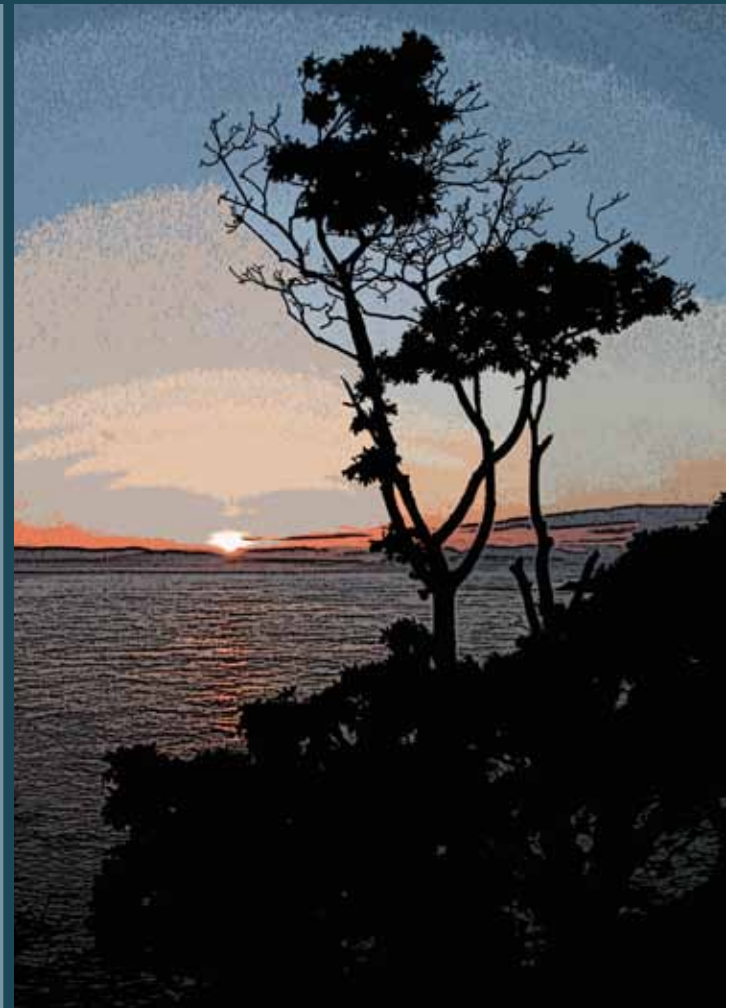


# **ONGOING BYWAY MANAGEMENT AND PUBLIC INVOLVEMENT**

# 12





Volunteers provide valuable support to various resource preservation projects throughout the islands.

## *Continuing to engage byway partners and interests in implementing this vision...*

and plan for the San Juan Islands Scenic Byway will be critical. To date, organizational and agency representatives have demonstrated a strong commitment to the byway and its future. Their dedication of time and resources to develop this corridor management plan (CMP) has created a strong foundation that ongoing byway management and public involvement efforts can build on.

This section of the CMP provides recommendations for ongoing byway management and implementation so that the vision, goals, objectives, projects, and actions in this plan can be realized.

This section also provides suggestions for ongoing public and community involvement activities to continue to build interest in the byway and generate additional support, partnerships, and resources over time. This includes local organizations, businesses, and community groups that may not have been involved to date.

This CMP has been developed through the coordinated efforts of local agencies and organizations that are already responsible for stewardship and preservation of public lands and resources in the San Juan Islands. Representatives

from these entities have worked together to develop the plan and will continue to coordinate on plan implementation. They have involved and gathered input from the public and other stakeholders throughout the planning process. The hope is that even more organizations, businesses, community groups, and individuals will get involved over time to help implement the projects and actions in this plan. A broad level of involvement will be needed to achieve the byway vision of enhancing visitor experience and managing tourism in a way that preserves and protects the unique qualities and resources of the islands.





*Engaging the public is an essential aspect of byway planning.*

## Ongoing Coordination and Communication

A core group of San Juan Island and Orcas Island representatives came together to guide development of this plan. This group is referred to as the “byway partners” or the “Byway Partnership”

in this CMP. In addition to this core team, the San Juan Scenic Byway organization includes a broader spectrum interests are kept informed through monthly e-newsletter updates, website postings (San Juan Islands Visitors Bureau and other websites), and newspaper and magazine articles published periodically.

Effective, ongoing coordination and communication between byway interests will be critical to keep plan implementation moving forward. In order for the byway vision, goals, objectives, projects and actions in this plan to be fully achieved, a well-organized and enthusiastic group of people will need to continue to work together. Byway “champions” will need to continue to bring their energy and enthusiasm towards implementation of the projects and activities proposed in the plan, just as they have towards the plan’s creation.

America’s Byways® (the National Scenic Byways Program) recognizes that those most “in touch” with the existing conditions and needs of a scenic byway are the local communities surrounding it. Management of scenic byways through the coordinated efforts of a “grass roots” citizen-based organization is highly encouraged. Along with citizen-based management efforts, building local support through active community involvement is important to the success of scenic byways. For the San Juan Islands Scenic Byway to sustain itself and continue to build momentum, the following activities are recommended.

- **RETAIN THE SERVICES OF A BYWAY COORDINATOR—** Retaining a staff person to support ongoing byway coordination and administrative needs is recommended. This position may be part-time initially, but could grow into a full-time commitment depending on the level of active programs and projects of the byway. Although some byway

organizations are supported solely through volunteer efforts, many of the most successful byway organizations retain a paid part-time or full time coordinator. A coordinator position can support many activities, such as:

- Maintaining the byway contact list
- Regular communications to the byway membership and interests
- Coordination of byway meetings and record keeping
- Preparing grant applications and information for the state and national scenic byway programs
- Assisting with fund-raising and special events
- Various other activities and responsibilities

Potential sources of funding and support for the byway coordinator position include the pooled resources of participating agencies and organizations, an annual fund-raising event (or multiple events) sponsored by the byway, and/or designating a portion of sales tax that is returned to rural counties in Washington State for purposes of economic development. (Refer to: <http://www.mrsc.org/askmrsc/featuredinq.aspx?inq=242>.) In San Juan County these funds are used to support staff or the Economic Development Council and the Agricultural Resources Committee.

Another option could involve agencies and organizations involved in the byway dedicating staff time to byway coordination and administration. This could be an alternating responsibility over time. (One year one organization is responsible; the next year a different organization takes on the role.) This might work as an interim approach while the byway partners seek funding to support the position.

In the past, “seed” grants from the National Scenic Byways Program were made available to support mobilization of byway organizations, and in some cases ongoing administration and operations. Although these types of activities are no longer eligible for funding from the program, funding for corridor management plan implementation and byway project development has been available. Grant funding that supports implementation of the CMP and of specific byway projects can support the San Juan Islands Scenic Byway by continuing to bring byway interests together, supporting community involvement activities, and providing focused project management and administration targeted to specific byway needs.



*The Friends of the San Juans coordinates citizen science programs to support resource stewardship in the islands.*

- **HOLD QUARTERLY MEETINGS OF THE CORE BYWAY PARTNERS**—The diverse community and agency representatives who have guided development of this corridor management plan should continue to meet and coordinate as the byway partners on at least a quarterly basis and consider sponsoring an annual byway event for broader byway participation. The meetings will provide a forum for ongoing coordination and communications, including sharing the status of events, projects and activities sponsored by each organization and agency. Election of a chair to facilitate the meetings and provision of meeting agendas, recording of meeting notes, bookkeeping and other tasks will be needed to support the group’s business and operations.
- **COORDINATE WITH OTHER PARTNERS AND AGENCIES**—The byway partners should continue to coordinate closely with others such as tribes and federal, state, and local agencies and organizations as byway projects and activities progress. This includes working with these entities to identify and jointly pursue funding opportunities. The byway partners also should continue to coordinate with agencies and jurisdictions to dovetail ongoing planning and implementation efforts and to adopt the recommended strategies and projects from the CMP into local comprehensive and community plans as appropriate.
- **REVIEW CMP IMPLEMENTATION STATUS AND UPDATE CMP ACTION PLAN ANNUALLY**—The byway partners should annually check in on the status of implementation of projects and actions in this plan and make updates as needed. This includes reprioritizing projects and actions as needed and assigning new correlating responsibilities. The CMP’s action plan should be a “living



Byway workshop in early 2010

document” that is updated, modified, and expanded as projects progress and byway interests expand.

- **PURSUE NATIONAL SCENIC BYWAY DESIGNATION**—The byway was officially adopted into the Washington State Scenic and Recreational Highway System in 2009. The byway partners intend to develop a nomination package and pursue the application for national scenic byway designation (see more information on this later in this section). This next step of pursuing national scenic byway designation will involve a similar effort of rallying support from local agencies, organizations, businesses, and tourism interests as the pursuit for state designation involved. As such, it will be important for representatives from the byway group to present the plan to their respective agencies and organizations in order to seek their formal support for the plan’s recommendations, including the pursuit of national designation. Letters and endorsements of support for national designation application will need to be gathered and included in the nomination package.



- **SPONSOR SPECIAL EVENTS AND ACTIVITIES**—The byway partners should continue to plan and coordinate special events and activities, including those that the byway will specifically host (such as an annual event), as well as those it will provide volunteer support and/or sponsorship for. Events and activities that reinforce the byway vision and goals will be important, such as stewardship programs and workshops; green tourism expert symposiums; special bicycling, walking, and shuttling (multi-modal/“share-the-road”) events and programs; byway clean-up days, and volunteer revegetation and ecosystem restoration projects. Inspirational and knowledgeable speakers can help rejuvenate byway members and reinforce the ongoing importance of working toward the byway’s mission.
- **INVOLVE THE PUBLIC AND STAKEHOLDERS IN BYWAY PROJECTS AND ACTIVITIES**—The byway partners should plan and coordinate ongoing public and stakeholder involvement activities to continue to build interest in and awareness of the byway. Remember to look for enjoyable, interesting, and educational ways to maintain interest in the byway and generate support for byway projects and activities. Continual outreach should be provided as much as possible, such as regular communications of byway progress through monthly or quarterly newsletters (electronic), website updates, published articles, and other means.
- **KEEP THINGS FUN AND INFORMAL**— Try to avoid adding too much complexity and formality to byway organization and management. This could bog down the process of getting things done and might discourage people from getting involved and staying involved.

## Expanding and Strengthening the Byway Organization

The San Juan Islands Scenic Byway already has an excellent foundation of community and agency support. The depth of experience, resources, and cooperative services provided by representatives from the local, state, and federal agencies and organizations involved in the CMP have set the byway on a positive course toward implementation. Experts from a variety of agencies and organizations have given their time and knowledge to develop this plan and are strong partners for the byway. These representatives should continue to be engaged in the implementation of the plan.



*A typical scenic vista of the byway*

It is anticipated that the Byway Partnership will grow and evolve over time. A primary objective of the organization will be to guide the work of implementing enhancements, interpretation, resource protection, and other activities along the byway. As such, a continual effort to keep moving forward with implementation of byway projects and activities will be needed. This effort will need to be supported by not only the team originally involved in plan development, but also new volunteers and representatives from other agencies and organizations in the islands.

### **Broadening Interest - Bringing in More Stakeholders**

In addition to the agencies and organizations that have guided development of this plan, there are many other existing and potential partners who can help with ongoing byway management and implementation. A variety of special interest groups in the San Juan Islands may be able to provide support and resources for special projects and activities.

The byway partners may need to expand to include additional people who bring specific skills and interests aligned with byway management and implementation. For example, there may be a need for skills in web design, stewardship and education, event planning, natural resource and scenic easement preservation, and other areas.

It is important to know who the stakeholders are along the byway and to involve them in ongoing byway management and implementation activities as much as possible. Who hasn't been involved to date, but should be? There may be some valuable and important partners out there ready and waiting to help. Typical major stakeholders should include:

- Property owners and private landowners and land managers along the byway (identify names from tax records) including farmers, land managers, and others
- Local business people, especially those from businesses that would be affected by increased tourism
- Agencies and interests responsible for management activities in the corridor
- Local community associations, Chambers of Commerce, tourism groups, and other community organizations dedicated to promoting business, quality of community life, or tourism
- Representatives from Native American tribes, including those who may not have been represented to date
- Organizations dedicated to specific intrinsic qualities of the corridor (such as historical societies, local museums, outdoor recreational organizations, local or regional festival organizers, garden clubs, and scouting groups)



*More citizen scientists at work on a special marine life study*



These stakeholders will play an important role in the Byway Partnership. These groups can become valuable, integral partners in the byway's future. Involve them in the process by inviting them to join the byway organization and/or to support a specific project. Working together to achieve commonly desired goals can be inspirational and motivational.

## Finding, Engaging, and Keeping Volunteers

Dedicated volunteers are at the heart of most successful byway organizations. Volunteer contributions bring untold value not only to byway organizations, but also to byway visitors and communities. Volunteering provides opportunities for people to use their existing skills or to develop new skills to benefit byways, visitors and communities. Volunteers may be needed to support a variety of different efforts related to the byway. They may be assigned to support individual byway projects or to support byway administration and management tasks.

## Potential Byway Subcommittees or Roles for Volunteers

The working subcommittees of the byway organization, powered by dedicated volunteers, will play important roles in the future of implementation. These subcommittees will be the "engines" behind the overall byway organization, making things happen on a daily basis. Subcommittees should be structured so that individuals are assigned appropriate responsibilities that match their special skills and interests. For example, someone with word processing and desktop publishing skills would be an ideal member of a "communications" or "newsletter" subcommittee.



## ENGAGING BYWAY VOLUNTEERS

*The first step is asking for help. Research shows that being asked to volunteer makes a substantial difference in peoples' willingness to give their time. If asked, 63 percent will volunteer, compared to 25 percent who volunteer without being asked.*

*When engaging volunteers in byway projects and activities, it is important to clearly define expectations and reach mutual agreement on these. Be prepared to encourage the prospective volunteers and answer their questions. Let them know how much their help is appreciated and what the end results will be from their dedicated efforts.*

*Before making a commitment, volunteers may want to know:*

- *What are the goals and desired outcomes of the assignment?*
- *How long they will need to be involved and how many hours of their time may be needed?*
- *Is the need for a one-time assignment or an ongoing assignment?*
- *What skills are needed to support the assignment?*
- *What are the benefits of their involvement?*



## LESSONS LEARNED

*Following are some recommendations and suggestions from other scenic byway organizations from Washington state that have been established for several years.*

- *Work hard to educate and involve landowners, businesses and the general public along the byway.*
- *Keep trying to draw new volunteers beyond the initial partners.*
- *Consider forming alliances with other byways and similar interest groups in your region.*
- *Communication is key—keep it simple!*
- *Don't advertise a laundry list of what you can see on the byway. Convey the value of what people will experience there instead.*
- *Do it right and be thorough—find something visible and positive to do as soon as possible to bring a sense of identity and reward to your byway partners.*
- *Learn all you can about the National Scenic Byway Program (America's Byways®)—its benefits and your obligations and responsibilities.*
- *Make sure you have a committed board of directors who are willing to put in time and energy.*

Subcommittees may meet independently from and more often than a core management team/leadership board for the byway, depending on their assignments.

Here are some of the potential subcommittees that may form out of the overall “umbrella” byway organization:

- Communications/Media/Public Relations (could be responsible for ongoing newsletters, meeting invitations, flyers, website development, press releases, etc.)
- Grant Writing/Fundraising
- Project Implementation (and individual subcommittees for each project/activity)
- Governmental/Political Liaison
- Business, Agricultural, Recreation and Tourism Liaison(s)—This group or these groups would meet regularly with important industry representatives - including local business groups, agricultural interests, recreation and tourism representatives, and other important stakeholders.
- Membership Development
- Community and Stakeholder Involvement
- Historic and Cultural Resource Preservation
- Scenic and Natural Resource Preservation
- Marketing and Promotions
- Special Events/Annual Event
- Island-Specific Task Forces

Other subcommittees may be needed. These are some of the most common ones found in larger organizations.

## The Contact List

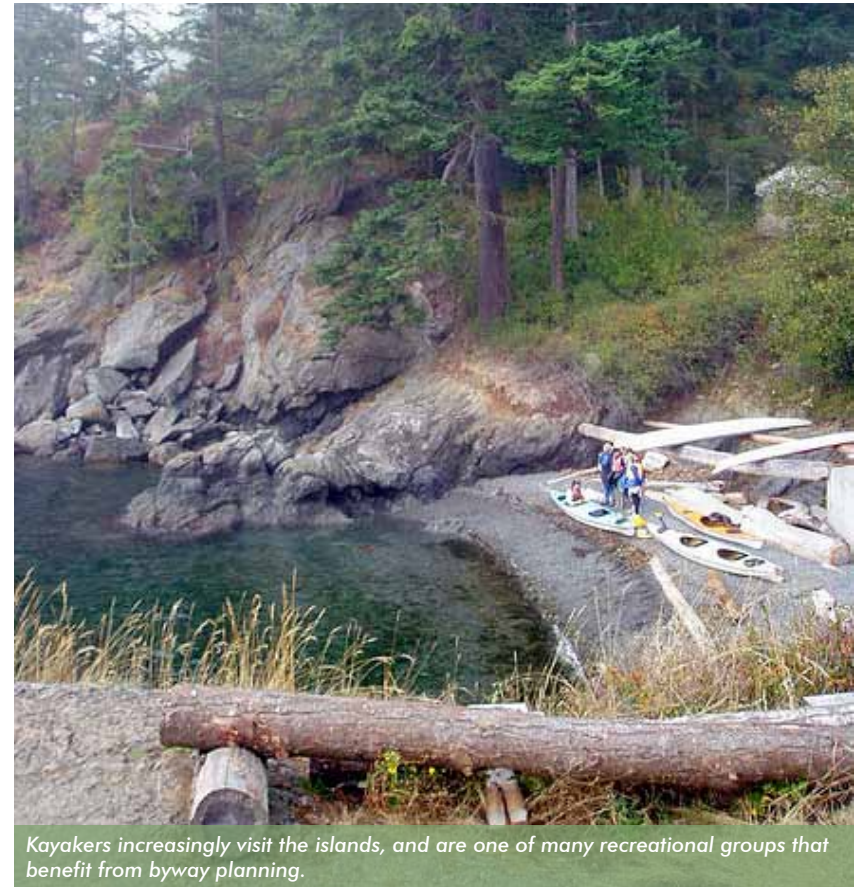
It is important to put someone specifically in charge of maintaining the byway contact/ mailing list. This person should be skilled with database management so that they can maintain and update the list and produce mailing labels, and/or emails. This will be one of the most important tools you'll need to keep people involved in ongoing byway management and implementation. Creating a byway list serve or "group" email is an important task as well, and this has already been set up for the San Juan Islands Scenic Byway. This is an excellent method for outreach because a much broader audience can be engaged and informed without the cost associated with mailing. Regular updates to the email group should continue throughout the byway's future.

As new people/interests are identified, place them on a mailing list. At minimum, obtain their name, address/phone/e-mail, and organization or agency. To maintain the email/ mailing list, keep up with changes in the leaders of community organizations so that mailings are received by the current leaders. Remove people who move or who indicate that they are not interested.

Keep all established community organizations on the email/ mailing list. Getting announcements, newsletters, and meeting notices out to community organizations is an easy way to keep interested people aware of the partnership activities and progress. An organization may want to contribute to the byway or to a special project or program they've read about by donating funds or providing in-kind services.

## Organizational Structure

As the San Juan Islands Scenic Byway progresses into implementation of this plan, the byway partners should determine



*Kayakers increasingly visit the islands, and are one of many recreational groups that benefit from byway planning.*

how they will proceed—how the contact list will continue to be maintained; how communications will continue to be conveyed; who will serve as chair; and whether or not the organization should pursue its own 501 non-profit certification or continue to be supported through a consortium of other non-profit organizations and public agencies—these are all important questions that need to be addressed.





## Reinforcing the Identity and Brand of the Byway

A byway's brand is more than its name and its logo. Its brand captures the essence of the byway experience and communicates that message to a broader audience. It represents what people should feel and believe about their experience of the byway. The brand must be understood in such a way that people, places, and events of the byway become dynamic and evoke positive feelings about the potential experiences to be had there.

Branding should avoid the tendency to reduce all potential experiences into a single identity that features only one aspect of the community. While there is nothing wrong with featuring a single icon or logo, a good branding and marketing system must encompass multiple interpretations of ever-expanding options for positive experiences. As such, the byway's brand and identity should be inherent in its mission statement, in the look of its collateral materials (letterhead, business cards, website, etc.), in the work

being accomplished by the byway, and in the people, organizations and agencies involved in this work.

The name “San Juan Islands Scenic Byway” conveys a strong, recognizable and memorable identity, and byway representatives feel that this name should be retained and conveyed in the logo and other branding graphics developed for the byway. As discussed in Section 10, the byway has developed a logo that integrates this name and aligns with its brand. The particular graphic design style embodied in the logo should continue to be conveyed in other promotional and marketing materials to strengthen the byway’s brand identity. Use of consistent font styles, artistic approaches, colors, etc. will help to build and enhance this identity.

The byway brand and experience can be further emphasized through the use of a tagline that captures the essence of the byway experience or its mission. This tagline can be included on the byway’s website, letterhead and postcards, as well as byway members’ business cards. The tagline can take on more of a marketing and promotional purpose, or it can represent the mission of the byway. A few examples:

- **San Juan Islands Scenic Byway**  
*Across the Salish Sea to Islands of Intrigue and Discovery*
- **San Juan Islands Scenic Byway**  
*Experience the Unique Islands and Waterways of the Pacific Northwest Archipelago*
- **San Juan Islands Scenic Byway**  
*Preserving and Enhancing our Natural and Cultural Heritage for Future Generations*
- **San Juan Islands Scenic Byway**  
*Fostering Stewardship to Preserve our Natural and Cultural Heritage*

Also refer to the key messages conveyed by the San Juan Islands Visitors Bureau (see Section 10 of this CMP).

The identity of the byway should be promoted and reinforced at the local, regional, state, and national levels. Recommended next steps in strengthening the byway’s brand identity include the following.

- Finalize the preferred logo design for use in byway collateral and promotional materials and byway logo signing.
- Continue to work with a graphic artist to develop a family of graphic

designs similar to the byway logo to represent the full variety of byway places and experiences, as well as an overall graphic palette for the byway (with specific fonts, colors and design styles to be conveyed).

- Develop a specific tagline, or a set of taglines (key messages) to be conveyed in byway promotional, marketing, and collateral materials.
- Create a byway-specific website that conveys the graphic style of the logo and important/key messages and images that the byway organization wants to convey.
- Develop and distribute materials with the byway name and logo in a way that is resourceful and meaningful to byway communities (such as bookmarks, posters, t-shirts, travel guides/maps, and other products that can have fundraising value).
- Add the byway name, logo, and tagline to the monthly byway update (electronic newsletter).
- Write articles for newspapers and magazines and add byway logo and tagline graphics into a byway-specific press kit, along with memorable images that convey the byway experience.

- Create specific letterhead and other collateral materials that include the name and logo on stationary used for official purposes (such as letters for grant applications or special programs).
- Work with San Juan County, Washington State Ferries, WSDOT, and local communities to install byway logo signs and other improvements (wayfinding signs, gateways, waysides along the byway, etc.), which will enhance and reinforce the byway's identity and create a more cohesive experience.

## The Importance of Ongoing Public Participation

Ongoing public participation and community involvement will be essential to the success of future byway planning, management, and implementation. The byway organization will continue to represent the views of local communities and interests. But at key decision-making points and important milestones in the future, there also will be a need for broader community input and involvement. Citizens and special interest groups throughout the byway communities can provide valuable information and input. They are the local experts who can describe in detail the existing conditions, problems, and potential solutions that are best suited to their specific situations.

### Tools for a Successful Public and Stakeholder Involvement Program

There are several effective tools and activities that can be used to engage and inform the public and key byway stakeholders. These public involvement tools and corresponding recommendations



*Citizens and technical experts can provide valuable input to help guide byway projects.*

to support long-term management and implementation of the byway are shown in the table on pages 12-13 through 12-15.

Recommendations about how and when to use these public involvement tools are guidelines only. The ongoing program for the San Juan Islands Scenic Byway should be tailored to fit the preferences and needs of the byway partners and communities. Depending on events taking place along the byway at various times, it may be necessary to adjust meeting schedules and/or press release publishing dates. If there is a period of heavy activity, it may be a good idea to hold meetings more frequently or to look for other ways to engage the interest of the communities. Keep in mind that summer vacation and holiday schedules may impact meeting attendance and participation levels.



### RECOMMENDED PUBLIC AND STAKEHOLDER INVOLVEMENT TOOLS AND ACTIVITIES TO SUPPORT ONGOING BYWAY MANAGEMENT AND IMPLEMENTATION

TOOL/ACTIVITY	PURPOSE/MOST OFTEN USED FOR	SUGGESTED TIME INTERVAL
<b>Newsletters (Electronic or Printed &amp; Mailed)</b>	To provide byway updates and information on a regular basis to byway interests (general membership) as well as key partners and stakeholders. For the San Juan Islands Scenic Byway, an electronic newsletter/update is already distributed successfully.	Monthly or quarterly
<b>Newspaper and Magazine Articles and Announcements</b>	Press releases and articles are developed by byway groups to promote and market places, activities and events, as well as to announce recent accomplishments, publicize important meetings, and engage diverse interests. For the San Juan Islands Scenic Byway, the San Juan Islands Visitors Bureau already acts as a media liaison and provides article suggestions and press releases related to byway activities.	Seasonally; as events and activities change and the need is warranted
<b>News/Radio/Closed Caption and Cable TV Announcements</b>	The same as newspaper and magazine articles and announcements, but often shorter and can be more costly to produce.	As special events and activities warrant the need
<b>Byway Core Team/ Board Meetings</b>	Meetings held on a regular basis to conduct the business of the byway, direct management and implementation efforts, appoint committees, check in on project progress and provide updates from partners. Development of specific agendas and recording of notes are important to support these meetings. Some byway groups may choose to follow Robert's Rules of Order, but others keep communications informal.	Quarterly, bi-monthly, or monthly if a specific planning effort or larger-scale project is underway
<b>Overall Byway Membership Meetings/ Annual Event</b>	Meetings to inform and involve the entire byway membership, which can often take the form of an annual event or symposium. Membership may be invited to vote on important decisions or actions. These can also be correlated with fundraising activities, special events, educational programs, byway tours, etc. and often provide opportunities to solicit support and gain input. Again, development of specific agendas and itineraries is important, as well as documentation of input and comments received.	Annually or semi-annually

## RECOMMENDED PUBLIC AND STAKEHOLDER INVOLVEMENT TOOLS AND ACTIVITIES TO SUPPORT ONGOING BYWAY MANAGEMENT AND IMPLEMENTATION, CONTINUED

<b>Meetings with Special Interest Groups/Focus Groups/Tribes/Local Elected Officials and Others (Could Include Island-Specific Meetings and Events)</b>	Focus group meetings are targeted to the interests of those participating. Most often these are scheduled in association with a specific action or project that the byway is implementing. The purpose can vary, but often they focus on presenting information, gaining input and comments, and discussing and resolving particular concerns of focus groups or special interests. Thorough notes and recording of outcomes and assignments for follow up action items are important for these meetings.	As needed to support byway projects and activities
<b>Open Houses</b>	Usually informal meetings where the general public is invited to come and view displays and talk with byway and project representatives during a specific timeframe. Comments are recorded (often on flip charts for participants to see), and the input is considered as the project evolves.	As needed to support projects and activities
<b>Workshops and Charrettes</b>	Interactive meetings designed to fully engage participants in activities and exercises toward meaningful outcomes. These meetings can use a variety of tools and methods to gain input and engage communities and participants in project planning and design.	As needed to support projects and activities
<b>Special Advisory Committees or Steering Committees</b>	Committees or subcommittees formed for a specific purpose, such as to advise on development of policy or to steer the design direction on a project. These committees can be focused on technical considerations with agency staff or expert participation. They can be citizen-based groups with representatives from byway communities and diverse interests.	As needed to support projects and activities
<b>Special Displays/Traveling Displays</b>	Static displays sometimes designed for portability to travel around byway communities and destinations. These can include byway information, as well as interpretive exhibits. A good way to get the word out and illustrate ideas and options being considered to a broader spectrum of the public. Can travel to libraries, community centers, visitor centers, etc. These displays may also be prepared for special events, such as the annual County Fair.	At key points in a planning or design process/ at special events

## RECOMMENDED PUBLIC AND STAKEHOLDER INVOLVEMENT TOOLS AND ACTIVITIES TO SUPPORT ONGOING BYWAY MANAGEMENT AND IMPLEMENTATION, CONTINUED

<b>Ceremonies, Celebrations and Special Events</b>	Special events can build community support and pride for the byway and provide opportunities to celebrate successes and take a break before moving on to the next milestone.	Celebrate as often as possible!
<b>Websites</b>	The Internet is now the place to learn all about byways, and it is common for byways to have their own specific websites (which may be sponsored by a partnering agency or funded through a byway specific grant). They provide a dynamic forum for posting byway updates, event and meeting announcements, providing contact information, inviting emails through comments or online questionnaires, and providing extensive information about the byway.	Ongoing maintenance and upkeep is important after initial development
<b>Talking to People</b>	Talking to people in person and word-of-mouth is one of the most effective ways to let people know about the byway and bring them into the fold of byway activities. Talk to people on the phone or meet them for coffee or lunch. Share your vision and enthusiasm about the opportunities and possibilities for the byway. Let them know that their support is needed and they can make a difference in helping to preserve natural and cultural heritage in the islands by participating. These conversations also provide opportunities to reassure people that an important part of the vision for the byway focuses on enhancing the local way of life and respecting private property owners' interests.	Often, as much as possible, all the time

## Advantages of Public Workshops and Charrettes

To find common ground and move forward with solutions, it may be necessary to help certain community groups see the points of view of other community groups or stakeholders. One of the best methods to accomplish this is bringing all interested groups together for workshops and charrettes to discuss issues and work together on resolutions. Charrettes may focus on planning or design for specific projects. Workshops can be conducted to

tackle key issues or define priorities. In a "forum setting" people are able to better understand the concerns and perspectives of others. It is still important to understand and address the specific needs of each person or group, and it may be necessary to hold separate meetings with individuals and special interest groups, but the workshop setting can be very effective for broad and diverse community participation.



With future project implementation, it may be necessary to hold multiple public meetings along the byway given that people live in different communities. Workshop announcements should be placed in local and regional newspapers and on multiple websites visited by islanders and byway interests. Workshops should be held at convenient and accessible locations within the community and at convenient times. Inviting the general public to participate through workshops will help ensure that community members and stakeholders are not left out of the process.

### Reaching Out to Byway Communities

People lead busy lives, and it may be difficult for some to attend public meetings and workshops because family responsibilities and personal schedules take priority. Often, public meetings and workshops are not well attended if the issues being discussed are not controversial. Time is a precious commodity and with that in mind, sometimes it may be necessary to reach out to the public in other ways besides meetings. Websites, social media, and email lists are a good way to keep people informed and to encourage dialogue through email correspondence.

A successful way to get participation is to attend meetings that are already set-up in the community, such as local chambers of commerce, tourism groups, service and environmental organizations, public agency boards and committees, etc. This method can be successful because information can be obtained through meetings that are already attended by a group of devoted volunteers or community representatives, rather than adding another meeting to their busy schedules.

Presentations to elected officials and commissions can also provide opportunities for input and involvement in byway activities, as

well as for building awareness and gathering support for needed improvements. Work sessions with senior citizens and school groups provide additional opportunities for community outreach and obtaining insightful input. Byway projects could be incorporated into school projects for students or preservation projects could be a part of high school curriculum or after school activities.

There are many resources in the community including volunteers, in-kind support, gifts of materials, printing, and other contributions that can be tapped into as part of a strong program of public and stakeholder involvement and outreach.



*The seasonal open-air market at Roche Harbor displays local arts and crafts.*

## National Scenic Byway Designation

One of the first steps the San Juan Islands Scenic Byway will be proceeding with is the pursuit of national scenic byway designation through the Federal Highway Administration (FHWA). This planning process has confirmed that the byway is highly eligible for national designation as a destination unto itself that possesses all six intrinsic qualities. There is a strong level of community and agency support for pursuing national designation with the understanding that this plan will help in managing tourism and protecting the unique resources of the byway. The byway partners should stay in contact with the America's Byways® Program to find out when the next nomination opportunity will occur. The last time the registry was open for nominations was in 2008.

### Benefits of National Designation

- The FHWA National Scenic Byways Program (America's Byways®) and WSDOT provide opportunities for funding, and nationally designated byways often receive priority in the grant application review process.
- National byways receive free marketing and promotion on the official America's Byways® website ([www.byways.org](http://www.byways.org)) and national map.
- Increased tourism and associated economic benefits would be expected with national recognition.
- Increased recognition, public awareness, and opportunities to enhance and preserve the unique natural and cultural resources of the byway likely would occur through national designation.

- The San Juan Islands Scenic Byway could become a national model for how it manages and implements byway programs and projects, such as promoting stewardship and resource preservation and providing expanded multi-modal transportation options.

Becoming a national scenic byway will be an important decision for the byway organization. Additional, ongoing public involvement will be a very important part of this decision-making process.

## Potential Funding Opportunities

One of the most important responsibilities of the core byway management team and leadership board will be to continue to investigate possible funding sources and to pursue funding for byway projects and programs on an ongoing basis. The byway is eligible for various types of grants and governmental funding. Here are some ideas related to various funding sources and opportunities that the San Juan Islands Scenic Byway's programs and projects may be eligible for. Some of these opportunities will be contingent upon ongoing legislation and budgeting by the government.

- America's Byways® (National Scenic Byways Program) grant funding through the Federal Highway Administration
- Transportation Enhancement Grants
- Public Lands Highway Grants
- Other Transportation Program Grants and Funding at the Federal, State, and Local Levels

- Other Federal Grant Programs
- State Grant and Capital Funding Programs
- Regional and Local Governmental and Non-Profit Organization Funding Opportunities
- Public/Private Partnerships
- Private Foundations and Corporate Giving Programs (Private Donations and Development Projects)
- Community Fundraising or Implementation of Projects – Community Clubs/Organizations (i.e. Rotary Clubs, Kiwanis, Lions, and Soroptimists, etc.)
- Volunteers and In-Kind Resources

## The Project Implementation Process

Once a project is funded, it is ready to move forward to completion. Many agencies and organizations have experience with implementing projects, and they may already follow specific procedures for their projects. The San Juan Islands Scenic Byway should work with the lead agency/organization assigned to each project to confirm the specific process for implementation. The steps listed beginning on page 12-9 provide some general guidance for project implementation. This process applies primarily to projects that would implement physical improvements at sites along the byway.

Steps 1, 2 and 3 can often be accomplished prior to obtaining funding for the project, and may be submitted as part of the application for grants or funding. For more specific requirements,

including regulatory and code provisions that may be applicable depending on the location of the project, refer to the local jurisdiction where the project is located (such as San Juan County or the Town of Friday Harbor). Also, refer to the Interpretive Project Checklist at the end of Section 6 for additional guidance specific to implementing interpretive projects.

## Now You're Ready to Implement this Plan

The San Juan Islands Scenic Byway is now ready to move forward with implementing this CMP and providing ongoing byway management support. As the byway organization moves on to this important stage, it is important to know that there are a lot of helpful resources out there to guide management and implementation.

You are not alone! The byway is fortunate to have many experienced agencies and organizations as partners to help you achieve your mission, vision, goals, objectives, and projects. Refer to the appendix for a list of agencies and organizations that may be able to help with implementation efforts, as well as other sources of support, such as the America's Byways® Resource Center, a clearinghouse of information from other scenic byways throughout the country.

## STEPS TO SUCCESSFUL PROJECT IMPLEMENTATION

<b>1 Assign Project Manager/Director</b>	Confirm the lead agency or organization responsible for the project and assign a specific project manager or director who will be responsible for implementation.
<b>2 Set Up an Advisory or Steering Committee</b>	Assemble and organize a small advisory or steering committee to work with your project director and provide ongoing guidance and input during project implementation. The purpose of this committee is to “advise.” They may or may not be the final decision makers, but they will provide input and guidance to help the process as it moves along. The committee may include citizen representatives, as well as technical representatives from affected agencies or interest groups involved in the project. The maximum size of the committee should be no more than twelve to fifteen people. For small projects a group of three to five people may be sufficient.
<b>3 Prepare Scope of Work for the Project and Request for Qualifications/Proposals for Consultant Services (If Needed)</b>	<p>Work with the steering committee and lead agency/organization to develop a detailed scope of work for the project, along with a request for qualifications/proposals (RFQ/RFP) if needed to retain consultant services for planning, design, or other support. Even if the project will be implemented without outside consultant or design support, development of a clear scope of work will be important. The scope of work should specify:</p> <ul style="list-style-type: none"> <li>• Work efforts/tasks to be accomplished</li> <li>• Expected products/deliverables for each task</li> <li>• Expected timeline/schedule for completion of each task and provision of deliverables, as well as a schedule for completion of the project overall; if the project is to be phased, the work plan should address how the phasing will occur</li> <li>• Assigned responsibilities for each task (task leader and team member responsibilities)</li> <li>• Description of any special considerations that may affect project implementation (such as permitting, special review processes, environmental conditions, etc.)</li> </ul>



## STEPS TO SUCCESSFUL PROJECT IMPLEMENTATION, CONTINUED

**4 Professional Consultant Selection Process**

For selection of a professional consultant for federally funded projects, a competitive selection project is typically required. Consultants respond to the RFQ/RFP with a submittal of their qualifications and a specific proposal for the project. The project steering committee (or selection panel) may review proposals and select the preferred consultant on the basis of their qualifications and alignment with selection criteria. For federally funded projects, qualifications-based selection is required, which means the preferred consultant is selected based on their qualifications first and then the agency/organization proceeds to negotiate the price for the work to be completed. Professional consultants should not be selected on the basis of cost proposals, but rather their experience and capability to perform the work. Even if a project will be implemented solely through volunteer services, volunteers should be selected based on a clear understanding of the work involved and their capability to provide the services.

**5 Finalize the Project Work Plan and Get Started**

Once all the technical expertise is onboard to accomplish the project, the project director and core project team should work together to finalize the work plan (scope of work, schedule, deliverables, and assigned hours/costs to each task). The work plan, including the project schedule, should be monitored closely and updated regularly as the project moves forward.

**6 Site Analysis, Conceptual Planning, Environmental Clearances and Land Use Permits**

For projects that involve physical improvements to sites, an important initial step is to evaluate existing conditions at the site and determine if there are sensitivities that might influence the design (such as the presence of cultural resources or historic structures). This step also involves identifying specific environmental clearances and land use permits/approvals that will be required to implement the project. This step often involves preparation of a conceptual site plan or preliminary designs showing the project in the context of existing conditions. Other specific activities may include:

- Meeting/coordinating with tribal representatives and continue to involve tribal representatives in the project; inviting review and input at key milestones (check with the County/local agency to confirm tribes of interest to the project)
- Completing cultural and historic resource inventories

## STEPS TO SUCCESSFUL PROJECT IMPLEMENTATION, CONTINUED

**6 Site Analysis, Conceptual Planning, Environmental Clearances and Land Use Permits Continued**

- Completing biological assessments, wetland delineations and other special natural resource studies
- Preparing geotechnical and/or hazardous sites assessments
- Completing National Environmental Policy Act (NEPA) compliance documentation for federally funded or federal projects and/or State Environmental Policy Act (SEPA) compliance documentation in Washington state
- For federal and federally-funded projects, compliance with special provisions such as the Section 106 cultural and historic preservation program and Section 4(f) and 6(f) requirements, which involve analysis of potential impacts to public parks, historic resources, and outdoor recreation, may also apply.
- Obtaining other environmental permits that may be required depending on the work proposed (check with the County/local agency to confirm these requirements)
- A variety of other special studies could be needed depending on the project, such as traffic safety and engineering analyses, visitor use assessments, and others (again check with the County/local agency to confirm).
- Project planning and design will also need to consider how to meet requirements such as Americans with Disabilities Act (ADA) guidelines and address other needs related to public safety, security, health and welfare.

**7 Public and Stakeholder Involvement**

Public, community, and stakeholder involvement and outreach opportunities are an important aspect of every byway project. Activities should be designed to fit the scope and scale of the project. Some activities should occur at key milestones – such as to present and gain input on design alternatives. Other activities may be ongoing, such as project updates through email or on the byway website. See earlier discussion in this section of the CMP related to recommended public and stakeholder involvement tools.

## STEPS TO SUCCESSFUL PROJECT IMPLEMENTATION, CONTINUED

<b>8 Design Process and Design Reviews</b>	<p>The project design phase typically includes multiple stages of work, such as:</p> <ul style="list-style-type: none"> <li>• 30 percent design completion or preliminary design (may also be called “design development”); this stage of work is typically followed by client review and input</li> <li>• 60 percent design completion, which includes development of draft construction drawings and specifications; this stage of work is typically followed by client review and input; local permit packages for building approvals or sign installation may also be developed at this stage (or at the 90% stage)</li> <li>• 90 percent design completion, which includes further development of draft construction drawings and specifications based on review</li> <li>• 100 percent design, which involves finalizing the construction drawings and specifications and preparing the project to go to out to bid for construction (as most public projects do)</li> </ul>
<b>9 Building Permits/Construction Permits</b>	<p>Before taking a project out to bid, obtainment of local and state building permits and construction permits will be important (some construction permits may be obtained by the construction contractor before they start the work on site).</p>
<b>10 Bidding Process</b>	<p>Depending on the size of the project, and local and federal requirements, the bidding process may include gathering proposals from a select list of potential contractors or advertising the project (with an Invitation to Bid) through a public notice in the local newspaper. Bids are submitted and contractors may be selected based on a variety of factors, including costs and qualifications (check with the County/local agency to confirm bidding process requirements).</p>
<b>11 Construction/Construction Administration</b>	<p>The project then moves on to construction and often a third party entity or the design consultant will be retained to manage construction and provide construction administration. Seasonal conditions and wildlife patterns (such as fish spawning and bird nesting) may affect construction periods. These requirements are confirmed during the process of obtaining environmental clearances and permits for the project.</p>

## STEPS TO SUCCESSFUL PROJECT IMPLEMENTATION, CONTINUED

<b>12 Groundbreaking and Ribbon Cutting Celebrations</b>	Don't forget to bring byway partners and project interests together to celebrate milestones in the process—particularly groundbreaking and ribbon-cutting ceremonies. Local, state, and federal elected officials should be invited to participate in these events, along with tribal elders and leaders.
<b>13 Monitor and Document Project Success/Effectiveness</b>	After the project is completed, it will be important for the responsible agency/ organization to continue to monitor use and document how the project has enhanced visitor experience, islanders' quality of life, cultural and natural resources, and/or communities along the byway. It is always important to document and measure byway successes to encourage ongoing participation and involvement in the byway.
<b>14 Ongoing Maintenance and Operations</b>	Project implementation doesn't end once a project is constructed and under use. The responsible agency or organization must continue to provide maintenance and care of the improvements and facilities. For this reason, it is always important to consider the best ways to minimize maintenance costs and resources, and maximize life cycle of public investments as part of the planning and design process.