can determine priority actions for the upcoming year. Following each goal is a table summarizing the strategies and recommendations.

1. Branding and positioning the Byway.

Branding the Bayshore and positioning it as a special place while respecting the way of life of the residents and the communities along the way is a necessary first step. The Byway is the thread through the Bayshore as “The Road Less Traveled” and provides access to the Discovery Zones. Undertaking this strategy will insure that the bigger story is not lost among the individual Discovery Zone stories. The intent of this strategy is to position the Bayshore and the Byway as an eco-tourism destination. It enables the tourism industry, the Discovery Zones and attractions to market and promote in a coordinated manner to accommodate eco-tourism and educational programming that is complimentary and not in conflict with other. The Byway and the Bayshore efforts have brought together federal, state, county, communities and local residents along with other conservation organizations to begin this work.

2. Building respect and support for the Byway for generations to come.

Educating the residents and travelers so that future generations learn to respect, value and protect the Bayshore and the Byway communities is an essential strategy for the Byway. The Bayshore was saved from large scale industrial development by Delawareans who understood its value. Developing that sense of value in future generations is critical to maintaining a pride of ownership among Delawareans of all walks of life. It is the intent of this strategy that throughout the Bayshore and Byway that a coordinated effort is made to work with the schools and other organizations to build upon and establish new programs designed to pass the value of this treasure to future generations.



Leipsic River

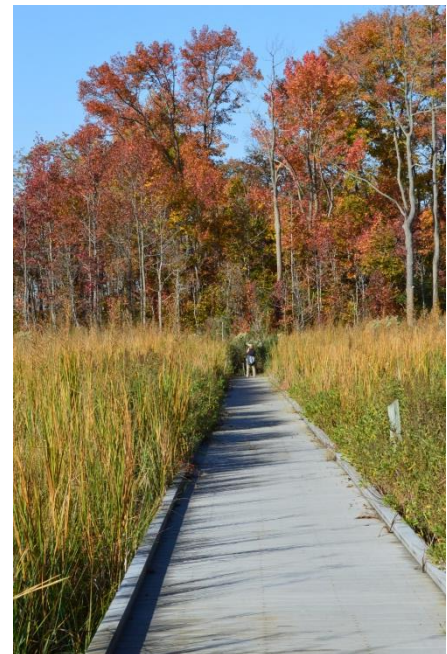
3. Maximizing the potential of the water.

Harnessing the waterways is an integral element of the Byway not only as a mode of transportation but as a recreational asset and source of sustenance. The Delaware River and its tributaries are used for commercial fishing, recreational activities such as pleasure boating, kayaking, fishing, crabbing, and other eco-tourism activities. Coordination among the activities is lacking and the infrastructure is currently not adequate to meet the needs of the activities. Better infrastructure would permit watercraft of different sizes and speed capabilities to operate and access more areas up and down the Bayshore. This is an opportunity to evaluate, promote and catalyze eco-sensitive water-based economic development that enhances the traveler experience.

4. Enhancing natural areas along the Byway.

Making the attractions and resources of the Byway accessible to people of all walks of life is an important opportunity and a challenge to welcome people to Delaware's Wild Side. At a number of venues, public access and public facilities are limited. While public access and facilities exist along the Byway, improving the public's awareness of what exists would increase the quality and frequency of the visitor's experience.

In addition, Route 9 meanders through natural marshes and crosses waterways offering spectacular views and good fishing. The challenge is to provide a safe environment for all travelers whether they come to fish, observe birds and other wildlife, or to enjoy the scenery. With birders from all over the world already coming to the Bayshore and Byway, access to public lands is a strategy to avoid or discourage trespassing on private lands. This can be accomplished by improving facilities so people can learn about and experience the wonders of Delaware's Wild Side.



Boardwalk Trail at Bombay Hook National Wildlife Refuge

5. Providing coastal town place-based economic development.

The individual histories, characteristics and personalities of the local Bayshore towns are a Delaware treasure. The ability of each local town to develop economically to insure its survival as well as its place in the living history of the Bayshore is a critical component of the Byway program. Supporting the individual needs of the towns that have difficulty with generating sufficient revenues requires constant attention. The challenge is assisting each community



Antiques Shop in New Castle. The theme of this shop fits perfectly with the character of New Castle.

to encourage businesses that are compatible with the desired vision for the Discovery Zone and growth that is sustainable with the Bayshore character.

Below are the additional strategies that are organized under the CMP Goals. The top overarching strategies listed above are integrated in this section, which addresses challenges while capitalizing on the opportunities of the Bayshore and Byway. The priority strategies are the foundation for the CMP Action Plan.

5.2.1 GOAL 1: BRAND AND MARKET THE BAYSHORE AND THE BYWAY

CMP BYWAY MARKETING PLAN

The Corridor Management Plan process has renewed interest in the need to brand and market Delaware's Bayshore and Byway. As noted by the tourism community, it will be critical to also address the lack of visitor amenities and services first. Even though there is a lack of services, moving forward to plan for and undertake the necessary studies and analysis to brand and market should not be delayed.

1.1 Develop a Marketing Brochure.

Within the first year, DNREC in coordination with the BMO will develop a brochure to provide information about and promote the Bayshore. Funding for this product has been secured.

1.2 Coordinate with Delaware Tourism Office's Outdoor Recreation Trail Program

The first year's goal is to link the Byway to the Outdoor Recreational Trail Program with cross promotional literature coordinating with the recreation trails with the Byway and the Discovery Zones.

1.3 Prepare an Economic Development Study

The low level of visitation to many areas of the Byway Corridor is not conducive for visitor-related service businesses to thrive. This strategy focuses on building visitor services in the Community Discovery Zones. Undertake a study of the existing and potential traveler, tourist market, and the amenities that will improve the visitor experience as well as increase stays. Through the study, identify the best ways to advise and encourage viable local businesses that are unique to the corridor to take advantage of new business opportunities. Lastly, use the study to support and respect the needs and desires of local residents and identify the levels of tourism so that the provision of facilities and services for visitors is appropriately and economically staged. Establishing the Bayshore and Byway as a global eco-tourist destination suggests that visitor services, such as lodging, may need to include more rustic accommodations associated with the extensive public land assets. Hotel, lodges and inns, or any new development to meet the visitor needs should be designed sustainably and fit into the natural character of the area.

1.4 Prepare a Brand Development and Marketing Plan

Positioning the Bayshore and Byway as a unique eco-tourism and heritage tourism destination within its economic potential is a second step once the target market is understood. It is important to determine the audience that might be marketed to. It could include school children and birders to history buffs, boaters, and outdoor enthusiasts. It will be also helpful to understand how each target market can best enjoy, learn from, and become stewards of the Bayshore and each of the Discovery Zones.

1.5 Market the Discovery Zones.

In order to effectively make the Discovery Zone experience a reality and a quality one, the following actions are critical to attracting residents and visitors:

- Hire or assign a designated person to facilitate efforts for all the Discovery Zones.
- Advertise and market the Discovery Zones.
- Provide for a coordinated sign system following the principles of the MUTCD.
- Continue communication between and among the Discovery Zone Leaders and Byway Stakeholders.
- Continue to seek public and private funding sources to support the programs and marketing effort.



Design images of local architecture

1.6 Update Discovery Zone and Venue Marketing Plans

To effectively integrate the Discovery Zones and other Byway venues, it will be important that each examine any existing marketing plans and update them accordingly to align with and take advantage of the Bayshore-wide Branding and Marketing Plan. This effort can re-energize plans that may be outdated or stale, capitalize on marketing packages and stimulate an increase in visitation where desired.



Design images of eco-tourism lodging
Photo credits – www.ecotourism.org)

1.7 Prepare Design Guidelines

The Bayshore is recognized for the conservation efforts that have succeeded in retaining and protecting the treasured natural and historic assets. There is a visual image of the area's character and sense of place. In order to retain the visual characteristics of the Bayshore while attracting businesses, residents and visitors, it is critical to develop guidelines for new development that is fitting and sensitive to the coastal communities and open space. Steps in this process could involve:

- Looking at and documenting design elements that reflect the local architecture and landscape;
- Examining eco-tourism best practices; and

- Developing guidance to assist in helping to define what the BMO and each Discovery Zone desire in future development patterns and design.

1.8 Construct a Bayshore Visitor Center

Strategically locate a center along the Byway to promote the Bayshore and provide amenities,



Visitor center for the Adirondack Scenic Byways, NY



Big Bear Discovery Center, Rim of the World Scenic Byway
Credit – National Scenic Byways

such as an information kiosk, exhibits, restrooms, café or restaurant, and a picnic area to promote and attract an increase in visitation. A facility of this scope does not exist and will expand a desired and necessary major visitor amenity.

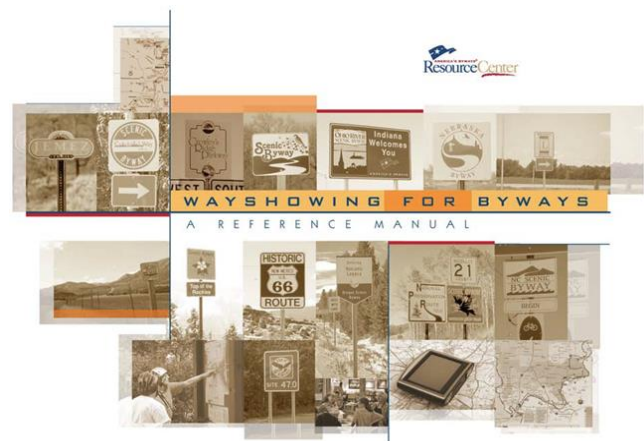
1.9 Develop Byway Gateways

There are three levels of gateways that emerged during the CMP process. Each of the following gateways may include elements of wayfinding and visual enhancements:

- Gateways that provide access to the byway from major highways (I-95 corridor at the northern end of the byway to Delaware City).
- Gateways that offer a visual cues along the byway (northern and southern ends of Route 9).
- Gateways that link the traveler to each of the Discovery Zones.



Existing entrance sign for a byway attraction
– John Dickinson Plantation



Wayfinding for Byways: A Reference Manual, by David L. Dahlquist Associates. www.DDAForum.com

1.10 Implement a Byway Sign Plan

Signing and other communications directing travelers along and to the byway attractions and Discovery Zones is inconsistent or non-existent. The challenge is to develop a comprehensive way to communicate the byway story, attractions and services to visitors. This effort would have a regional component focused on the Byway and Bayshore with a local component for each Discovery Zone. It would involve all media including signing, printed materials and the web. There would be two purposes of the program: navigate and educate. Implementation involves actions under each CMP goal:

- Branding and Marketing the Bayshore and Byway
- Conserving the Natural Environment
- Supporting Community Aspiration
- Enhancing the Natural Environment
- Maintaining the Context, Safety and Character of Route 9
- Interpreting the Bayshore and Educating current and future generations
- Managing the Byway as an ongoing enterprise.

STRATEGIES FOR GOAL 1: Brand and Market the Bayshore and the Byway				
Rec. No.	Strategy Title	Description	Lead Stakeholder	Supporting Stakeholders
1.1	Marketing Brochure	Design, develop and produce a marketing brochure	BMO	DEDO, DNREC, Tourism Agencies, DNREC, Municipalities, Counties
1.2	Delaware Tourism Office's Outdoor Recreation Trail Program	Link with the Delaware Tourism Office's Outdoor Recreation Trail Program for cross promotion of the Byway and the Trails	BMO	DNREC, Coastal communities
1.3	Economic Potential Study	Estimate the economic potential of the Bayshore to understand current and future audience and marketing efforts from which to develop the Byway Branding and Marketing Plan.	DNREC	Discovery Zone Leaders, Kent County, New Castle County, DelDOT, Greater Wilmington Convention and Tourist Bureau, and Greater Dover Convention and Tourist Bureau

STRATEGIES FOR GOAL 1: Brand and Market the Bayshore and the Byway				
Rec. No.	Strategy Title	Description	Lead Stakeholder	Supporting Stakeholders
1.4	Brand Development and Marketing Plan	Positioning the Bayshore and Byway as a unique eco-tourism and heritage tourism destination within its economic potential is a second step once the tourist target market is understood.	DNREC	DNREC, Discovery Zone Leaders, Kent County, New Castle County, DeIDOT, Greater Wilmington Convention and Tourist Bureau, and Greater Dover Convention and Tourist Bureau
1.5	Market the Discovery Zones.	Position the Discovery Zones to attract residents and visitors.	BMO	DEDO, DNREC, Greater Wilmington Convention and Tourist Bureau, Kent County and Greater Dover Convention and Tourist Bureau
1.6	Discovery Zone and Venue Marketing Plans	Each Discovery Zone and venue should re-tool and update their plans to fit under the umbrella of the Bayshore-wide Branding and Marketing Plan.	Discovery Zones, Venue managers	DEDO, Greater Wilmington Convention and Tourist Bureau, Kent County and Greater Dover Convention and Tourist Bureau
1.7	Design Guidelines	Prepare guideline for eco-sensitive visitor services and amenities using global best practices as a reference	TBD	DNREC, County and local government, private developers and builders
1.8	Bayshore Visitor Center	Strategically locate a center along the Byway to promote the Bayshore and provide amenities.	TBD	Private and public partners
1.9	Bayshore Gateways	Develop a hierarchy of gateways that provide visual cues and access to the Byway, the Bayshore and the individual Discovery Zones.	BMO	DeIDOT, DNREC, Municipalities
1.10	Byway Sign Plan	Coordinate and develop a comprehensive approach to signing the entire Byway corridor. Initial signing in 2013	BMO	Counties, Municipalities, Discovery Zones, DEDO, DHCA

5.2.2 GOAL 2: CONSERVE THE NATURAL ENVIRONMENT

CMP ENHANCEMENT PLAN

Assuring an excellent quality Byway experience is at the heart of the Corridor Management Plan. This CMP strategy focuses on the conservation of this treasured area for generations to come – the natural environment integral with the working, historic and cultural landscapes, and scenic views. The Byway counties and local municipalities are significant partners in protecting the valuable character of their communities. Recognizing, preserving, enhancing or improving the “view from the road” is a critical element in sustaining the Bayshore character and sense of place. This strategy works toward assuring that all stakeholders understand the implications of new development on the byway landscape, which results in a commitment to find solutions to meet the challenge.

2.1 Protect the context of the Byway

The Byway counties and local municipalities are significant partners in protecting the valuable character of their communities. Recognizing, preserving, enhancing or improving the “view from the road” is a critical element in sustaining the Bayshore character and sense of place. This strategy works toward assuring that all stakeholders understand the implications of new development on the byway landscape, which results in a commitment to find solutions to meet the challenge. It is recommended that the local, county and state government agencies review how development has occurred in the Byway Corridor, determine whether the policies and regulations in place are successful in preserving the byway character and context and define best practices that can guide future decision-making.

2.2 Prepare a Scenic Conservation Plan

Preparing a Scenic Conservation Plan overlaps and aligns with each of the other strategies under Goal 2. Each strategy is recommending steps to assure that the view from the road continues to be scenic. The Scenic Conservation Plan would identify properties, if any, that may have a negative impact on the byway’s scenic qualities or are in danger of being developed within an important viewshed. This Plan would also assist with the other implementation actions to conserve the agricultural and natural environment. This CMP has already mapped the protected lands. It also provides a comprehensive understanding of the various organizations and agencies already working toward conservation. It is important for the management organization to work with and support all stakeholders in continuing their conservation efforts to maintain the byway qualities and Bayshore character. It is important that all stakeholders are involved in drafting a plan for scenic conservation. Working with current property owners has revealed most are public spirited and are supportive of the Byway. However, as private property owners, they expect their property rights to be respected. Accordingly, this action must provide avenues to solicit voluntary cooperation and benefit to the landowner within the viewshed.

2.3 Conserve the viability of the agricultural base.

The agricultural landscape along the Byway contributes to why people travel here; tells a story about the region's history; and continues to provide a livelihood for many. The CMP supports every effort to sustain farming for future generations and in doing so provides for a viable locally based economy while maintaining the beauty of the rural landscape. To improve coordination by DeIDOT, DNREC, the Delaware Department of Agriculture, and the counties involved with the farming community, a more seamless, predictable and dependable system will provide assistance and encourage farming. Arrange for agency coordination through the BMO to define specific actions for implementing the system.

2.4 Hold a Forum on Preserving the Byway Character and Context

This strategy may be a good first step toward achieving Goal 2. It presents an opportunity to bring together public and private stakeholders for a discussion that explores in greater detail implementation mechanisms to preserve the byway character. It has the potential to explore which of the CMP strategies are feasible and practical because there is support for them and the resources in place to achieve them. It also presents a forum to generate new ideas. Building and land development, utilities, bridges and signs are some of the land use and transportation elements to consider in measures that can preserve the byway character and context. This strategy should be held on a periodic basis.

2.5 Addressing Sea Level Rise

The lead agency addressing sea level rise in Delaware is DNREC and its Sea Level Rise Advisory Committee. It is recommended that the vision and goals for the Byway and Bayshore are integrated into the decision-making of the Committee. It is also important for the BMO to coordinate with and keep informed of the Committee actions. This will help to address the flooding that is becoming more common along Route 9 and along the coast. As it is anticipated that the Corridor Management Plan will result in more visitation to the Discovery Zones, the key challenge will be to manage visitation in a safe manner so as not to create an emergency situation during times of flooding. It is also imperative to assure that the qualities for which this byway was designated remain for travelers to enjoy.

STRATEGIES FOR GOAL 2: Conserve the Natural Environment				
Rec. No.	Strategy Title	Description	Lead Stakeholder	Supporting Stakeholders
2.1	Measures to protect the view from the road.	Use existing zoning and policies that reduce sprawl and encourage development in and near the Bayshore communities where infrastructure is already in place.	BMO	DNREC, Department of Agriculture, Delaware Wild Lands, private property owners
2.2	Scenic Conservation Plan	Work with property owners whose land includes important viewsheds and identify options for the property owner to retain land value while preserving the viewshed.	BMO, County	Property owners New Castle County Kent County DNREC Delaware Wild Lands, Local government
2.3	Intergovernmental Coordination on issues important to the agricultural community	Develop an 'ombudsman' to assist the agricultural community in dealing with multiple governmental agencies	Department of Agriculture	DNREC, DeIDOT, County Government
2.4a	Hold a Forum on Preserving the Byway Character and Context.	Bring together the local, county and state government agencies to a forum to consider Byway issues and the state of the Byway and the Discovery Zones	BMO	Local, county and state agencies, Byway and Bayshore stakeholders, non-profits, private citizens.
2.4b	Define Best Practices for Complete Communities	Study best practices that can guide future decision-making by government agencies and private developers.	DeIDOT, New Castle and Kent County Planning and Zoning Divisions	Local, county and state agencies, National Association of Realtors
2.5	Sea Level Rise Adaptation Plan	Monitor the actions of DNREC's Sea Level Rise Advisory Committee	DNREC, BMO	Discovery Zone Leaders State Agencies -- DNREC divisions, DeIDOT, Tourism

5.2.3 GOAL 3: SUPPORT COMMUNITY ASPIRATIONS (COMMUNITY DISCOVERY ZONES)

CMP MARKETING, INTERPRETIVE AND ECONOMIC DEVELOPMENT PLAN

Visitors choose to travel on scenic byways for the same reasons that people choose to live in byway communities – because of a unique sense of place or identity. Route 9 connects the Bayshore communities that are vital assets to both residents and visitors. They are conceived as Discovery Zones, and include the City of New Castle, Delaware City, Port Penn, Odessa, Leipsic and Little Creek. Not only did each community grow differently, each has aspirations and plans for the future, which reflects their individual uniqueness while collectively recognizing the mutual benefits of working toward a unified brand. All of the Discovery Zone strategies are consistent with the goals and objectives of the Byway and can be found in Chapter 3. In addition, the following strategies focus on efforts to collectively support individual Discovery Zone desires.

3.1 Build Collaboration

This is an ongoing strategy to collaborate with public agencies, not-for-profit and for-profit organizations, property owners, residents and others to help meet the community aspirations in each Discovery Zone. In some cases, partnerships already exist. In other cases, new partners have been identified in planning for community desires. Each Discovery Zone should reach out to partners as actions are planned for as well as during and after implementation. Celebrating accomplishments is equally important in building trust and long lasting partnerships.

3.2 Plan for Place-sensitive Economic Development

Each Discovery Zone has some interest in attracting small business owners and individuals in developing amenities and services for residents and visitors (see Chapter 3 for specific potential programs). In part, this strategy is aligned with other CMP strategies involving protection of the byway character, compatible commercial signs, telling the story and managing the natural resources. Collectively, the BMO with the Counties, municipalities and state agencies can develop guidance to encourage development in context with the natural and historic assets of the Byway and Bayshore.

3.3 Plan for and Implement Wayfinding for each Discovery Zone

Within each Discovery Zone, the Manual of Uniform Traffic Control Devices (MUTCD) that standardizes the type, size and design of sign permits along roads and highways. There are several different alternatives for wayfinding signs. As part of a comprehensive Sign Plan, each Discovery Zone is encouraged to work with the BMO, DelDOT and DNREC to select the locations and what will work best for a given community to highlight their unique venues and characteristics. The selection of signs for each Discovery Zone will be integral to a uniform wayfinding system developed for the entire Bayshore and Byway.

Visitor services such as food, lodging and restrooms are, particularly in the rural sections, sparse or non-existent. Today, these services are found in New Castle and Delaware City. Additional

services are also available in nearby areas such as in Dover, Smyrna and Middletown. The wayfinding system should provide guidance to visitors for all services. Individual recreational

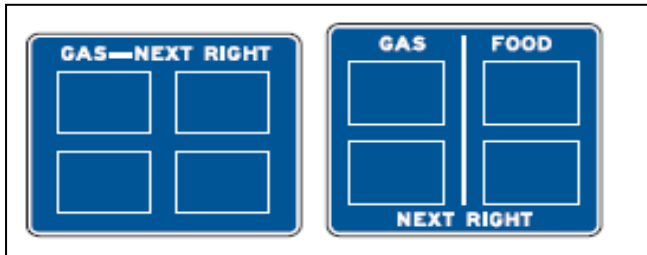


Figure 5-1: Motorist Service Signs. These signs are designed to direct motorists to traveler services off the main road.



Figure 5-2: Examples of Recreational and Cultural Interest Signs.

venues will also be signed on the Byway, roads leading to the Byway or within the Discovery Zones.

The illustrations on the next page provide guidance for the Discovery Zones. The one on the left illustrates an example of a sign that is used in areas where attractions or venues are in close proximity to one another. The second example on the right is used in areas where attractions or venues are located in different districts. In this case, each district is assigned a color and the green signs direct visitors by color to each district.

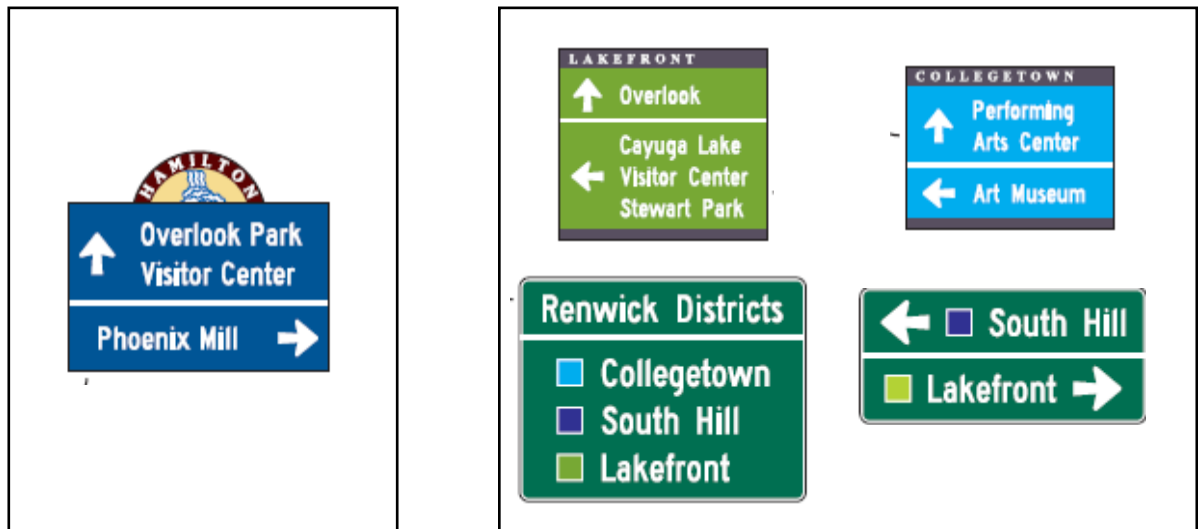


Figure 5-3: Wayfinding Signs. These signs are typically used in cities, towns and villages.

3.4 Monitor Outdoor Advertising

Because outdoor advertising or billboards are not permitted along designated State and National Scenic Byways, permits submitted to the DeIDOT will be denied. It is important, however, to monitor any permits that may be submitted outside of the byway corridor but might be visible from the byway, its attractions and Discovery Zones. The monitoring of outdoor advertising is expected to be a minimal effort but one that will require assuring that each jurisdiction and agency is aware of the byway designation and the restriction on outdoor advertising.

3.5 Address Commercial Signs

In developing a more detailed Sign Plan for the Bayshore, design guidance and local regulations are critical elements in assuring that commercial signs are place-sensitive. Factors such as location, size, color, lighting and other factors could be part of a sign ordinance for signs along the Byway in historic areas. New Castle, Delaware City and Odessa already control signing. Leipsic and Little Creek could benefit from place-sensitive signs.

STRATEGIES FOR GOAL 3: Support Community Aspirations				
Rec. No.	Strategy Title	Description	Lead Stakeholder	Supporting Stakeholders
3.1	Collaborative Partnerships	Each Discovery Zone has identified partners they wish to collaborate with to achieve aspirations and goals for their community.	Discovery Zones	Varies by Discovery Zone
3.2	Place-sensitive Economic Development	The byway communities have the potential to capitalize on the existing infrastructure of these bay hamlets and towns to encourage entrepreneurial businesses through a main street approach.	Discovery Zones	Delaware Main Street, Varies by Discovery Zone
3.3	Wayfinding Signs	Examine the location and design of signs to direct visitors to services, recreational activities and other venues.	Discovery Zone Leaders	BMO, DelDOT, DNREC
3.4	Outdoor Advertising Signs	Monitor requests for permits to install outdoor advertising.	Discovery Zone leaders	Kent County Planning Department, New Castle County Department of Land Use, DelDOT
3.5	Commercial Signs/Sign Plan	Insure that applicable signing ordinances in the incorporated towns and in the unincorporated areas produce signs that are within the context of the area.	Discovery Zone leaders	Kent County Planning Department, New Castle County Department of Land Use, DelDOT

5.2.4 GOAL 4: ENHANCE ACCESS TO AND USE OF THE NATURAL AREA DISCOVERY ZONES

DNREC manages the state-owned natural areas of the Byway and the US Fish and Wildlife Service manages Bombay Hook. Management practices in both agencies balance public access with preservation and conservation of the natural areas. In setting the balance, many factors are considered such as the ability of each to accommodate the public in a safe manner and the impact of the public on the natural area. The agencies know that public access is one way of generating support for the resources through education and recreational activities. But they also know that they must manage this access or the resource would be jeopardized. The following strategies are designed to augment the efforts of the agencies without altering the balance each strives so hard to maintain.

4.1 Execute National Scenic Byways Program Grant

This project will enhance and/or create scenic overlook areas at five sites in three state wildlife areas along the Byway. Improvements will vary based on the site conditions and the location of the facility, which could include parking areas, restrooms, walking trails, interpretation, signs and wildlife observation towers/platform. DNREC and others recognize the global recognition of the Bayshore and desire to plan for these facilities that reflect that and are appropriate to the local conditions and desires of residents and travelers. To accomplish this, undertaking a design workshop to develop these facilities is being recommended. The workshop will include with biologists, wildlife managers, architects and landscape architects and others. It will examine designs that will integrate the sea level rise challenge and reflect the natural character of the Bayshore. The result of this workshop will guide the planning, design and construction of scenic overlook areas for wildlife viewing and the supporting amenities.

4.2 - 4.8 Prepare Literature for the Public and Correlate with Signing

Both DNREC and the US Fish and Wildlife Service prepare brochures and maps of fine quality. Printed and electronic literature as well as signs that correlate to the literature will go a long way to make the resource areas more accessible.

STRATEGIES FOR GOAL 4: Enhance the Natural Environment				
Rec. No.	Strategy Title	Description	Lead Stakeholder	Supporting Stakeholders
4.1	Execute NSB Program Grant	Design of site facilities at various DNREC locations will enhance wildlife viewing opportunities.	DNREC	DelDOT
4.2	Guide to Bayshore Flora and Fauna	Design and production of a Bayshore guide that will engage the visitor with the Discovery Zones with a fun, informative and educational focus. (Electronic and hard copy)	DNREC	Discovery Zone Leaders
4.3	Bayshore Habitat Guides	Design and produce a Bayshore Heritage Habitat Guide.	DNREC	
4.4	Blueway Trail Guide	Design and production of a water-proof and online guide to the waterways and boating activities within the Bayshore.	DNREC	Boating industries and businesses, paddling outfitters.

STRATEGIES FOR GOAL 4: Enhance the Natural Environment				
Rec. No.	Strategy Title	Description	Lead Stakeholder	Supporting Stakeholders
4.5	Guide to Bayshore Recreation	Design and production of a Bayshore guide to recreational activities that will engage the visitor with the Discovery Zones, e.g. Lake Erie Public Access Guide. (Electronic and hard copy)	DNREC	DeIDOT, Delaware Greenways, sport clubs – fishing, hunting, hiking and bicycle, Birding clubs (Delmarva Ornithological Society, Sussex Bird Club), paddling outfitters, photography clubs, communities.
4.6	Delaware River Sojourn	Partnership opportunity to extend and participate in the annual Delaware River Sojourn in NY, PA and NJ, a paddling adventure established to heighten awareness of, and appreciation of the ecological, historical, recreational and economic significance of the Delaware River.	Tidal Delaware Water Trail	DNREC, US Fish and Wildlife – Bombay Hook, Discovery Zones Note: This is a Pennsylvania led event. It should be extended into Delaware.
4.7	Brochures	Generate a series of brochures for the nature-based Discovery Zones.	DNREC, US Fish and Wildlife	Discovery Zones, non-profits such as Delaware Nature Society, Delaware Ornithological Society, Delaware Native Plant Society, The Nature Conservancy, Delaware Wild Lands
4.8	Wayfinding Signs	Work with the BMO and DeIDOT, to identify sign locations to direct people to the Natural Area Discovery Zones	DeIDOT	BMO, DNREC, US Fish and Wildlife, Discovery Zones

5.2.5 GOAL 5: MAINTAIN THE CONTEXT, SAFETY AND CHARACTER OF ROUTE 9

Route 9 is a state –owned roadway that links the community of the Delaware Bayshore together. It is a series of roadways designed and built at different times to different design standards in effect at that time. The net result is a roadway with different cross sections and utility. Yet, for its differences, it is relatively congestion free and operates fairly safely. However, it must provide safe and efficient service to its users, within the context of the Byway character, which includes the landscape of the Bayshore but

with a focus on the transportation network. Context is a key factor in all future planning for the Byway as “the road less traveled”. Accommodating all users within the byway corridor is not only a requirement of the Byways Program but a desired intent of this goal. The users of the Byway include residents and businesses, farmers and waterman. But also included are recreational users such as birders, anglers, hunters, kayakers, sight-seers and folks that just want to experience the road less traveled. Byway planning must accommodate:

- All motorized vehicles that travel on Route 9 from automobiles to trucks to farm equipment
- Cyclists that use Route 9
- Pedestrians that want to access Route 9 and the byway-wide attractions; and
- Boaters that use the waterways.

5.1 Implement Context Sensitive Design

The context of Route 9 needs to adhere to and embrace the vision of the byway as ‘the road less traveled’. It should not be designed to accommodate interstate traffic; Route 1 serves that need. Nor should it be designed for commercial traffic other than the commercial traffic destined for the farms and businesses along its route. Sections of Route 9 contain shoulders and have an improved alignment. Except to correct for safety deficiencies, little improvement is required.

However, about half of the length of the Byway consists of a road without shoulders, with some of those sections having a drainage ditch or a drop-off to wetlands or coastal flood zone immediately adjacent to the travel lane, sometimes protected by guardrail, sometimes guardrail is not warranted. This cross section is not forgiving and conducive for the movement of farm equipment or bicyclists. Accordingly, this Plan recommends a minimum cross section for Route 9 where no shoulders currently exist. Figure 5-4 illustrates the cross section. The figure depicts marshland on the left and a farmed field on the right. It also shows a turf shoulder on both sides of the roadway. The turf shoulder retains the context of the existing roadway, making it more forgiving for errant vehicles and enables farm equipment to travel with one wheel on the turf and one on the pavement without encroaching on the left side of the double yellow line. The minimum width of travel lane is recommended to be 10 feet.

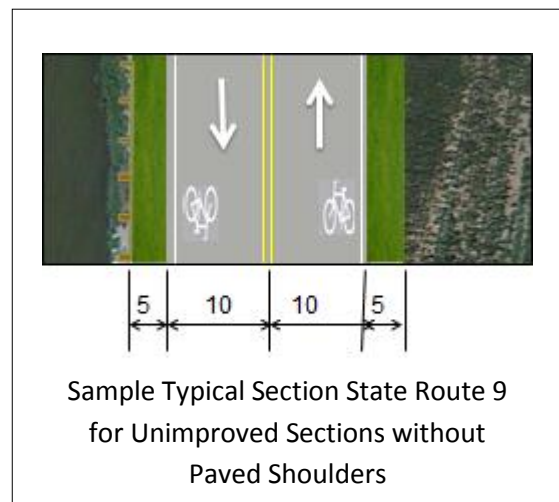


Figure 5-4: Proposed Context Sensitive Section
Note: Bicycle symbol denotes a shared lane in which bicycles share a lane with motorized vehicles and in this case does not denote a pavement marking.

Ornamental traffic signal and highway lighting poles, when warranted, should be of the ornamental type in the towns and villages.

5.2 Plan for Bicycles

The bicyclists using Route 9 are, by and large, experienced and know how to share the road with vehicles. They typically are used to bicycling longer distances and at higher speeds than the less experienced bicyclists. But families and less experienced bicyclists should be encouraged to bring their bicycles to the Discovery Zones and along the trails of the Discovery Zones. Improvements to the trail system should focus on linking the Discovery Zones and their attractions, and providing for bicycle friendly facilities for the less experienced cyclists.

As noted in Figure 5-4, bicyclists will share the travel lane with vehicles for about half of the length of the Byway. In locations where vehicles might not expect bicycles, share the road signs would be a reminder to both modes of travel to be on guard.

5.3 Plan for Transit Service/Tour Buses

While the City of New Castle has some public transit service (Routes 15, 27) and a route comes close to Delaware City (Route 25), there is very little transit service. However, tour buses could be expected to increase in the future as the Discovery Zones step up their activity levels. The City of New Castle has the makings of a bus plan and is providing for tour bus parking. Delaware City's streets and municipal parking areas provide for bus operations. Bombay Hook provides for buses. Odessa, Leipsic and Little Creek can accommodate bus movement along Route 9 and Route 299. The John Dickinson Plantation accommodates buses. DNREC's wildlife areas are not currently accessible to tour buses. Wildlife area facilities are not built to accommodate tour bus traffic. Tour bus traffic would create disturbance to the natural environment and to wildlife, and there are safety issues when wildlife areas are open to hunting at certain times of the year.

5.4 Develop Pull-Off Areas

As previously noted, pull-off areas for birding, fishing and enjoying the view are strongly recommended for implementation. A byway-wide plan for defining future locations for scenic overlooks and recreational pull-off areas needs to be developed. Locations should be examined where scenic views, fishing areas and birding viewing areas have been identified. Wherever possible they should be located on publicly owned land to avoid conflict with private property owners.



Route 9 North of Port Penn. Note the 'unofficial pull-off area in the foreground in the picture on the left and the parked vehicle in the background in the picture on the right. Strategically placed pull-off areas would be a benefit to anglers, birders and photographers.

Locations might include bridges north of Port Penn and near Old Flemings Road, as well as near the John Dickinson Plantation.

There are many basic pull-off area designs. Figure 5-5 illustrates the elements of a full-service pull-off area. In some cases, a smaller pull-off area, similar to a bus stop in a suburban area or simply a wider shoulder is all that is needed.

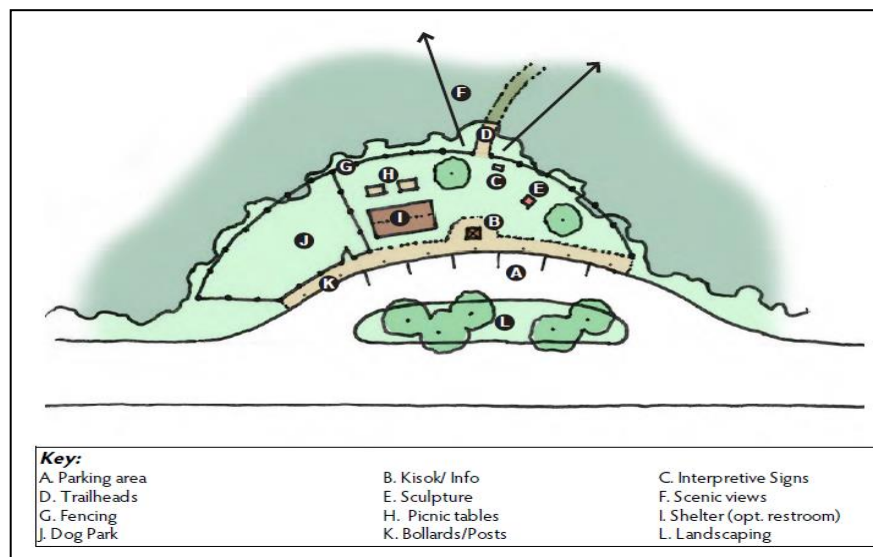


Figure 5-5: Elements of a Scenic Pull Off area.

Source: Green Mountain Byway, Vermont, Resource Systems Group.

5.6 Accommodate Fishing

Fishing from the bridges along Route 9 is a longstanding tradition and part of the byway charm. DelDOT has responded to this tradition by providing a walkway on bridges that they reconstruct. There are several structures that do not have walkways. The Plan recommends that a typical

section for bridges along Route 9 be established to accommodate a walkway, safe access to the bridge and parking. This should be coordinated with locating pull-off areas for scenic and wildlife viewing – there are opportunities to combine them together and minimize the cost of construction and paved surfaces, and effectively design them in a unified and comprehensive fashion.

For structures that have been reconstructed without a walkway like Taylors Bridge and the bridge over the Leipsic River, a separate pedestrian walkway should be designed and constructed.



Bridge on Route 9 over Smyrna River and aerial view of Smyrna River

5.7 Wayfinding Sign Plan

It is important that there be coordination among the Discovery Zones, DelDOT and the visitor and tourism industry in deciding sign messaging, what to sign and sign placement. This sign-planning effort will assure that signs are minimized to avoid clutter while providing for an attractive and informative system. Within each Discovery Zone and along Route 9, there are few signs and what is present is inconsistent. There are three types of signs that need to be planned:

1. Wayfinding within each Discovery Zone. This effort would be locally led and be geared to the venues within each Discovery Zone.
2. Wayfinding over the entire Byway Corridor leading to each Discovery Zone and the major venues in between.
3. Byway signing to denote the route of the Byway.

In addition to Discovery Zone signs, the Wayfinding Plan should integrate directional signs to be located on major highways and roads outside of the Byway and Bayshore, and along the Route 9 Byway. The purpose of this signing is to direct visitors to the Byway and Bayshore. These signs are generally found in Chapter 2L of the Manual on Uniform Traffic Control Devices (MUTCD) and have a brown background with white letters. They could also have the Byway logo or a Bayshore logo if one is developed. If both logos are desired, they could be provided on auxiliary

sign panels. Along the Byway, the brown and white signing is recommended to continue for each Discovery Zone.

A priority action of the Sign Plan is to define the locations for the placement of the Delaware byway signs on the Byway route. Coordination by the BMO with DeIDOT is essential in identifying locations and sign type along with fabrication and installation of them.

5.8 Routine DeIDOT Actions

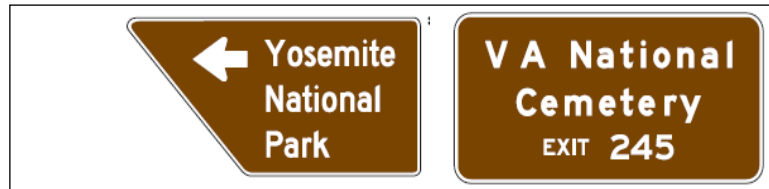


Figure 5-6: Attraction Signing. These signs would be used along Route 9 and the roads leading to the attractions.

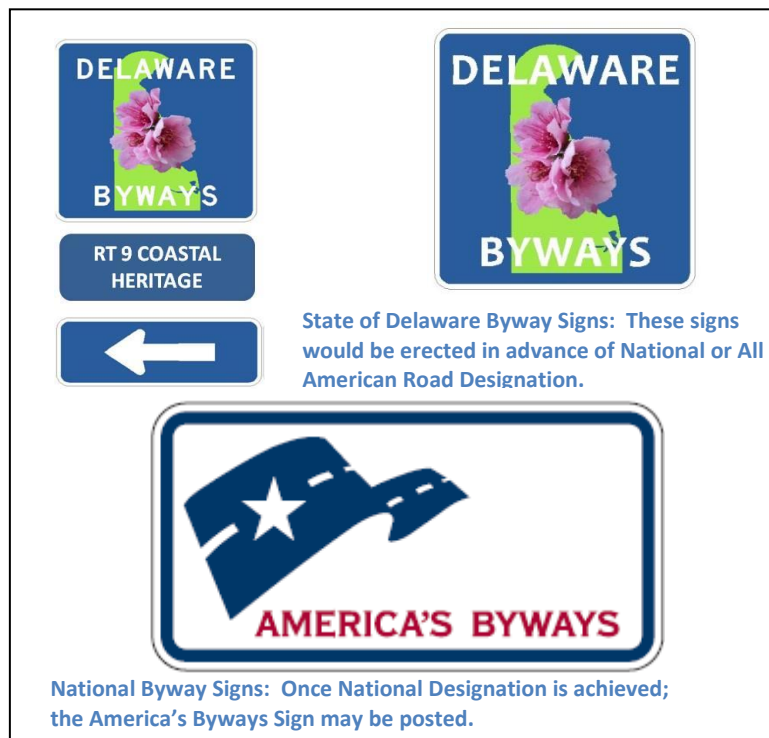


Figure 5.7: Byway Signing

From time to time, DeIDOT offices are presented with requests for approvals by private or quasi-public entities such as utility companies.

- Access permits: There are a number of un-acted upon developments or newly proposed developments that, if renewed, would necessitate a driveway access review. The currently used access design standards should be adapted to the context of the Byway. Currently, there is only one set of standards approved for statewide use and the

standards are applied fairly uniformly. Driveways, like intersecting public roadways need to be context sensitive and designed in accordance with the DelDOT publication, *Context Sensitive Solutions for Delaware Byways*.

- **Utility Permits:** Utilities have a right to use public roadway rights of way to run their facilities. Routing the utilities along the Byway is a foregone conclusion. However, the utility companies should work with DelDOT to develop routes that avoid the Byway and when not possible, utilize facility designs that are underground. As a last resort, make their appearance as context sensitive as possible. For example, north of Leipsic, a run of power poles was installed. The design of the poles is not sensitive to the viewsheds in the area.

STRATEGIES FOR GOAL 5: Maintain the Context, Safety and Character of Route 9				
Rec. No.	Title	Description	Lead Stakeholder	Supporting Stakeholders
5.1	Context Sensitive Design	Develop and implement a standard typical section for the unimproved section of Route 9.	DelDOT	DNREC (environmental permitting)
5.2	Bicycles	Provide signing and pavement markings for bicycles in accordance with DelDOT standards.	DelDOT	Delaware Bicycle Council, Bike Delaware, DNREC
5.3a	Bus Planning (1)	Monitor for the need to provide scheduled transit services	DART	Discovery Zones, DelDOT
5.3b	Bus Planning (2)	Upgrade provisions for charter buses in the Discovery Zones	Discovery Zones	Greater Wilmington Convention and Tourist Bureau, and Greater Dover Convention and Tourist Bureau
5.4	Pull Off Areas	Provide pull off areas for birding, observing wildlife and general scenic viewing. Develop design standards for pull off areas.	DelDOT	DNREC, Discovery Zones
5.5	Fishing from bridges	Accommodate fishing from the Route 9 bridges by constructing separate walkways and parking areas where needed.	DelDOT	DNREC, Discovery Zones

STRATEGIES FOR GOAL 5: Maintain the Context, Safety and Character of Route 9				
5.6	Pull-off Areas for Fishing	Examine locations for pull-out areas and fishing spots to strategically define where they should best be located, what the purpose of the pull-out is, and how they are distributed along the byway.	BMO DNREC DelDOT	Discovery Zone Leaders, Utility Companies, property owners
5.7	Wayfinding and Visitors Service Signing	Develop a signing plan for the Bayshore, Byway and each Discovery Zone	DelDOT DNREC BMO	Greater Wilmington Convention and Tourist Bureau, and Greater Dover Convention and Tourist Bureau DNREC, Statewide Tourism, Kent County Tourism, Discovery Zones
5.8	Permitting along Route 9	Work with and monitor permits that could improve access or impact the quality of the view from the road.	DelDOT	Counties, Municipalities, Discovery Zones

5.2.6: GOAL 6: INTERPRETING THE BAYSHORE BYWAY AND EDUCATING PRESENT AND FUTURE GENERATIONS

CMP INTERPRETIVE PLAN

The Bayshore and the Byway are initiatives that not only have the support of all levels of government; each has the support of Delawareans of all walks of life. Generations of Delawareans who have come before us have done yeoman's work to preserve the Bayshore and look to this generation and future generations to do their share. The only way to continue this legacy is to pass this legacy down to future generations through education and continued interpretation of the area's intrinsic values, both cultural and natural.

Telling the story of the Bayshore's ecology is fundamental for helping Byway visitors understand our human connection with nature and the vibrant reasons for protecting the land and water of the estuary. Explaining how the inhabitants of yesteryear made a living from the water and how some commercial watermen still do today are essential chapters in the story. Even the story of the agricultural community is an important element of the story. Understanding why farmers grow the crops that they do and how they did so in harmony with nature in the past and still do so today is vital to appreciating the economic value of the area and character of the landscape and its inhabitants. Today, the Bayshore is a laboratory

that teaches the power of nature through sea level rise, coastal storms and how we attempt to manage a coastline that is rapidly changing. The ways nature sustains us and why we should respect this place is the principal story of the Bayshore Byway.

Telling the story of the Bayshore's cultural history is also compelling and is integral to preserving our past as well as guiding a future vision for the area. The story of conservation champions like Governor Russell W. Peterson, Ted Harvey and others who made a difference in preserving the Bayshore is essential to understanding the significance of the landscape today. Sharing and promoting the roles of Caesar Rodney and John Dickinson in our nation's history is also vital to understanding the significant contribution of those who lived and worked in the Bayshore's past. Interpreting the story of places like New Castle and military installations near Delaware City help to preserve not only the Bayshore's history but also our nation's past.

To raise awareness and reinforce and promote the area's significant natural and cultural history, these stories and themes should be linked together through the Bayshore's education and visitor centers and the programming they offer for school groups and the general public; training workshops offered for teachers and other professionals; interpretive signs and kiosks placed strategically at areas easily accessible by Byway travelers; and printed and through digital media available at key distribution locations and online. Bombay Hook National Wildlife Refuge, Delaware National Estuarine Research Reserve (DNERRR), Aquatic Resources Education Center (AREC), John Dickinson Plantation and Delaware's State Parks all offer places to begin Byway-wide coordination and collaboration on telling the stories of the Bayshore Byway.

6.1 Telling the story.

Compile and develop information about the Bayshore's ecology and culture, past and present, and integrate this information into a more detailed interpretive plan that can be adopted by education, interpretive and visitor centers and wayside areas throughout the Bayshore Byway. To make the story come alive, it is essential to capture oral histories and personal accounts as part of information gathering. Oral histories are powerful ways to communicate a story because people identify with the stories and experiences told by others. Information developed for the Bayshore Byway can be organized across the area overall and by Discovery Zone. Materials promoting the Bayshore Byway story can be distributed by existing education and visitor centers locally and throughout the region.

6.2 Inventory education, outreach and awareness programs and materials.

As part of "telling the story" and developing an interpretive plan, gather and review existing education, outreach and awareness programs and materials to consider ways to enhance these resources; identify ways to bring consistency among key messages for the general public, lesson plans for school groups and training workshops; identify gaps in information; and recommend the development of new programs and materials. Materials that should be part of the inventory are those developed by, but not limited to, DNREC's Division of Fish and Wildlife (AREC), Division

of Parks and Recreation (Ft. Delaware and Ft. DuPont State Parks, Port Penn Interpretive Center) and DNERR (Blackbird Creek and St. Jones Reserve), U.S. Fish and Wildlife Service (Bombay Hook National Wildlife Refuge), Delaware Division of Historical and Cultural Affairs (John Dickinson), and the Partnership for the Delaware Estuary. Examples of existing initiatives that can be evaluated for opportunities to advance Bayshore Byway outreach and awareness include “Delaware Children in Nature/No Child Left Inside”, “Thank You Delaware Bay” and “Celebrate Delaware Bay”.

Though incorporating new elements into school curriculum is very difficult, it is possible to identify ways to align Bayshore field and classroom programs and materials for school children to the K-12 state education content standards, as the education center programs described below are doing. Teacher-training workshops offered by Bayshore education centers could also consider incorporating additional or new elements of Bayshore ecology, culture and history.

6.3 Expand and enhance capacity of existing education and visitor centers.

Existing education centers located throughout the Bayshore Byway in a number of the Discovery Zones offer an opportunity to build upon resources these facilities offer and enhance these sites as sources of information for the Bayshore. Existing facilities that are currently visited by the general public, school groups, teachers, tour groups, community groups and / or decision makers include Fort Delaware State Park, Port Penn Interpretive Center, Aquatic Resources Education Center, Blackbird Creek Reserve, Bombay Hook National Wildlife Refuge, John Dickinson Plantation, Air Mobility Museum, and the St. Jones Reserve. Each is described below and can serve as a baseline upon which to build an enhanced Bayshore Byway visitor experience.

Fort Delaware State Park offers a ½ -mile ferry ride from Delaware City to the fort on Pea Patch Island. A jitney provides transport from the island dock to the granite and brick fortress. Costumed interpreters take visitors back to the summer of 1864. A variety of daily programs are offered for the general public visiting the fort. School programs focus on Civil War history and Delaware's role in the conflict. Students explore the fort, its rooms and its artifacts, and meet costumed history interpreters who show what it was like to live and work in a 19th-century military prison. Park Staff teaches hands-on history, offering field trips and outreach programs for grades 2-12 that relate to Delaware's History Content Standards. A short self-guided trail on Pea Patch Island allows visitors to view wildlife and wading birds that nest on the island. Additional interpretive signs are available along Delaware City's promenade and other interpretive information is available at the State Park gift shop in Delaware City.

The Port Penn Interpretive Center operated by State Parks is located on Routes 9 a few miles south of Delaware City. The Center offers displays and programs that explain the folk life of the historic wetland communities along the shores of the Delaware. Programs and self-guided

walking tours, with interpretive signs, feature the historic homes of Port Penn and the scenic marshlands surrounding the town.

Delaware National Estuarine Research Reserve offers educational programs for K-16 school groups, the general public, communities, teachers, and coastal decision-makers. Components of the education program include student curricula, field trips, outreach programs, teacher professional development, volunteer programs, community and public programming, coastal decision maker workshops, and a wide variety of printed and social media. All education, training, and outreach activities are designed to enhance public awareness of the importance of coastal and estuarine systems and provide opportunities for public education and interpretation. The Reserve 2013-2018 Management plan includes priority visitor facility enhancements for the St. Jones Reserve and the Blackbird Creek Reserve.

The **Aquatic Resources Education Center (AREC)** facility is located in the scenic Woodland Beach Wildlife Area bordering Delaware Bay, and features day-conference facilities and overnight use in a rustic 40-bed lodge. The site includes a 940-foot saltmarsh boardwalk, the outdoor classroom, and nature trails linking salt marsh, fresh and brackish ponds, swamps and vernal pool wetland habitats. Canoes, fishing tackle, nets, water monitoring equipment, and field activity kits are available for loan to educators using the facilities. The AREC staff provides ongoing training and teaches "in-service" workshops in wetlands and environmental education. The AREC facilities are available for use by public/private school groups, youth groups, conservation organizations, non-profit organizations, and government agencies – with educators who conduct Aquatic Education programming receiving scheduling priority. The AREC offers a wide array of programs including Wetland Activities for Delaware Educators, Tri-State Horseshoe Crab/Shorebird Education, Eco-Explorers Programs, Delaware Adopt-A-Wetland, Horseshoe Crabs in the Classroom, Children in Nature Link, Fishing Programs, and Becoming an Outdoors Woman.

Bombay Hook National Wildlife Refuge offers a variety of hands-on nature studies for grades 1-12, allowing students to experience the several habitats on the refuge from tidal salt marsh to freshwater impoundments, upland fields, and forests. Habitat study lesson plans relate to Delaware Science Content Standards. The refuge also offers visitors a 12-mile wildlife drive, five walking trails (2 handicapped accessible), three observation towers, wildlife photography, hunting opportunities, a variety of nature and educational programs, and interpretative displays. The wildlife drive is open from sunrise to sunset daily. The visitor center is open weekdays from 8:00 a.m. to 4:00 p.m. year round. During spring and fall weekends, the visitor center is open Saturday and Sunday from 9:00 a.m. to 5:00 p.m. The visitor center is handicapped accessible and has educational displays and videos.

The **John Dickinson Plantation** offers tours of the plantation using a technique known as character interpretation in which trained historic interpreters depict characters from John Dickinson's era. Character-interpreted tours enable visitors to compare and contrast lifestyles of

the wealthy Dickinson family with those of tenants, poor whites, slaves, and free blacks residing in Kent County during the 1700s and early 1800s. Tours and other interpretive programs take place throughout normal operating hours, but tour groups and school groups schedule in advance for programs or special demonstrations. Several program options are available and school group tours for K-12 complement Delaware's Social Studies Content Standards.

6.4 Improve mobile phone and internet access and associated apps and podcasts.

Mobile phone and internet services are inadequate along several areas of the Bayshore Byway, and yet these services offer a critical way to expand access to information. Improved opportunities to use apps and other electronic tools are needed to tell Discovery Zone stories, and provide information about the Discovery Zone attractions and services. To maximize the capacity of these technologies to deliver real-time information about the Byway, address gaps in cell service. For travelers and other visitors that plan ahead, provide access to podcasts that can be downloaded before entering poor cell-service areas; up-to-date podcasts can help interpret information about attractions and amenities available, and assist Byway travelers with navigation to and from the Byway and within and among Discovery Zones.

6.5 Develop and install a system of interpretive kiosks and signs.

To link the Discovery Zones, together with a consistent story for the Byway traveler, general public and tour or school groups, develop and install a system of interpretive kiosks and signs



Kiosk at the entrance to Boardwalk Trail at Bombay Hook National Wildlife Refuge



One of a number of interpretive panels in Delaware City

that includes outdoor interpretive areas to engage Byway visitors at education and visitor centers, wayside areas, along trails, at historic sites or while boating and paddling the Bayshore waterways. Developing consistent information for interpretive kiosks and signs along the

Bayshore Byway will help unfold the Bayshore story describing the important natural and cultural features in each of the Discovery Zones.

STRATEGIES FOR GOAL 6: Interpreting the Bayshore Byway and Educating Present and Future Generations				
Rec. No.	Title	Description	Lead Stakeholder	Supporting Stakeholders
6.1	Telling the story	Develop the Bayshore Byway story, including gathering and documenting oral histories.	BMO	DNREC's Division of Fish and Wildlife, Division of Parks and Recreation, DNERR, USFWS, Delaware Division of Historical and Cultural Affairs, Delaware Wild Lands, Partnership for the Delaware Estuary, DuPont Clear Into the Future, Manomet Center for Conservation Sciences (Celebrate Delaware Bay), and Discovery Zone Leaders.
6.2	Inventory Education, Outreach and Awareness Materials	Gather and review existing resources, identify ways to enhance them, identify gaps in information and resources, and recommend the development of new programs and materials. Align Bayshore field and classroom programs and materials for school children to the K-12 state education content standards	BMO	DNREC's Division of Fish and Wildlife, Division of Parks and Recreation, DNERR, USFWS, Delaware Division of Historical and Cultural Affairs, Partnership for the Delaware Estuary, and Discovery Zone Leaders.

STRATEGIES FOR GOAL 6: Interpreting the Bayshore Byway and Educating Present and Future Generations				
Rec. No.	Title	Description	Lead Stakeholder	Supporting Stakeholders
6.3	Expand and enhance capacity of existing education and visitor centers.	Build upon existing facilities by expanding and enhancing information and programming offered to include Bayshore Byway interpretation.	DNREC, USFWS and DE Division of Historical and Cultural Affairs.	DNREC's Division of Fish and Wildlife, Division of Parks and Recreation, DNERR, USFWS, Delaware Division of Historical and Cultural Affairs, Delaware Department of Education, Partnership for the Delaware Estuary, DuPont Clear Into the Future, and Discovery Zone Leaders.
6.4	Improve mobile phone and internet access and associated apps and podcasts.	Address inadequate mobile phone and internet service, and develop app and podcast information to improve navigation and interpretive information available on-the-go.	BMO	DNREC's Division of Fish and Wildlife, Division of Parks and Recreation, DNERR, USFWS, Delaware Division of Historical and Cultural Affairs, Delaware Wild Lands, Partnership for the Delaware Estuary, Manomet Center for Conservation Sciences (Celebrate Delaware Bay), and Discovery Zone Leaders.
6.5	Develop and install a system of interpretive kiosks and signs.	Design and install kiosks and signs throughout Bayshore Byway at the Discovery Zones to interpret the Bayshore story for residents and visitors.	DNREC, USFWS and DE Division of Historical and Cultural Affairs.	DNREC's Division of Fish and Wildlife, Division of Parks and Recreation, DNERR, USFWS, Delaware Division of Historical and Cultural Affairs, Delaware Wild Lands, Partnership for the Delaware Estuary, Manomet Center for Conservation Sciences (Celebrate Delaware Bay), and Discovery Zone Leaders.

5.2.7 GOAL 7: MANAGE THE BYWAY

CMP PUBLIC PARTICIPATION PLAN

Through the dedication, commitment and involvement of the Planning Advisory Committee, the staff at the DeIDOT, DNREC and DEDO, and the residents and businesses along the Route 9 corridor, this Corridor Management Plan lays out the roadmap for the Byway to be a success. This CMP applauds the work to date but recognizes the importance of establishing a BMO/Team as the structure to implement the CMP. The “real” work begins now that the planning is done.

All public and private stakeholders including the Discovery Zone leaders, State Agencies and others need to engage in sustaining the Bayshore for future generations. The success of the byway rests on the partnerships and collaboration that are critical to securing the technical assistance and funds necessary to implement the CMP action plan. Since there are no regulatory powers other than the prohibition on outdoor advertising, this CMP is the planning tool for:

- Preserving the qualities that make it a special place;
- Enhancing the traveler experience for all ages;
- Assuring safe travel for all users;
- Creating incentives for economic development opportunities; and
- Managing implementation to meet the collective vision for the region.

The following strategies provide the guidance for managing this Byway over time. Every byway requires and needs an organizational structure to successfully achieve the vision as set forth in this CMP. The Byways around the nation are all unique in their own ways and the Delaware Bayshore Byway is no exception. With 50% of the land along the byway in public ownership, much of the corridor is a living natural laboratory with unique cities and towns along the route, and many varied interests among the populace. Managing the Byway could be a difficult task. Fortunately, through the auspices of this CMP, the 10 Discovery Zones and the governmental agencies involved in and committed to the Bayshore and the Byway are poised to meet the challenge ahead.

7.1 Establish a BMO

The purpose of the BMO is to have the responsibility and authority to implement the Byway's Corridor Management Plan including:

- Administering, managing, advocating for, and seeking financial resources for implementation of the approved CMP actions for the improvement and protection of the Byway.
- Making recommendations and disbursing information to plan for and educate its members on the development of this Byway in accordance with the purposes and limitations as set forth in the Delaware Byways Scenic and Historic Highways Program Guide and Title 17, Chapter 1, Subchapter VI. Delaware Byways Program.

Establishing the BMO may prove to be more difficult without the funding from the National Scenic Byways Program, which previously awarded grants for getting started. However, there is strong interest by the PAC to work toward implementing the CMP and evolving into an organization that will best meet the needs of the stakeholders. Funds may be necessary to support a part or full time staff person to administer the organization and move forward the CMP. This is critical for the byway to be a success.

7.2 Secure needed funding

The Discovery Zones and the BMO will require technical assistance or funding to move their planning initiatives forward. However, funding is always a challenge and creative financing is essential. It is critical to seek assistance from many – government grant programs, public and private supporters, private foundations and businesses along the byway. In addition, the significant amount of public lands within the Bayshore presents both an opportunity and a challenge at this time to find ways to develop, implement, and manage their assets. This might involve protecting the resources, addressing flooding and improving recreational and interpretative facilities. Finding opportunities to generate revenue for operations and management of all the public facilities needs to be further explored throughout the Byway Corridor.

7.3 Building regional and multi-area programs and partnerships

The Planning Advisory Committee and ultimately the BMO is the organization to build on existing partnerships and find new partnerships to benefit the byway traveler and resources. This ongoing effort requires not just identifying potential partners but involves educating them about the byway, generating enthusiasm for their involvement as mutually beneficial. Throughout the Corridor Management Plan are references to the wealth of organizations in which the BMO can build partnerships.

In partnership with other organizations, integrate and build a number of current programs that already draw residents and visitors to explore, learn about and enjoy the Byway and Bayshore natural, recreational, historic and cultural resources and activities. These programs include, among others:

- Delaware Birding Trail Map and Guide
- Thank You Delaware Bay
- Coastal Cleanup
- Delaware Geocaching Trail
- Delaware History Trail
- Historical Markers Program
- National Public Lands Day

- National Estuaries Day
- Tourism draws, such as those in the St. Jones Neck Discovery Zone
 - Dover Air Force Base Air Show
 - NASCAR races
 - Firefly Music Festival
 - Dover Days
- EcoDelaware sponsored by the Partnership for the Delaware Estuary and Delaware Tourism

Southern Extension of the Byway: Another potential effort is with those interested in extending Delaware's Bayshore Byway south to Lewes. This extension travels through the remaining area of the DNREC's Bayshore Initiative and logically continues a route to significant natural areas, such as, Milford Neck, Slaughter Beach and Prime Hook National Wildlife Refuge, Milford, Milton and Lewes. The extension also presents an opportunity for a multi-state byway with New Jersey's Bayshore Heritage Byway across the Delaware River and Bay at the Cape May-Lewes Ferry in Lewes, DE.

7.4 Forming a collaborative partnership with state and federal agencies.

- **Multi-modal transportation system.**

Work with DelDOT, DNREC, and Delaware State Parks, among other national and local stakeholders to undertake plans, design and construction of multi-modal facilities, as appropriate.

1. Complete a system of safe bicycle travel on and within the Byway Corridor.
2. Assure safe and accessible parking and facilities for fishing and crabbing at various bridge locations along the byway.
3. Provide areas for birding and observation of wildlife and scenery at optimum locations along and within the publicly owned lands.
4. Expand upon recreational activities to take advantage of the Byway's access to water including tour boat trips from Delaware City, and possibly on the Leipsic River, canoe and kayak put-in areas, and possible boat slips, ramps and piers.

- **Context Sensitive Solutions.**

With DelDOT and the Federal Highway Administration, develop context sensitive solutions for all planned and proposed roadway improvements, including safety improvements and maintenance operations in accordance with the DelDOT publication, *Context Sensitive Solutions for Delaware Byways*.

- Insure that the standards provide for bicycles and the movement of farm equipment. Within the built-up areas, provide for safe pedestrian movement.
- Develop context sensitive standards for bridges along the Byway.
- **Seal Level Rise, Flooding and drainage.**

Participate in ongoing efforts to plan for and implement actions to reduce Delaware's future vulnerability to the effects of sea level rise with the Delaware Coastal Program and others. The Compendium of Sea Level Rise Initiative Projects is intended to evolve over time recognizing that many other agencies will be essential.

Develop an understanding relative to the management of drainage along the Byway, especially in flood plain and wetland areas with appropriate agencies and stakeholders. Special consideration is also appropriate in situations where wetlands and floodplains are directly adjacent to the edge of the travel lanes. A typical road cross-section should be developed where the road is the narrowest as a joint DelDOT/DNREC effort. A programmatic environmental permit process should be developed to permit minor improvements to achieve that typical section to be permitted easily.

STRATEGIES FOR GOAL 7: Manage the Byway				
Rec. No.	Title	Description	Lead Stakeholder	Supporting Stakeholders
7.1	BMO	Establish a permanent organization to manage the byway and implement the CMP.	Planning Advisory Committee	Byway and Bayshore Stakeholders
7.2	Financing and funding	Ongoing effort to secure public and private funds and financing options to implement the CMP actions.	Planning Advisory Committee/BMO	Discovery Zone Leaders State Agencies -- DNREC divisions, DelDOT, Division of Tourism, Counties, Municipalities
7.3	Regional Programs	Ongoing effort to incorporate the byway and Bayshore with regional initiatives and programs.	Planning Advisory Committee/BMO	Organizations and agencies
7.4	Government Partnerships	Ongoing efforts to collaborate with state and federal government.	Planning Advisory Committee/BMO	Local, State and Federal Agencies