

Indian River Lagoon National Scenic Byway

Five Year Corridor Management Plan Update



FINAL
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1. Introduction

The Indian River Lagoon is the most biologically diverse estuary in North America. It straddles 156 miles of Florida's east coast, from Ponce Inlet in Volusia County, to Jupiter Inlet in Palm Beach County. The Lagoon meanders through delicate expanses of national wildlife refuges and state parks. It is home to over 4,000 species of plants and animals, including one third of the U.S. population of the endangered West Indian manatee. This pristine, fragile resource welcomes visitors year after year encouraging them to get "off the beaten path" through boating, swimming, fishing, bird watching or by experiencing glimpses of Florida's past and visions of the future.

Combined with the ocean beaches to the east and the St. Johns River a few miles to the west, the Indian River Lagoon attracts visitors from around the world who seek to experience nature's beauty and man's history. Together these special resources feed an economic engine that has the capability of sustaining the region.

In April 1999, a group of 36 community advocates representing Brevard and Indian River counties, eight municipalities, the St. John's River Water Management District (SJRWMD), the Florida Inland Navigation District (FIND) and a number of community organizations came together to discuss the importance and beauty of the lagoon. After being introduced to the National Scenic Byways Program (NSBP) and the Florida Scenic Highways Program (FSHP) by the Florida Department of Transportation (FDOT), the group voted unanimously to organize into a Corridor Advocacy Group (CAG) to seek designation as a Florida Scenic Highway. The newly organized CAG voted to adopt the preliminary name of the corridor as the Indian River Lagoon Scenic Highway (IRLSH). The CAG also decided to ask for sponsorship from the Marine Resources Council (MRC), a regional 501(c)(3) community organization, with a mission and vision that was compatible with that of this fledgling group. The MRC subsequently voted to approve the sponsorship. With this vote, the IRLSH CAG began operation as a special committee of the MRC.



Merritt Island National Wildlife Refuge Entrance

At a meeting in June 1999, the CAG voted to define the preliminary limits of the corridor as a route beginning at Canaveral National Seashore to the north and ending at the Wabasso Causeway (CR 510) to the south. Following US Highway 1 on the mainland and SR A1A on the barrier island, the route encompasses the heart of the Indian River Lagoon, which is the principal natural water feature of the east central coast of Florida. The corridor was later amended to include Kennedy Space Center and thus all of the rich history of America's space program as shown on the map in Appendix A.

Along with the Canaveral National Seashore, operated by the National Park Service, the corridor includes three national wildlife refuges: Merritt Island National Wildlife Refuge, Archie Carr National Wildlife Refuge and Pelican Island National Wildlife Refuge, as well as numerous county and local parks and recreational facilities—all with a lagoon focus.

The corridor was designated as a Florida Scenic Highway by FDOT in June 2000, and the CAG became a Corridor Management Entity (CME) with continuing support from the MRC. Soon after, the CME sought and received designation as a National Scenic Byway in 2001. Upon designation at the national level, the CME became known as the Indian River Lagoon National Scenic Byway (IRLNSB) Coalition, and they set out to accomplish the Goals, Objectives and Strategies (GOS) that were approved as part of the original Corridor Management Plan (CMP). Since designation in 2000, many of the original GOS of the Coalition, including efforts to help fund and construct the Lagoon House in partnership with the MRC, have been accomplished. Many of these accomplishments are listed in Appendix B. From the Byway's designation in

2000 to 2008, the Coalition and its partners delivered close to \$3,000,000 to the region in the way of planning, design and construction projects that were directly focused on preservation and enhancement of the corridor's intrinsic resources and enriching the visitor's experience.

Because many of the original GOS had been accomplished by 2006, Coalition membership and participation began to decline. In 2008, FDOT tasked Corridor Solutions, Inc. to prepare an organizational needs assessment and evaluation for the seven Byways in FDOT's District Five. The findings for IRLNSB (Appendix C) included a recommendation to identify new leadership and reconstitute Coalition membership as a way to refocus and reenergize the group.

Over the last two years, the Coalition (based in part on Corridor Solutions' recommendations) has begun to restructure itself. The Coalition first worked to assess and update the original Corridor Vision, GOS, and to create a strong Mission Statement to carry them into the future. In addition, several new members have joined and brought new energy to the organization. This reenergized Coalition has worked hard to carry forward the traditions of its founding members while refocusing itself to advance the group into the future.

Recently, the Coalition has worked to formalize their organizational structure (Appendix D). The Coalition is overseen by a Board of Directors (the board) that includes: President, Vice President, Treasurer and Secretary. Additionally, the board includes other directors representing a number of diversified interests along the corridor. In support of the board, three working committees have been established to address the most pressing needs of the Coalition. The Sustainability, Membership and Web Site Committees provide technical support, accomplish tasks as assigned by the board and provide recommendations on special issues based on in-depth review.

As part of their focus on the future, the Coalition has begun the process of establishing themselves as a not-for-profit organization. The group has become incorporated in the State of Florida and has recently obtained its Federal Employee Identification Number (EIN). They have submitted paperwork to the Internal Revenue Service (IRS) to become designated as a tax exempt organization under section 501(c)(3) of the Internal Revenue Code. IRS approval is expected during the summer of 2011. The board is currently in the process of developing a yearly operating budget and has established a local bank account that will allow them to receive donations and manage finances to further its mission.

This five-year CMP update is intended to inform FDOT on this organizational evolution and document previous accomplishments.

More importantly, the IRLNSB proposes using this CMP update as a road map for the next five years. GOS have been updated, a renewed Action Plan has been created, and most importantly, the organization is revitalized. This revitalization is reflected in the renewed interest and commitment of the current membership and strong partnerships that are being reestablished with communities and local governments along the Byway. Part of the need for this revitalization is a result of the mutually agreed upon separation from having the MRC serve as the IRLNSB's parent organization. The "new and improved" Coalition is prepared to stand shoulder to shoulder with the MRC as separate but equal partners working for the good of the region.

The Coalition applauds the successes of its predecessors and its long and successful relationship with the MRC, while at the same time looking forward to accomplishing its renewed vision for the Byway. The group proposes to accomplish this by being a good steward for the Byway, thinking strategically and partnering with other advocacy groups in the region who share its vision for the roadway network and the resources it embraces.

2. Corridor Conditions

As part of this update process, the Coalition looked back on changes to the corridor since designation. As part of this assessment, they attempted to establish potential indicators of change that could be used to gain an understanding of how the resources have been influenced by a scenic highway designation that is close to ten years old. After careful review, it was determined that because of the corridor's length and the multiple jurisdictions it crosses, quantifiable information directly attributable to the scenic highway designation is difficult to measure. The Coalition selected three possible indicators for corridor improvement: environmental health of the lagoon, funds raised to improve the corridor, and community education.

2.1. Environmental Health

In spring 2007, the Indian River Lagoon Natural Estuary Program (NEP) embarked on a process to review the Indian River Lagoon Comprehensive Conservation and Management Plan (CCMP), which was created for the Lagoon in 1996 by the US Environmental Protection Agency (EPA) as part of its NEP. The NEP model is a non-regulatory, stakeholder driven, collaborative approach to coastal watershed restoration and protection based on four cornerstone concepts:

- A watershed focus that moves beyond political jurisdictions
- Integration of good science with sound decision-making
- Collaborative problem-solving
- Community involvement

The IRL-NEP CCMP development process was closely coordinated with the efforts of the IRL Surface Water Improvement and Management (SWIM) Plan, a state-mandated effort under the management of the SJRWMD, a long-time partner of the IRLNSB. The technical focus of these programs attempts to address a number of objectives including the following (see Indian River Lagoon Comprehensive Conservation and Management Plan Update, 2008/National Estuary Program):

- Eliminate point-source discharges
- Address on-site treatment and disposal systems
- Manage fresh and stormwater discharge
- Reduce marina and boat impacts
- Meet federal and state water quality standards
- Enhanced biodiversity
- Sea grass protection, restoration and management
- Wetlands preservation/protection
- Marsh restoration and management
- Land acquisition
- Endangered species protection
- Enhanced fisheries
- Aquatic animal health

- Control of invasive species
- Public involvement and education

The Coalition, through the MRC and its partners, has been an active supporter of these efforts. In fact, many of the Coalition's original GOS were reflective of these stated objectives. Additionally, several of the grants received by the MRC/Coalition were intended to support these efforts including:

- Shoreline stabilization
- Waterfront acquisition
- Invasive plant species management
- Scenic highway beautification

Additionally, many of the corridor's local municipal partners have implemented projects of their own to support these lofty objectives.

Based on recent findings of the SJRWMD SWIM program, it has been determined that a number of the water quality parameters being monitored show improved health for the lagoon ecosystem.

2.2. Funds for the Corridor

The Coalition assessed the issue of economic impacts to the Byway in two ways. Grants and direct dollars to the corridor are relatively easy to track. The group documented that close to \$3,000,000 in grant funding was brought to the corridor between 2000 and 2008 as a result of its collaborative efforts with its partners. In many ways, these funds contributed to improving corridor conditions. More specifically, over \$1,000,000 was received in grants, contributions and donations to construct the Lagoon House, one of the premier informational attractions along the corridor. Equally important are the funds obtained to support the rehabilitation of the Melbourne Beach Historic pier, a water taxi feasibility study and pedestrian safety improvements that were accomplished through grant opportunities. Appendix E provides an itemization of the projects associated with these grants.

Another avenue for funding, which is more difficult to quantify, are funds brought to the corridor through people making choices; the conscious decision to visit the Byway based on it being a scenic highway destination point. As a state designated corridor, the Byway receives marketing support through FDOT and its partnerships (i.e. Visit Florida). As a nationally designated corridor, IRLNSB receives additional exposure through the Federal Highway Administration's (FHWA) scenic highways marketing program (America's Byways). This backing affords maximum exposure for the corridor as a destination location. The Coalition has also developed corridor-specific marketing tools to help increase visibility. Recently the byway established its own Website (www.indianriverlagoonbyway.com). The web master for this site tracks visits to the Byway website on a monthly basis. In the four months that the site has been active, it



has received over 200 visits. Most were from locations around the United States, but approximately 5 percent of all hits are the result of international inquiries. These support tools, along with some preliminary corridor specific information from the Website, seem to indicate that there is interest in the corridor as a destination. Unfortunately, current economic conditions have tested the tourist market making it difficult to reap significant documented benefit from

this scenic highway designation. Undaunted, the Coalition has worked diligently to partner with the regional tourist development agencies to attract additional visitors to the corridor and to be better equipped to document value.

2.3. Community Education

The Coalition has developed several tools to help educate the community on all the corridor has to offer:

- **Lagoon House:** Yearly attendance records show a consistent increase in the number of visitors to this facility. The most recent available annual records (2009) report that close to 500 visitors toured the MRC's Lagoon House during that year.
- **Educational Materials:** The Coalition developed an informational brochure soon after designation as a National Scenic Byway. This brochure and other educational materials have been made available for those seeking additional information on the corridor. Recently the group began to update this brochure to include the byway extensions and to ensure that all included information is up to date. This brochure should be finalized and available for distribution in the summer of 2011.
- **Website:** The Coalition recently published its corridor Website (see discussion above) and includes a downloadable corridor map and resources database. This informational tool offers immediate access to potential visitors around the world. Phase II updates to the Website will have options for donations and the purchase of byway themed merchandise. The site is soon to be tied to Facebook and other social networking media to obtain maximum exposure.
- **Bus Tours:** The Coalition conducts yearly tours of the corridor. This day-long tour selects a different segment of the corridor each year. The tour is open to anyone interested in learning more about the corridor. The 2010 bus tour was advertised in the local newspaper, drawing several interested members of the community who were unaware of the corridor's scenic highway designation.
- **Community Events:** The Coalition has targeted three community events along the corridor for participation over the next 12 months. Members of the Coalition will offer educational materials and encourage new memberships.
- **Corridor Branding:** In spring 2009, the CME approved a logo for use on all its informational materials.



Indian River Lagoon National Scenic Byway Logo

All of these efforts have the singular focus of attracting visitors to the corridor and building on initial Coalition momentum. Taking into account the size of the corridor, the number of regional challenges and current economy, it appears that the scenic highway designation has made an impact on the community. The board believes that this impact can be greater in the future.

3. Corridor Vision and Mission

3.1. Corridor Vision

A Vision Statement describes broad community aspirations for the corridor and should be based on an ideal, yet attainable situation. A meaningful Vision Statement has a frame of reference of approximately 20 years. As part of the designation process, the founding IRLNSB Coalition developed a broad vision for the corridor that spoke of a healthy ecosystem that balanced clean waters, an abundance of wildlife and enhanced recreational opportunities.

As part of this CMP update, the Coalition conducted a series of brainstorming sessions to review its original vision along with the creation of a Mission Statement. Participants were asked to describe their vision for the corridor in 20 years, similar to the original Vision Statement creation efforts from 1999/2000. Although many of the participants of this recent visioning exercise were not part of the original process, their views for the future of the resource were similar in many ways. Concepts that remained important included:

- Resource protection
- Resource enhancement
- Attracting visitors

Other values that ranked high, perhaps higher than in the original visioning effort, included:

- Enhanced heritage resources
- Eco-tourism
- Economic development
- Advocacy
- Wayfinding/wayshowing

This slight change is due in part to successes of the group in its early years. It is also due to current regional economic conditions and the two recently completed corridor extensions to the byway, all of which have served to broaden the Coalition's view of the resource. Based on the recent visioning efforts, the Coalition's newly adopted Vision Statement is:

The Indian River Lagoon National Scenic Byway promotes an environment where travelers are surrounded by a unique and diverse habitat with special places and breathtaking scenery that inspires a sense of calmness and creates unforgettable memories.

3.2. Corridor Mission Statement

A Mission Statement is the foundation for an organization; it provides a concise explanation for why a group exists. Although no Mission Statement was required, nor was one developed during the original designation process, the Coalition believes it is important that a Mission Statement is established, ensuring all interested parties clearly understand the group's path to accomplishing its vision.

Based on a series of brainstorming exercises in 2009/2010, the Coalition developed a Mission Statement that has become the implementation tool for accomplishing its vision. The Coalition's adopted Mission Statement is:

The Mission of the Indian River Lagoon National Scenic Byway Coalition is to preserve, protect, and enhance the intrinsic resources of the Indian River Lagoon National Scenic Byway and to promote public access to and enjoyment of these resources.



4. Goals, Objectives and Strategies

Goals, Objectives and Strategies (GOS) are considered to be the building blocks used to construct the “final product,” or to implement the vision for the scenic corridor. Goals and objectives incrementally attain the vision by defining strategies that transform the corridor from a concept to a reality. The original GOS were crafted to guide the coalition toward accomplishment of the Vision Statement and had a significant focus toward natural resource protection and enhancement. The Coalition worked diligently to achieve these original GOS. Of particular note is the success that the original members had in the design and construction of the Lagoon House. Appendix F provides a review of completed GOS.

Many of the original GOS have now been accomplished or are no longer a focus of the organization due to changing times and an evolving mission. In late 2010, the Coalition set out to review and update its goals with selected members being assigned the task to review, edit and recommend updates. This effort was made more challenging as a result of the recent addition of the Fellsmere and Pineapple Avenue extensions. Both corridor extensions developed their own set of GOS as part of their designation process. Review of this information, along with the requirements of the current scenic highway manual, has resulted in an updated set of GOS (Appendix G) designed to be the roadmap into the future and a guiding tool for accomplishing the Coalition’s vision. This updated set of GOS still has a lofty focus for improving the health of the resource, but it now offers a broader perspective. They emphasize the need for economic development, maintaining healthy community economics, diverse partnerships and a heightened respect for the region’s heritage. The Coalition committed to this set of GOS in spring 2011.



Coalition business partner located along the Pineapple Avenue Extension

5. Corridor Story

Over the 10-year life of the Coalition, there have been numerous accomplishments. The group set out to tell the story of an 80-mile-long water body that passes by and ties together numerous communities. The Coalition's original goal was to educate the regional community on this resource and all that it has to offer. Protection, enhancement and education were all part of the corridor story. The efforts and accomplishments of this group to successfully tell the story of this resource is one of the most spectacular success stories of the FSHP.

One of the most monumental undertakings of any CME around the state was the design and construction of the Lagoon House. This facility and the educational opportunities that it offers tell the story of the corridor like no other scenic highway resource around the state. Few other corridors have developed the partnerships, funding, community commitment and pride necessary to develop a facility like the Lagoon House. It is a facility that has continued to receive national attention since the day it opened its doors to the community.



The Lagoon House located in Palm Bay

The Coalition/MRC partnership has educated hundreds of members of the community and visitors from far and wide since its opening in 2002. This facility is the perfect resource for not only telling the story of the lagoon itself, but also for highlighting the overall eminence of the FSHP. The facility offers educational tools for all ages, entertaining tour groups of young children on school trips and retired citizens out for a local day trip. Both regional and statewide Scenic Highway workshops have been held in the facility. It stands as a testament to the program and the community, and it serves the entire Indian River Lagoon region as a unique and special resource.

The IRLNSB Coalition is also a success story as a result of the regional and intergovernmental relationships that have been established. Brevard and Indian River counties, the Cities of Titusville and Palm Bay, SJRWMD, and the Sebastian Chamber of Commerce have supported this effort with staff involvement and advocacy since the early days of designation. Their successes have attracted others with a similar vision including Pineapple Avenue in the City of Melbourne and the City of Fellsmere. Each of these corridor extensions actively participate in byway activities.

Over the years the Coalition has developed several communication tools to help tell the byway's story. The byway brochure includes a corridor location map, discussion of resources and a brief glimpse of the region's history. This brochure has been distributed at byway functions and at local chamber offices. It is currently being updated to better tell the story of the byway and its interaction with the communities that it embraces. The recently completed byway Website and associated social networking tools offer interested persons a simple way to navigate the byway without leaving their computer.



Website banner

The Coalition and its supporters have been successful in telling the corridor story through grant opportunities. These successes over the years are a good measure of the Coalition's ability to educate granting authorities on the value of the resources and the need for enhancements. As mentioned earlier, the Coalition and its partner organizations have received numerous grants, specifically NSB grants. Much of these funds have been directed toward the completion of the Lagoon House, but other successful projects have helped to tell the corridor story in its own way. A few projects include:

- Melbourne Beach historic pier rehabilitation.
- Shoreline rehabilitation.
- Waterfront property acquisition.
- Pedestrian pedway improvements.



As the Coalition discussed updating its GOS as well as its Action Plan, it became apparent that its work was not finished. The Coalition's goals have taken a broader view of the byway that more adequately highlights the communities along the corridor including their culture, heritage and interaction with the lagoon. They also stress the need for economic development, membership and balancing competing issues. Because of this the byway story needs to grow. Enhanced educational materials including additional improvements to the Website and updated brochure will help to better tell this story. Pineapple Avenue and the Fellsmere extensions have a strong connection to the Indian River Lagoon, but also bring a strong heritage and cultural perspective to the byway.

The Coalition has discussed other tools for telling the corridor story. Educational kiosks, targeted brochures, enhanced bus tours, a speaker's bureau, and increased participation from local elected officials are all included as part of the updated GOS.

Finally, the Coalition realizes that without participation and involvement, there is no advocacy. The group is currently developing a marketing program to attract new membership, provide educational opportunities and identify funding to ensure that the story is never lost. Although a work in progress, the recently approved Action Plan establishes this effort as a short-term goal to be accomplished within the next 18 months.

6. Community Participation

A Community Participation Program (CPP) is an outreach tool which ensures that the Coalition is regularly updating byway stakeholders about programs, projects and accomplishments. Byway stakeholders include residents, business owners, local government officials and agencies, tourism agencies, and other non-profit organizations. It is a systematic way to educate the community on the benefits of the designation and the Coalition. It is important that there be a clear understanding of the organization's mission in the community.

Implementation of the CPP is important for several reasons. First it builds support for the byway and the Coalition. Unfortunately in many cases, people who live and work along the byway are often unaware of the byway's designation or the existence of the group and its mission.

Second, implementation of the CPP is one of the best ways to recruit new members and volunteers. A visible presence in the community will help identify individuals and groups who support the Mission and are willing to participate. Making a connection with other groups also affords opportunities for partnerships.

Finally, a consistently implemented CPP will build trust for the Coalition in the community. If there is a clear understanding of the group's mission in the community, there is less likely to be opposition to Coalition projects or programs. When implemented consistently and with timely follow-up, the CPP helps identify supporters in the community who may eventually become volunteers, members or donors.



Coalition and community members awaiting the corridor bus tour – 2009

During the designation process a CPP was developed. The plan spoke to initiating a CPP in three phases:

- Phase I: Corral, Include, Stimulate
- Phase II: Gather, Inform, Synthesize
- Phase III: Recommendations, Implementation, Strategize

The concepts that are part of this process remain valid. Involvement, education and partnership are the keys to a successful plan.

As part of the 2008 Corridor Needs Assessment performed by Corridor Solutions, Inc. it was noted that the Coalition needed to increase participation. The findings of the Corridor Needs Assessment confirmed the dramatic decline in Coalition participation in recent years. As a result the Coalition became aware of the need to develop additional tools to help reverse this trend.

The Corridor Needs Assessment recommended updating the CPP as the implementing tool to help increase membership and reenergize the byway. A revised CPP is included in Appendix H. The CPP focuses on promoting community awareness and enhanced participation. This is consistent with Goal 6 of the Coalition's Goals and Objectives that strive to educate the community on the byway and recruit members and/or volunteers.

To accomplish this goal, the CPP identified a number of tools to aid in community education and recruitment including discussion on the development of a newsletter, fact sheets, targeted resource-specific educational materials, and engaging the news media. As part of the Coalition's revival, the Sustainability Committee has included an enhanced targets list for potential new membership, and they are investigating methods of reengaging with past members.

7. Local Support

The byway has been the beneficiary of strong local support since designation. Many local and regional organizations along the byway corridor have been actively involved in the Coalition for many years. Commitment of staff time to participate in meetings and other functions is indicative of agency commitment. The Coalition has strong local government relationships with Brevard and Indian River counties, and the Cities of Titusville and Palm Bay. In addition to local government, regional interests such as the Sebastian River Area Chamber of Commerce, SJRWMD and MRC have been long-term sponsors, partners and advocates for the byway.



Gateway to the City of Titusville

With the recent approval of the Pineapple Avenue and Fellsmere corridor extensions, representatives of the Cities of Melbourne and Fellsmere have become active Coalition members.

Regrettably, there are a number of early advocates for the byway who are no longer involved. The CPP is a tool which will be used to develop strategies to identify and reengage past supporters. The Sustainability Committee has been tasked with identifying ways to reengage these past participants.

The Coalition also sees the need to educate local elected officials on the merits of the byway. Goal 6.1 speaks to the importance of gaining the support of elected officials. A “quick facts” pamphlet partnered with encouraging elected officials to participate on the highly successful yearly corridor bus trips are two concepts included in the updated Action Plan.

The Sustainability Committee is developing a community involvement plan of action which they will begin to implement in summer 2011. This plan will send IRLNSB board members out into the community to

reintroduce the corridor and the opportunities afforded from a scenic highway designation for the benefit of the community. The Coalition will start with agencies like the two County tourist development councils, Chambers of Commerce, Federal and state agencies, and local governments. This plan will help rebuild and strengthen the Coalition's relationship with the region and help the region become more conscious of the Coalition.

8. Evaluation of Protection Techniques

There are a number of existing programs, policies, standards, regulations and ordinances that relate to providing protection for the byway and its resources. Several of these measures were in place at the time of corridor designation while others have been more recently enacted.

8.1. Comprehensive Planning

Comprehensive plans (Comp Plans) and land development regulations (LDRs) hold great weight in planning and guiding the growth and development of the region, as they are based on electoral mandate. Through the application of the respective goals, objectives and policies that are the foundation of every local government Comp Plan, land uses within the corridor are guided with respect to private property rights as well as resource protection, enhancement and preservation. As a result, Comp Plans and LDRs are regulatory tools that can be used by local governments to protect a scenic highway's character and intrinsic resources. Most plans are broken into specific elements (transportation, environmental, coastal zone, recreation etc.) and each can provide targeted guidance for very specific issues including resource protection, recreational, scenic vistas, mangrove trimming, landscaping, preservation of heritage resources and other priority community goals. As required by the FSHP, a reference to the corridor including the Vision Statement, corridor map and pertinent goals are to be included in the local Comp Plan language for each community along the byway.

Although the “protection intent” of the FSHP, based upon the original designation, is currently in place in many communities, the Coalition will need to continue to coordinate with each local government to ensure that the specific references are included and updated based upon this CMP update (revised description, vision and goals) as appropriate.

8.2. Estuary Protection

Due to a number of man-induced alternatives, the Lagoon has experienced a gradual decline in water quality for a number of years. By the 1970s, 75 percent of lagoon salt marshes had been lost. Dikes built to control mosquito breeding eliminated juvenile fish nursery grounds. Historically, the St. Johns River marshes and Lake Okeechobee discharges were drained into the lagoon as a way to manage periods of high water. Excessive freshwater has been shown to degrade shellfish habitat and carry soils and pollutants into the lagoon, fostering algae growth and smothering seagrasses. Wastewater and stormwater discharges have also historically deposited freshwater and pollutants, further promoting the destruction of the ecosystem.

This dire situation was recognized at the state level when the Lagoon was designated as “a priority water body in need of restoration and special protection” in the 1987 SWIM Act. The EPA's National Estuary Program (NEP) was established by Congress in 1987 to improve the quality of estuaries of national importance. The Clean Water Act Section 320 directs the EPA to develop plans for attaining or maintaining water quality in an estuary. This includes protection of public water supplies and the protection and propagation of a balanced, indigenous population of shellfish, fish, and wildlife, and allows recreational activities in and on water. It also requires the control of point and nonpoint sources of pollution to supplement existing controls of pollution. The Lagoon became part of the NEP in 1991. SJRWMD oversees the SWIM program and actively supports the effort to protect and restore this natural treasure by administering the Indian River Lagoon National Estuary Program. These regional protection programs have now been in place for approximately 20 years and its policies are clearly starting to show positive results around the lagoon. The Coalition is closely tied to SJRWMD with a similar vision for the resource. SJRWMD has been an active sponsor and participant in all Coalition activities for many years, including staff participation at monthly byway meetings. Several projects supported and implemented by the Coalition are tied to the missions of these two regulatory programs (SWIM/NEP) including an invasive plant species management plan (2003), shoreline rehabilitation (2005), and waterfront land acquisition (2007).

8.3. Historic Preservation

Historic preservation is an effort that seeks to preserve the ability of older resources to communicate an intended meaning to future generations. This meaning has its foundation in cultural and social processes that establish how historical resources should be expressed or shared with the public. Recent interpretations of the concept of historic preservation have included issues of healthy living and sustainability to justify the retention of these special resources for future generations.



Restoration of the of the 1891 Pritchard House in historic downtown Titusville

Although the byway has been designated as a scenic resource, there is a tradition of historic preservation ingrained in both Brevard and Indian River counties and many of the local municipalities located along the corridor. Most of the key communities reference heritage preservation as an element of their Comp Plan. Additional protection is afforded to a number of historic properties and communities through state and federal historic designations. Although many of these heritage designations predate the corridor's designation as a scenic byway, other resources have been afforded protection over the last several years. The National Register of Historic Places currently lists seven historic districts and nearly 40 individual sites in Brevard County and two historic districts and 11 individual sites in Indian River County, all located in the vicinity of the corridor. The Coalition has increased its focus on protection of its heritage resources with the inclusion of the Pineapple Avenue and Fellsmere additions. Both bring a significant heritage component to the overall byway. The Coalition understands the important contribution, balance and value that these resources bring to the corridor and a heritage component complements the region's scenic, recreation and natural resources. This has resulted in an enhanced focus on heritage resources in the updated GOS.

8.4. Public Lands

In 1990, the State passed a landmark legislation called *Preservation 2000* (P-2000), which provided \$3 billion over 10 years for the acquisition of conservation lands throughout Florida. In 2000 the legislature passed the *Florida Forever Act* (Florida Forever), which picked up where *Preservation 2000* left off and provided for another \$3 billion over the next ten years. Many other local governments in the state have

also passed land acquisition referendum and look to the State's P-2000 and Florida Forever funding to match its locally approved funds for land acquisition.

Examples of properties protected using P-2000/Florida Forever funds in the vicinity of the corridor include:

- Pelican Island Preserve (Brevard County)
- Brevard Coastal Scrub (Brevard County)
- Thousand Islands Conservation Area (Brevard County)
- Satellite Beach Preservation (City of Satellite Beach)
- ORCA Diamond Tract (Indian River County)
- Fellsmere Trailhead Preserve (Indian River County)
- Anderson Stormwater Park (City of Rockledge)

Brevard County's Environmentally Endangered Lands (EEL) Program is dedicated to conservation through land acquisition and management. The EEL Program protects Brevard County's unique natural habitats, while managing them for its rare, threatened, endangered, or endemic plants and animals. Three directives guide the EEL Program. The first is to conserve the natural resources of Brevard County through acquisition of environmentally sensitive lands and subsequent management of the natural resources. The second is to provide environmental education opportunities on EEL sanctuaries. Third, the EEL Program provides passive recreation opportunities, such as hiking and wildlife observation, on EEL sanctuaries. Since its start in 1990, the EEL Program has helped to protect more than 18,000 acres of threatened habitat in the county. Much of this land has been bought in partnership with the State of Florida and SJRWMD. Properties in the vicinity of the byway that have been protected in part by utilizing EEL Program funding include:

- Coconut Point Sanctuary
- Enchanted Forest Sanctuary
- Barrier Island Sanctuary
- Jordan Scrub
- Pine Island Conservation Area

Indian River County adopted objectives and policies in its 1990 Comprehensive Plan that resulted in the establishment of the Indian River County Environmental Lands Program (IRCELP). The program was subsequently funded by a 1992 \$26 million ad valorem tax bond referendum. The primary objective of the IRCELP is to protect, restore and sustain endangered ecosystems and associated rare and endangered species in Indian River County. Resources along the IRLNSB that have benefited from this sensitive lands protection program include:

- North Sebastian Conservation Area
- Captain Forster Hammock Preserve
- Sebastian Canoe Launch
- R. Kroegel Parcel Acquisition

8.5. Local Community Programs

Many of the larger communities located along the corridor have parks departments which play a key role in the management of public resources. There are dozens of parks, recreational facilities, and locally managed properties along the corridor.



8.6. Summary of Protection Efforts

IRLNSB has been fortunate to have received such strong support from local and regional agencies in terms of identifying, protecting, managing and enhancing the corridor's intrinsic resources. These agencies have formed strong partnerships that together manage and protect these resources on a regional basis. In many cases the Coalition has served as the focal point for regional discussions on resource protection. Controversy has been minimal with little public opposition to the projects proposed. The inclusion of Pineapple Avenue and Fellsmere extensions brings an enhanced heritage perspective to a corridor that was originally focused primarily on the protection of the natural and recreational resources of the corridor. Supporters for these two corridor additions were strong advocates for ensuring that this heritage component was made a prominent part of the updated Coalition GOS. Establishing the importance of these resources has resulted in a more balanced, holistic vision for this byway. Additionally, because of the extensiveness of this corridor covering two counties and dozens of communities, language was included in the Coalition's updated GOS that encourages open communication on regional issues associated with the protection of its intrinsic resources.

9. Funding

In addition to increased membership, increased funding is a second key to accomplishing the Coalition's mission and ensuring long-term sustainability of the organization. As discussed previously, the byway received nearly \$3,000,000 in funding to complete projects and support Coalition efforts. All of these projects have been completed. Additionally, funding to support ongoing organizational and administrative needs is soon to expire. A part of the Sustainability Committee's mission includes identifying new revenue streams to maintain the long-term viability of the Coalition. This effort is just getting underway. The Committee is documenting potential local, state, federal and private funding sources that are consistent with the mission and needs of the organization. Funding opportunities may include:

- **National Scenic Byways:** National Scenic Byways Program discretionary funds have historically been a primary source of funding for projects along designated scenic highways. The Coalition has received several NSB grants in the past. The continuance of this funding source is now in question at the national level. If available, the Coalition will continue to weigh the likelihood of success in pursuing/receiving funding from this source.
- **Environmental Protection Agency:** The EPA offers a number of grant opportunities that are consistent with the goals of the Coalition. The Environmental Education Regional Grant (Catalog of Federal Domestic Assistance 66.951) is an example of such a targeted funding opportunity. This grant program increases the public's awareness and knowledge on environmental issues by providing skills that participants need to make informed environmental decisions and take responsible actions toward the environment.
- **Transportation Enhancement Program:** The Transportation Enhancement Program is funded by the Federal government and managed at the state level by FDOT. The types of projects funded by this program fit well within the Coalition's goals and objectives. Enhancement projects consider aesthetic qualities (including scenic and historic highways) that promote and enhance a community's intrinsic resources. These funds are available through the FDOT's Local Agency Program (LAP) but require a certified local agency as a project sponsor. Several local governments along the corridor including Brevard and Indian River counties and the Cities of Melbourne, Palm Bay and others are LAP certified. This program does not require matching funds making it easier for small organizations to qualify. Long-term partnerships with elected officials and regional planning agencies are imperative because of the requirement for local prioritization of projects for available funding.
- **Recreational Trails Program (RTP):** Administered by the Florida Department of Environmental Protection (FDEP), RTP grants fund trail construction, renovation and trail user education. RTP grants require a 20-50 percent local match and applicants are scored higher with higher matches. The maximum grant amount is \$200,000 for non-motorized and \$500,000 for motorized projects.
- **Preserve America** is a federal initiative that encourages and supports community efforts to preserve and protect America's priceless cultural and natural heritage. The goals of the program include greater shared knowledge about the nation's past, strengthened regional identities and local pride, increased local participation in preserving the country's cultural and natural heritage assets, and support for the economic vitality of our communities. Preserve America recognizes and designates communities (including municipalities), counties and neighborhoods in large cities that protect and celebrate its heritage, use its historic assets for economic development and community revitalization, and encourage people to experience and appreciate local historic resources through education and heritage tourism programs. One benefit of designation under this program includes eligibility to apply for Preserve America Grants and national recognition. No communities along this corridor are currently designated though the Preserve America program although this should not discourage the Coalition from considering possible local government partnerships needed to pursue available funds. Upon award of funds, the program allows "after the fact" inclusion into the program.

- **Tourist Development Council (TDC):** Another potential funding source is the Tourist Development Council (TDC), which is present in both Brevard and Indian River counties. The Coalition is currently scheduling informational presentations to the county TDC in hopes of gaining support that the corridor's mission is consistent with that of these agencies. Strategic funding and recognition are both critical to the Coalition. Grant awards will be imperative to long term viability while recognition in TDC sponsored efforts will help bring creditability to the corridor.
- **Community Grants:** Small community grant opportunities are available to the Coalition. Keep Brevard Beautiful is an example. This organization's mission is to motivate and educate businesses, schools, groups and individual partnerships to reduce litter, recycle, landscape and beautify the environment and economic benefit of Brevard County.
- **Other Opportunities:** Additional sources for partnerships, funding and in-kind resources that are consistent with the Coalition's mission can be found in a variety of private, non-profit organizations and in other state resources including:
 - Businesses and residents
 - FDOT Beautification grants
 - Florida Cooperative Extension Service
 - Florida Department of Agriculture
 - Florida Department of State
 - Florida Public Archaeology Network
 - Trust for Public Lands
 - St Johns River Water Management District
 - VISIT FLORIDA

9.1. Current Status

The Coalition has a long successful history of grant awards. It understands that historical funding streams including FDOT Scenic Highway and National Scenic Byway grants may be limited in the future. Because of this the Coalition continues to monitor a broad range of grant opportunities that are consistent with its mission.

The Coalition recently established a working committee whose mission is long-term sustainability. Initial efforts of this committee have resulted in recognition as a registered Florida corporation. The committee is actively pursuing IRS designation as a not-for-profit organization under section 501(c)(3) of the Internal Revenue Code. Once issued, it is anticipated that the Coalition will be more attractive to potential donors as a result of available tax benefits.

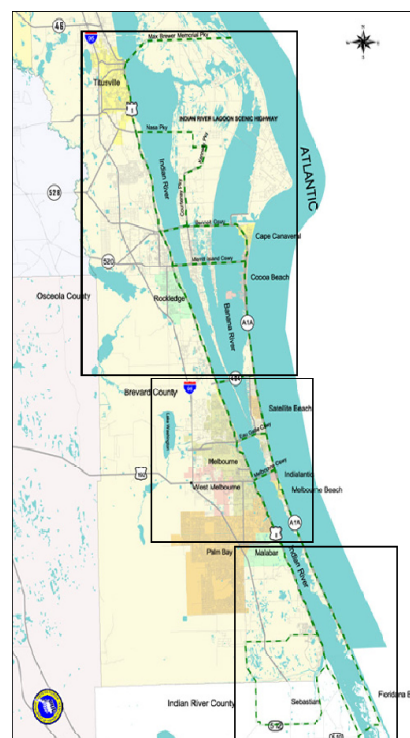
The Sustainability Committee is currently developing a marketing plan in hopes of identifying ways of generating additional funding to help to fulfill its mission.

10. Corridor Promotion and Measuring Success

The IRLNSB has been one of the most successful designated corridors over the last 10 years in terms of obtaining project funding and building community partnerships. Much of this is the result of early successes in obtaining National Scenic Byway designation and the design and construction of the Lagoon House. Unfortunately, the momentum gained as a result of these early efforts has slowly eroded. The Corridor Needs Assessment of CMEs (2008) highlighted the need for the Coalition to reestablish itself through strong leadership, increased membership and renewed partnerships. This process is now well underway.

As part of this reestablishment effort, the Coalition has identified the need for enhanced promotional tools. In 2010 it initiated a project to build a corridor web site. This site recently came on line with marketing materials, corridor mapping, visitor's itinerary and background information on the organization. This site is soon to be connected to Facebook to ensure maximum social networking coverage. Phase II additions to the Website include an interactive map, member access to organizational materials, yearly events calendar and listing of accomplishments. The site has averaged approximately 40 visits per month with approximately 5% of the visits coming from international locations. The ability to monitor site visits will enable the Coalition to provide a clear picture of the site's success in attracting visitors.

The Coalition has recently begun the task of updating its corridor brochure to better identify and market corridor resources. Although FDOT has committed to fund an initial printing of this brochure, the Coalition has discussed a strategy to identify funding opportunities for future printing needs. The brochure is intended for distribution to local sponsors, advocates and for use at local events attended by the Coalition. A digital version of this brochure is a planned addition to the Website.



Interactive Map - Website

Equally important is the inclusion of this brochure as part of a marketing/donor package for the organization to seek outside donors. This effort is reflected in its inclusion in Goal 6 and implementation within the next 18 months as stated in the Action Plan.

The Coalition is also working to establish a speaker's bureau (Goal 6.2) as a way of reestablishing IRLNSB name recognition in the community. The CPP discusses a list of candidate regional and local organizations that will be the first potential contacts for this community involvement campaign. The board proposes to provide reintroduction presentations using photos, brochures and an accomplishment list to ensure maximum coverage throughout the local community. The Coalition's yearly events calendar highlights targeted involvement in community events. For each event the Coalition attends they will display a corridor map, distribute informational materials such as brochures and an accomplishments list, highlight current partners and encourage attendees to join the Coalition to receive future updates on planned activities. This effort is directed towards increasing the numbers of byway supporters.



Florida Scenic Highways booth at a local community event

The Coalition has no specific economic research to document current value of the scenic highway designation, although Section 2 of this document attempts to make a connection based on FHWA national research and limited corridor data. With implementation of these current promotional efforts the Coalition expects to be able to better document donations received, visits to its web site, corridor reintroduction efforts, increases in membership and distribution of its marketing materials with more certainty in the future. With even limited success, these efforts should provide enhanced documentation for end-of-year reporting of the long-term economic impact of this state/federal designation.

11. Local Government Comprehensive Plan Relationship

At the time of designation the Coalition reviewed the Comp Plans for each of the 17 local general purpose governments (LGPGs) within the corridor limits. All had general language that supported the mission and goals of the scenic highway. Planning and land use text addressed issues including signage, viewshed, managing growth and sprawl, eliminating blighted areas, transportation needs, and environmental land acquisition opportunities. At that time, all 17 LGPGs committed to include the corridor vision, corridor route and the corridor goals appropriate to its jurisdiction in their Comp Plans.

As part of this CMP update Comp Plans for many of the principle LGPGs were reviewed to ensure that these commitments had been addressed.

11.1. Brevard County Comprehensive Plan

The Brevard County Comp Plan includes policies referring to the IRLNSB. Specifically, Objective 9 of the Transportation element states “Brevard County shall take actions necessary to establish and maintain a roadway network that enhances the social and natural environment while minimizing any potential negative impacts.”

Policy 9.1 lists designated roadways within the County, including the existing IRLNSB. Should the County wish to strengthen its protection of the scenic, natural and heritage attributes of the corridor, amendments may be considered to the Conservation, Parks and Open Space, Historic Preservation and Land Use elements.

11.2. Indian River County Comprehensive Plan

Though the IRLNSB traverses the length of the County, the County Comp Plan does not currently refer to the existing byway, other than to identify State Road A1A and US 1 as major north-south roadways. The Comp Plan also identifies CR 512 (including Wabasso Causeway) as a major east-west connection between Sebastian and Fellsmere. All of these roadway segments are part of the byway.

The Transportation element does note that the County has designated certain roads or road portions as scenic and historic. Under Objective 7: Land Use Compatibility States Policy 7.5, where “The County hereby designates as historic and scenic the following:

- Jungle Trail
- Old Winter Beach Road
- Fellsmere Grade
- Quay Dock Road
- Gifford Dock Road

The County commits to prepare, adopt and implement management plans for each of these roads in order to protect and enhance its scenic/historic character.”

It is recommended that the County amend its Transportation element to include the IRLNSB (with the Fellsmere Corridor Extension) and note that it will coordinate with Brevard County, The City of Sebastian, City of Fellsmere and the Coalition to implement the CMP.

11.3. City of Sebastian Comprehensive Plan

The current Comp Plan for the City of Sebastian was developed prior to the designation of the byway. The City is currently in the process of drafting an update to their plan. In the existing Comp Plan, the City has established goals, objectives and policies related to providing multi-modal transportation (Objective 2-1.1); the protection of neighborhood integrity, natural resources, aesthetics (Objective 2-1.5) and facilities for bicycles and pedestrian ways (Objective 2-1.10).

11.4. City of Fellsmere Comprehensive Plan

The City of Fellsmere Comp Plan currently does not have any goals, objectives or policies relating to the scenic byway. The plan will need to include policy, perhaps in the Transportation element, regarding the Fellsmere corridor extension. Should the City of Fellsmere wish to integrate the byway goals into its Comp Plan, amendments may be considered for multiple existing elements including; Conservation, Recreation and Open Space and Land Use elements. The City may also want to consider adding a Historic Preservation element to reflect the character and heritage that makes it a valuable addition to the byway.

11.5. City of Titusville Comprehensive Plan

The City of Titusville Comp Plan does not make specific reference to the IRLNSB. However there is a general theme throughout the City's Comp Plan policy discussion that includes the recognition of the Indian River Lagoon as an economic development engine for the community. A review of the Infrastructure, Recreation and Open Space and Conservation elements finds that all provide general discussion regarding the Indian River Lagoon as a unique resource in need of protection and enhancement. The Infrastructure element discusses community safety and the need to ensure a positive experience for visitors traveling in Titusville. The Recreation and Open Space element discusses the need for providing a full range of recreational activities. Goal 2 in this element establishes the need to provide open space as an essential need for the betterment of the City's character and quality of urban life. The Conservation element recognizes the need to preserve and enhance the quality of the natural environment through protection and enhancement.

It is recommended that all three elements be updated to address the requirements of the FSHP. In the Infrastructure element an additional goal could be included that speaks to the designated roadway system. This reference could then be tied to related statements in the Recreation and Open Space and/or Conservation elements that identify the corridor including a description of its limits in the City along with the corridor's vision and pertinent goals.

11.6. City of Melbourne Comprehensive Plan

Among other objectives, the City of Melbourne's Transportation element of its Comp Plan recognizes the need to provide transportation alternatives to increase accessibility and provide a comprehensive transportation system. In part, this element addresses roadway facilities, accessibility, and the availability of bicycle and pedestrian facilities along with other ancillary services and programs. The IRLNSB is specifically identified in Section B of this element. In addition, Pineapple Avenue has been identified as a constrained facility prohibiting its future modification based on adjacent land use and the uniqueness of the neighborhood it serves. This is specifically referenced in Policy 1.1.11 of the City's Transportation element.

This element also supports several of the IRLNSB goals by recognizing the implementation of wayfinding philosophies and the establishment of greenways, blueways and trails plans in the vicinity of the corridor. The Coastal Management element notes the City's commitment to the Indian River Lagoon Comprehensive Conservation and Management Plan and continued involvement in the Indian River Lagoon SWIM Plan. This element also recognizes the importance in protection and preservation of sensitive historic resources within the City's coastal areas. Finally, the Recreation and Open Space

element makes specific reference to the importance of preserving the Indian River Lagoon waterfront along US 1 for passive recreation and scenic vista use including possible cooperation with regional efforts to develop this corridor as a greenway and blueway. Further in the element, Objective 1.2 makes reference to specific scenic highway corridors in the City including the US 1 and SR A1A, while Objective 1.6 references partnering efforts between the City and the Marine Resource Council (MRC) and Brevard County to develop access ways to the Indian River Lagoon.

11.7. City of Palm Bay Comprehensive Plan

The City's Comp Plan offers little specific reference to the IRLNSB. The Intergovernmental Coordination element provides the most direct reference to the byway in referencing ongoing efforts with the FDOT in establishing a Master Plan for public use and access to the Indian River Lagoon (Policy ICE-1.3B). This policy goes on to discuss restoration and enhancement of the scenic quality of the coastal zone area and providing scenic overlooks for the Indian River Lagoon. The Coastal Zone Management element speaks to supporting the Indian River Aquatic Preserve Management Plan and assisting the MRC in coordinating environmental education efforts in the community. The Recreational element, in Policy 1.1D, states the importance of preserving scenic easements along the Indian River Lagoon through property donation and/or purchase using state and local grants. Finally, the Future Land Use element references the Indian River Lagoon in all Comp Plan mapping with highlights on US 1.

Although the Comp Plan requirements of the FSHP appear to be met, cross-referencing between these four elements would better reflect the significance of this corridor within the City.

11.8. City of Cocoa Comprehensive Plan

The City's Comp Plan offers limited reference to the IRLNSB. The Transportation element, while not specifically referencing the byway, makes reference to the need to establish a transportation system for residents and visitors that is multimodal and when possible, developed to enhance the City's greenways system. This element also states the importance of pursuing grant opportunities for median and road beautification. In its most targeted statement, Objective 2.1.9 of this element outlines the importance of a scenic highway program whose purpose is to protect and maintain the appearance and aesthetics of each designated scenic roadway. Neither the Recreation and Open Space nor the Conservation elements of the City's Comp Plan make reference to the byway. Although the Comp Plan requirements of the FSHP appear to be met, cross-referencing between these three elements would better reflect the significance of this corridor with the City.

11.9. Comprehensive Plan Findings

According to the Florida Scenic Highways Program manual, elements of the CMP must be incorporated into the local government Comp Plans of participating local governments as part of the designation of a corridor as a Florida Scenic Highway. Incorporation of the CMP into the Comp Plan ensures a commitment by local government and partners to implement the actions outlined. A review of the Comp Plans for several of the key communities along the IRLNSB noted reasonable compliance with this requirement. Most communities referenced the Indian River Lagoon and its importance and value to its community. Most communities referenced the importance of scenic highway corridors and several specifically mentioned the IRLNSB. All Comp Plans reviewed made reference to community specific goals as established by the Coalition and all had community visions consistent with that of the Coalition. The Coalition commits, through its updated Goals and Objectives, to work with local governments in the future as they update their Comp Plans to strengthen pertinent language and ensure a consistent vision for the regional resources.

12. Partnerships

Partnering is a term used to describe the cooperative efforts of two or more parties to reach a common goal. Within the FSHP, partners of the Coalition may include; citizens, governmental agencies, private interests, business associations, land owners and developers, interest groups and civic organizations. The intent of the partnering effort is to collectively produce a better product than can be accomplished by working separately. Over the years the Coalition has established several significant partnerships that have resulted in enhanced funding, completed projects and increased visibility for all partners involved. As discussed through this document, the partnership between the MRC and the Coalition has been longstanding and worked to the mutual benefit of each partner. One significant result of this partnership was the construction of the Lagoon House.

Partnerships with the Coalition's local government partners have also resulted in significant gains for the resources and each partner. The City of Palm Bay's repeated success in receiving grant funding, particularly FDOT & NSB, has resulted in the design and construction of several key projects along the corridor. The construction of the City of Melbourne Beach Pier is another example of a highly successful partnership between the Coalition and its local government partners.



Historic Melbourne Beach Pier

A third example includes the long-term partnership between the Coalition, MRC, EPA, and SJRWMD to improve water quality in the Indian River Lagoon through research, regulation and mitigation.

The goal of a partnership is that, although each partner involved may place its own interests and needs as a priority, they are willing to develop relationships to develop stronger bonds and increase chances of success, ownership and contribution.

As the Coalition has matured, many of its early-on, highly successful partnerships have lost some focus. Looking to the future the Coalition readily acknowledges the continued importance of establishing long-term partnerships. Based on its updated Action Plan and Goals and Objectives, the Coalition is currently

assessing needs and identifying appropriate partnerships that make sense for the byway and others involved. They plan to use techniques outlined in the CPP to build awareness and a realization of byway benefits among potential partners. Preliminary focus areas include economic development, resource protection and heritage advocacy.



The Winchester Symphony House located in the historic section of Eau Gallie

13. Problem Areas

Challenges facing the Coalition have been discussed elsewhere in this CMP update. They fall into two categories:

13.1. Internal

- Rebuilding membership.
- Developing a strong Board of Directors.
- Creation of an organizational succession plan.
- Identifying funding tools to establish operational staffing and support strong community advocacy that is consistent with the mission statement.
- Obtaining National Designation recognition for the Pineapple Avenue and Fellsmere extensions.

13.2. External

- Updating the CPP.
- Renewing partnerships.
- Establishing a marketing plan.

None of these challenges are insurmountable or unique to the Coalition. These are the same issues that face every byway around the state. Most importantly, the Coalition has acknowledged them and has worked to implement a plan to address each and every challenge. The key components of this plan include a strong CPP, leadership and partnership.

14. Corridor Action Plan

The Corridor Action Plan outlines the sequence of actions the Coalition will perform or oversee in an effort to meet its GOS and ultimately achieve its corridor vision. The Action Plan is organized into a categorized listing of topics that serve as an “instruction manual” on how to implement the CMP.

As part of the Coalition's update of its GOS, they have also updated their Corridor Action Plan. This updated Action Plan has been developed to document attainable milestones for the Coalition, and is identified in short-term (next 18 months) and long-term measures. Short term efforts focus on increasing the Coalition's membership base, reintroduction of the Coalition to the community and identification of funding for long term sustainability. This updated Corridor Action Plan was approved in March 2011 and is included in Appendix I.

15. Corridor Accreditation

FDOT District Five has recently initiated a voluntary Scenic Highway Corridor Accreditation Program as a way to ensure long-term sustainability for each of the District's designated corridors. The "Achieving Excellence Accreditation Program" is based on implementation of Best Management Practices (BMPs) that have been developed and tailored specifically for the CMEs in FDOT District Five. They are based on challenges to sustainability that have been identified during evaluation and observation of the CMEs over time.

There are a total of 24 BMPs that must be implemented in order for a CME to receive the highest level of Accreditation (Level III). However, building a sustainable byway organization takes time, and could be years in many cases. Therefore, Achieving Excellence has three levels of accreditation in order to recognize significant progress toward sustainability.

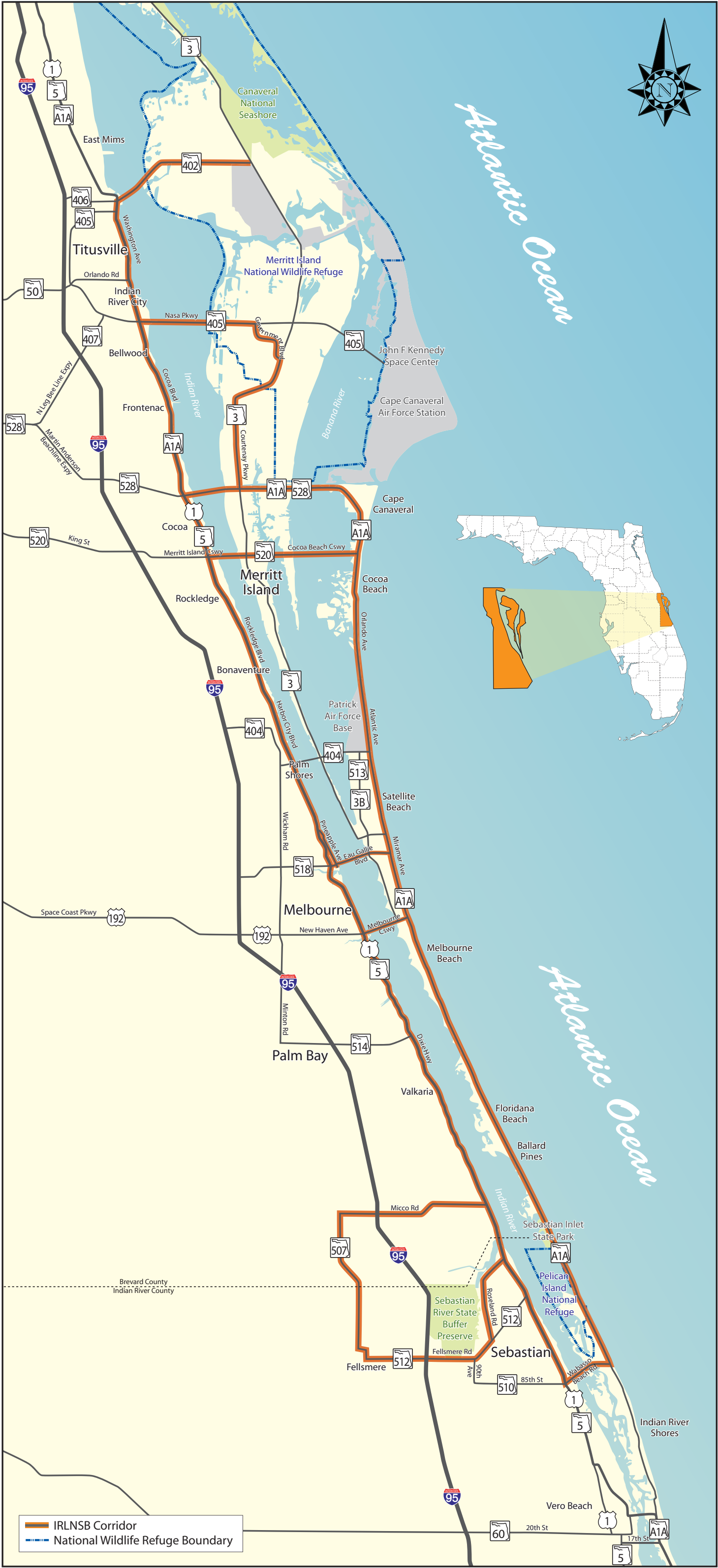
15.1. Steps to Accreditation

1. Review BMPs, criteria, and documents required for verification.
2. Collect the documents required for verification.
3. Submit BMPs to the Review Panel.
4. Submit revised or additional information to Review Panel if necessary.

The Coalition is currently working to attain Level I accreditation. A list of requirements for Level I Accreditation is included in Appendix J. The Coalition's goal is to receive Level I Accreditation by January 2012.

APPENDIX A

CORRIDOR MAP



APPENDIX B

ACCOMPLISHMENTS LIST

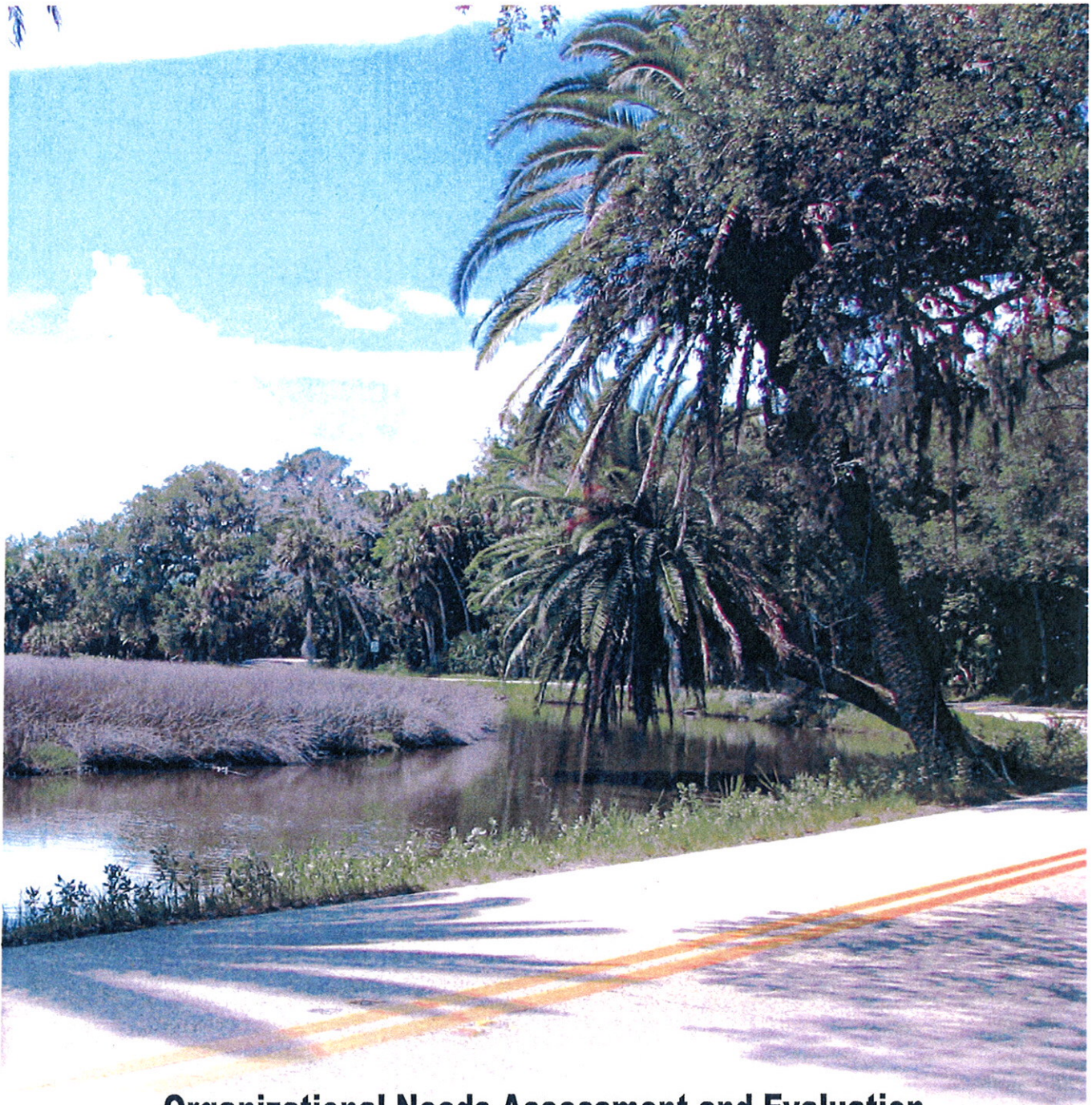


List of Accomplishments

- Designated a Florida Scenic Highway in 2000
- Designated a National Scenic Byway in 2002
- Rehabilitation of the historic Melbourne Beach Pier
- Construction of the Lagoon House Environmental Learning Center
- Removal of 217 acres of invasive species from the Lagoon
- Land acquisition in Palm Bay to protect scenic vista of river
- New website at: www.IndianRiverLagoonByway.com
- Extension of Byway to Fellsmere and Pineapple Avenue
- State of Florida Corporation
- Designated as a tax exempt not-for-profit organization under section 501(c)(3) of the Internal Revenue Code – August 2011

APPENDIX C

CORRIDOR SOLUTIONS RECOMMENDATIONS



**Organizational Needs Assessment and Evaluation
of Scenic Byway Organizations:
Florida Department of Transportation - District Five
January 2008**

Indian River Lagoon National Scenic Byway

EXECUTIVE SUMMARY

In May of 2007, TranSystems retained Corridor Solutions (Wanda Maloney and Frances Kidd) to conduct a needs assessment of the Indian River Lagoon National Scenic Byway as part of a project for District Five of the Florida Department of Transportation (FDOT). There are ten byways (or candidate byways) in District Five, and the purpose of the project is to determine where each byway organization is in their planning and development, and make recommendations to FDOT about the appropriate next steps for each organization.

The Indian River Lagoon is a 160-mile route that was designated a Florida Scenic Highway in 2000, and a National Scenic Byway in 2002. The byway's Corridor Management Entity (CME) is known as the Indian River Lagoon Scenic Highway Coalition. In summary, this byway organization is in need of reorganization. After a tremendous amount of success following national designation, the CME has become somewhat stagnant. Most of the goals from the original corridor management plan (CMP) were met within a relatively short period after national designation. The Lagoon House was built and drew national attention, and great strides were made in invasive species removal along the corridor. However, as these goals were being accomplished (some remain ongoing), they were not replaced with new goals that addressed corridor-wide issues and needs, and many CME members and stakeholders lost interest.

The consultant believes that immediate steps should be taken to reconstitute the CME membership, and rebuild community support for the scenic byway. Identifying new leadership for the organization should also be a priority. Other issues that need to be addressed are the relationship between the CME and the Marine Resources Council (MRC), and the responsibilities of the byway staff person. Once this reorganization has occurred, the CME should focus on identifying new corridor-wide goals and priorities. This could be accomplished through a strategic planning process.

In spite of the current challenges facing the organization, the consultant believes this group has a tremendous amount of potential. After similar periods of initial success, other byway organizations have also experienced and overcome periods of stagnation while trying to decide what to do next. The Indian River Lagoon National Scenic Byway has all of the elements required for a successful byway organization, including a proven record of success. The focus now for the CME should be on re-energizing its membership and assessing the needs of the corridor.

METHODOLOGY

Several methods of data collection were used for this evaluation. Corridor Solutions (CS) attended the September 12, 2007 meeting of the Indian River Lagoon Scenic Highway Coalition. The purpose of attending the meeting was to introduce the evaluation project to the CME members, and to observe the dynamics of a "regular" meeting. The consultant also helped organize and attend a CME meeting held October 25, 2007. The purpose of the meeting was to create a prioritized list of proposed byway projects for the Indian River Lagoon corridor in preparation for the 2008 National Scenic Byways Program grant cycle.



In addition, CS conducted face-to-face interviews with Ted Moorhead (CME Chair), Jim Egan, Richard Stillwagon, Jerry Stansfield, Nicole Capp, Beth Mitchell, and Eve Owens. CS also conducted research regarding the formation and organizational history of the group as well as examining other information gathered from internet searches, planning documents, and various printed materials collected from the byway. Kristee Booth of EMS Consulting also provided information about the organization's history and background.

ORGANIZATIONAL OVERVIEW

The Indian River Lagoon Scenic Highway is a program of the Marine Resources Council (MRC), a non-profit organization focused on environmental issues affecting the Indian River Lagoon estuary. The MRC serves as fiscal agent for the byways' annual \$25K seed grant, and employs a part-time byway staff person.

The current composition of the CME is somewhat difficult to discern. Although there exists an email distribution list for meeting notices, there does not seem to exist a current list of members with affiliations and contact information. The only CME list provided to the consultant is dated January, 2001. In order to encourage attendance at the special grants meeting in October, the consultant (with the encouragement of CME Chair Ted Moorhead) contacted several individuals appearing on the original CME list as well as the "current" email distribution list. The contact information for many of the individuals was not current, with some members having left their positions as much as two years ago.

The CME switched from a monthly to bi-monthly meeting schedule about a year ago. Meetings are currently attended by ten or fewer CME members. This appears to be a dramatic drop from the fifty plus individuals reported to have been attending the meetings during the period just before and after national designation. Regular attendees include several grant writers from local municipalities, and one tourism organization. Although the tourism representation is relatively new, several of the members who regularly attend the meetings have been involved since the national designation phase of the byway.

CME Chair Ted Moorhead has been the only official leader of the organization. He has recently expressed his desire to the consultant and others to resign from the position.

EVALUATION

1. Leadership

Rating: Underdeveloped

Challenges:

- Ted Moorhead has expressed his desire to resign as chair of the CME, and there appears to be no one to replace him.
- The relationship between the MRC and the CME is very ambiguous. There is evidence that this creates confusion for CME members/stakeholders who see the MRC as the main beneficiary of the byway, and are asking what's in it for them.
- There appears to be no system for maintaining or recruiting new CME members.

Assets:

- When fully constituted, the CME is a very large group, and will provide a large pool of potential candidates to replace Ted Moorhead as CME chair.
- The outgoing chair is a very highly respected member of the community who lends a great deal of credibility to the organization.

2. Finance

Rating: Functional

Challenges:

- The CME has no budget separate from that of the MRC.
- There is a lot of emphasis on NSB grants being the presumed source of funding for projects along the corridor.
- CME members are encouraged to submit NSB grant applications that are not clearly linked to the byways CMP, and are ultimately determined to be ineligible or not ranked high among other applications within the state.

Assets:

- As a program of the MRC, there is no need to create a new nonprofit organization to serve as fiscal agent for the byway.
- The CME has a demonstrated record of success (Lagoon House, invasive species removal, etc.) that can be used to pursue additional funding/donors.
- Several CME members are grant writers.
- The CME has access to grant-writing and other expertise of the MRC - a successful, well-established nonprofit.
- Fundraising potential – the composition of the corridor provides potential for numerous fundraising strategies including major donors, foundations, individuals, corporations, special events, advertising, and web-based contributions.

3. Community Involvement

Rating: Functional

Challenges:

- Using meeting attendance as one indicator, community involvement has declined dramatically in recent years. Information collected by the consultant seems to suggest that community groups/municipalities are not aware or do not understand their role.
- There is also widespread sentiment in the community that so far only Lagoon House/MRC and Palm Bay have benefited from National designation. They do not see how it is benefiting them.
- Community updates have mostly focused on the issue of invasive species removal.

Assets:

- New website can be used to communicate current information to members and community.

4. Effectiveness

Rating: Underdeveloped ¹

Challenges:

- Lack of corridor-wide planning. Although designated a National Scenic Byway since 2002, the byway organization has not undertaken any corridor-wide planning projects like a marketing, interpretive, or master plan.
- Most of the goals in the original CMP have been accomplished. For the most part, these original goals all fell within the scope of the MRC. However, there is evidence from the October meeting that the CME supports projects/goals (like land acquisition to protect scenic vistas) not found in the original CMP, and not entirely within the scope of the MRC.
- The credibility of the organization may have suffered because of the inability to maintain a current membership list (i.e., sending meeting notices to individuals who vacated their positions up to two years ago, etc.).
- The decline in interest of stakeholders may also be related to the organization's inability to clearly and concisely articulate its mission.

Assets:

- Most of the goals in the original CMP plan have been accomplished. This proven record of success is a tremendous asset and can be used to leverage additional resources and support in the future.
- The length of the corridor and large number of CME members provide a very large pool of potential resources and opportunities for partnerships.

¹ This rating applies to the current status of the organization. At the time of this report, the mission of the organization seems unclear to most members.

5. Administrative Capacity

Rating: Functional

Challenges:

The responsibilities of the byway staff person are unclear. The meeting notices and minutes are drafted and distributed by volunteer CME members.

The membership list is not being kept current.

Assets:

The organization has significant administrative assets including permanent office space at the Lagoon House as well as access to technology and resources via the MRC.

The new website can be used to distribute information more efficiently.

The CME has access to the MRC's large volunteer base.

EVALUATION SUMMARY

1. Leadership	Underdeveloped
2. Finance	Functional
3. Community Involvement	Functional
4. Effectiveness	Underdeveloped
5. Administrative Capacity	Functional
Overall Rating	Functional

RECOMMENDATIONS

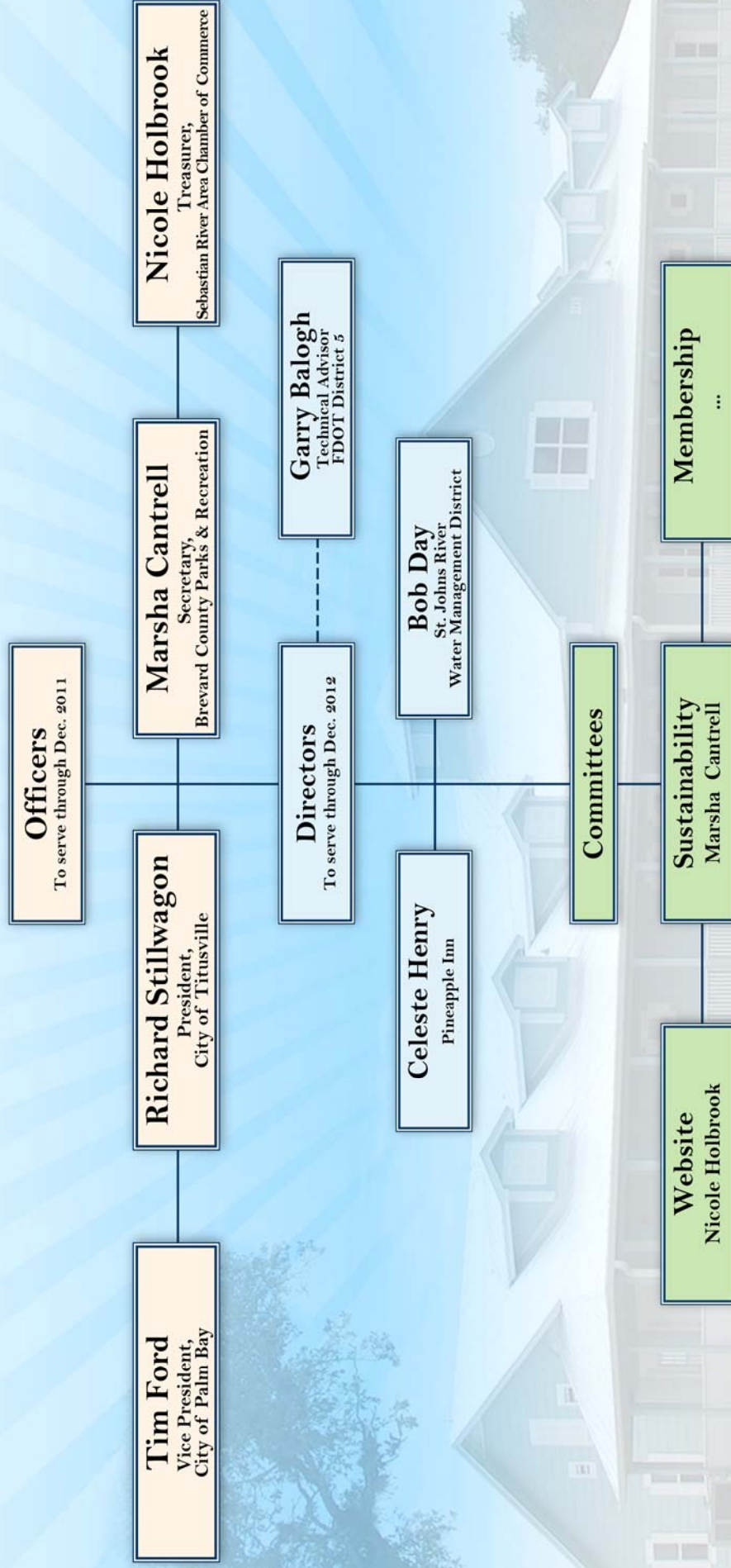
Recommendation:	Estimated timeframe for completion:
15. Identify new interim CME chair from outside the MRC.	February 2008
16. Reconstitute CME membership: replace vacancies, contact members no longer attending, and identify new stakeholders including groups that have never been represented.	May – June 2008
17. Create presentation for recruiting new CME members and updating stakeholders that provides a <i>consistent, accurate</i> message about the organization's mission and goals.	February 2008
18. Develop job description for byway staff person and establish where responsibility lies for maintaining membership list, meeting notices, minutes, etc.	March 2008
19. Define the relationship between the MRC and the CME. The CME needs to be able to undertake projects that are outside the scope of the MRC.	March 2008
20. Revise CME bylaws.	July 2008
21. Revise CMP or develop a strategic plan (utilizing professional planning consult) that will identify new goals and priorities.	4 – 6 months after CME is reconstituted
22. Identify new permanent leader.	December 2008
23. Recognize contributions of Ted Moorhead.	December 2008
24. Develop a fundraising plan for the organization.	Mid – Late 2009

APPENDIX D

ORGANIZATION CHART



2011 Coalition Officers & Directors



APPENDIX E

LIST OF GRANT AWARDS

**Indian River Lagoon National Scenic Byway
List of Grant Awards**

Year	Grant Title	Project Description	Project Sponsor	Amount Awarded
2001	SB-2001-FL-1: Indian River Lagoon House Environmental Learning Centre	Funding toward the design and construction of the Lagoon House, a gateway visitor center and public information resource for the IRLNSB. Interpretive exhibits including historical, archaeological, cultural, natural, scenic and recreational resources enable visitors to make the best use of their touring time.	City of Palm Bay	\$800,000
2002	SB-2002-FL-4: Reconstruction of Melbourne Beach Historic Pier	Reconstruction of a 650' historic pier which extends into the Indian River Lagoon. Originally constructed in 1889 as a ferry and steamboat dock, it was reconstructed in the early '80s and added to the National Register of Historic Places.	Town of Melbourne Beach	\$145,346
2004	SB-2004-FL-51208: Implementation of CMP Year 1	Funding for a byway staff person to (1) carry out implementation of the byway's CMP, (2) coordinate activities of the byway's Coalition and local volunteers active in improving the intrinsic resources along the corridor, and (3) explore opportunities to preserve and manage the intrinsic resources along the corridor.	Indian River Lagoon National Scenic Byway Coalition	\$25,000

2005	SB-2005-FL-1: Implementation of CMP Year 2	In addition to the previous year's responsibilities of carrying out the implementation of the byway's CMP, the Coalition will coordinate and manage volunteers to staff and maintain the Lagoon House. The Lagoon House is the face of the byway and hosts over 300,000 visitors a year.	Indian River Lagoon National Scenic Byway Coalition	\$25,000
2006	SB-2006-FL-2: Implementation of CMP Year 3	The byway staff will assist in identifying grants that may be used to further CMP goals and explore opportunities to preserve and maintain the intrinsic resources along the corridor. Additionally, staff will continue to coordinate and manage volunteers at the Lagoon House.	Indian River Lagoon National Scenic Byway Coalition	\$25,000
2007	SB-2007-FL-6: Implementation of CMP Year 4	The byway staff will assist in identifying grants that may be used to further CMP goals and explore opportunities to preserve and maintain the intrinsic resources along the corridor. Additionally, staff will continue to coordinate and manage volunteers at the Lagoon House.	Indian River Lagoon National Scenic Byway Coalition	\$25,000

2007	SB-2007-FL-11: IRLNSB Pedestrian Pedway	This project benefits the byway traveller by providing pedestrian safety and connectivity between several parks. These include Castaways Point and Stearns Point, the Lagoon House, Turkey Creek, Scenic Bluffs and the Indian River Lagoon itself, all current environmental landmarks in Palm Bay.	City of Palm Bay	\$500,000
2007	SB-2007-FL-12: IRL Waterfront Acquisition	This funding will aid in the purchase of four specific waterfront parcels to help protect the fragile riverside shoreline as well as renew the scenic vistas along the IRLNSB. This project benefits the byway traveller by preserving some of the highest bluffs in Palm Bay locally known as the North and South Scenic Bluffs.	City of Palm Bay	\$540,000
2008	SB-2008-FL-7: IRL Seed Grant 2008	This project will fund plant materials used for beautifying the corridor and stabilizing shorelines along the corridor, in support of the goals of the CMP. In addition, the funding will further the CMP's goals and implementation strategies from previous grant projects.	Indian River Lagoon National Scenic Byway Coalition	\$50,000

2010	SB-2010-FL-3: IRL Non-Motorized Trail, Phase 2	<p>This project will assist in providing an extension (Phase II) to an approximately 4,000' long non-motorized facility between US 1 and the Indian River Lagoon. This project benefits the byway traveller by increasing mobility and providing an alternative to vehicular travel. Users will be able to walk, roll and bike along the scenic Indian River Lagoon, thus providing a more intimate experience. Additionally, this project will increase the liveability in Palm Bay by making the community more pedestrian friendly – an objective of the City's Redevelopment Plan.</p>	City of Palm Bay	\$150,000
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APPENDIX F

REVIEW OF COMPLETED GOALS/OBJECTIVES

IRLNSB
Review of Original Goals/Objectives

Goal Number	Description	Objective	Strategy Commentary	Status
1	Protect, preserve, maintain and enhance the intrinsic resources of the corridor	Stabilize shoreline with native vegetation and restoration of shoreline habitat		Resource protection and enhancement remains a goal. Accomplished/ongoing
		Remove exotic vegetation that compromises habitat and obscures scenic vistas		Resource protection and enhancement remains a goal. Accomplished/Ongoing
		Support implementation of the Indian River Lagoon Program Comprehensive Conservation and Management Plan		Accomplished/Ongoing
		Recognize and provide non-impact access to and interpretation of historic, archaeological and cultural resources		Resource protection and enhancement remains a goal. Accomplished/ongoing
		Support continued enhancement of and access to recreational facilities		Resource protection and enhancement remains a goal. Accomplished/ongoing
		Support efforts by jurisdictions to adopt and enforce appropriate signage rules		Coalition continues to support this objective
		Enhance areas along the corridor in which the scenic views have been impaired by man (Deteriorated or blighted)		Resource protection and enhancement remains a goal. Accomplished/Ongoing

IRLNSB
Review of Original Goals/Objectives

Goal Number	Description	Objective	Strategy Commentary	Status
2	Provide for safe, non-congested, destination-targeted multi-modal transportation throughout the corridor	Evaluate and implement ways to enhance multi-modal transportation and improve safety throughout the corridor		Coalition continues to support this objective
		Seek to make resources accessible without contributing to traffic congestion problems		Coalition continues to support this objective
		Create destinations so that travelers will have places to visit, not just roads to drive		Coalition continues to support this objective
		Cooperate with efforts to develop trails, walkways and bikeways throughout the corridor		Coalition continues to support this objective
3	Enlist community support and participation in planning and implementation process	Seek to inform the public about the scenic highway program	Regular news releases, web site, media coverage of corridor ribbon cutting, National Wildlife Refuge Centennial celebration complete.	Coalition continues to support this objective
		Seek to receive from the public continuing input re goals, objectives, strategies and action plan for achieving the mission of the scenic highway program	Corridor impression surveys, publicize public work shops for Goals/Objectives complete	Coalition continues to support this objective
		Seek to elicit more active participation in hands-on conservation and enforcement programs such as pepper busting, water quality monitoring, native plant proliferation and the Florida Yards Neighborhood program		Coalition continues to support this objective
		Seek to mediate and resolve any conflicts that may arise over issues connected with the scenic highway program		Coalition continues to support this objective

IRLNSB
Review of Original Goals/Objectives

Goal Number	Description	Objective	Strategy Commentary	Status
4	Provide public education on the corridor and disseminate the corridor story	Become better informed ourselves about the intrinsic resources of the corridor through the process of applying for scenic highway designation		Complete
		Develop means of communicating to local citizens and to potential visitors far away the story of the IRL	Web site, <i>Special Places</i> , brochure	Coalition continues to support this objective
5	Promote low-impact economic development and resource based tourism	Sell the IRLNSB corridor as a treasure to be experienced and preserved rather than a commodity to be consumed and destroyed		Coalition continues to support this objective
		Provide appropriate infrastructure within the corridor to enable such visitors as ecotourists and heritage tourists to have an enlightening and enjoyable experience without adversely impacting the resources		Coalition continues to support this objective

APPENDIX G

UPDATED GOALS/OBJECTIVES

**Indian River Lagoon National Scenic Byway
Five Year Corridor Management Plan Update
Updated Goals & Objectives**

January 2011

Goal 1: Protect and enhance the unique resources along the byway.

Objective 1.1 Protect and enhance the byway's natural resources.

- Strategy 1.1.1 Coordinate with property managers along the byway to evaluate whether the Scenic Byway designation can help leverage funding that enables them to achieve their enhancement goals.
- Strategy 1.1.2 Engage property managers and community organizations in collaborative or cooperative volunteer efforts to enhancing natural lands (e.g. exotics removals, native plantings, etc.) along the byway.
- Strategy 1.1.3 Support land acquisition plans (e.g. CARL, EEL) within the region to protect key resources.
- Strategy 1.1.4 Update the comprehensive inventory of intrinsic resources completed in June of 2000 from the Corridor Management Plan Document (Intrinsic Resource Assessment) using best available information that identifies and documents the Byways unique resources.

Objective 1.2 Protect and enhance the byway's heritage resources.

- Strategy 1.2.1 Identify and partner with governmental entities and community organizations interested in the protection, preservation and enhancement of heritage resources along the byway.
- Strategy 1.2.2 Support local partners in their efforts to obtain national/local heritage designations for prioritized resources along the corridor.
- Strategy 1.2.3 Support the efforts of Historic District's along the byway to enhance their visibility through the use of gateway elements, interpretation and streetscape treatments.
- Strategy 1.2.4 Work with municipalities to develop incentives that encourage adaptive re-use of historic structures and promote preservation along the byway.

Objective 1.3 Protect and enhance the byways scenic resources.

- Strategy 1.3.1 Work with local municipalities to develop incentives that encourage scenic conservation within private development.
- Strategy 1.3.2 Advocate for enhanced “scenic overlook” access points throughout the corridor (reference 5.1.2). .
- Strategy 1.3.3 Support local efforts to enhance areas along the corridor in which scenic views have been impaired (deteriorated/blighted).
- Strategy 1.3.4 Advocate for developing solutions to reduce visual impacts associated with transmission lines and other utility “annoyances”.

- Strategy 1.3.5 Work with local governments and regulatory or management agencies promoting enhancement of water quality and the aesthetics of the various drainage systems discharging to the Indian River Lagoon.

Objective 1.4 Enhance the byway's recreational resources.

- Strategy 1.4.1 Work with local governments or other land managers to improve public access through conservation lands throughout the byway.
- Strategy 1.4.2 Work with local governments to provide increased recreational access to the Indian River Lagoon including providing additional passive recreation opportunities for disabled visitors.
- Strategy 1.4.3 Work with strategic partners to identify non-regulatory tools (i.e., grants, volunteer programs, etc.) and incentives to protect and enhance the intrinsic qualities of the byway.
- Strategy 1.4.4 Partner with local community crew organizations to advocate for making the water resources within the corridor a recognized rowing destination. Support local government efforts to implement necessary improvements to develop this recreational opportunity.

Objective 1.5 Emphasize the importance of natural landscape vistas along the byway.

- Strategy 1.5.1 Identify and work toward enhancement of existing tree canopy locations along the byway.
- Strategy 1.5.2 Support local advocates in the drafting of ordinances designed to protect natural vistas along the byway.
- Strategy 1.5.3 Work with advocates to support efforts to create or enhance natural vistas.

Objective 1.6 Support partnerships for community beautification programs.

- Strategy 1.6.1 Advocate for the implementation of beautification programs in areas where no program currently exists.
- Strategy 1.6.2 Support “Adopt-a-Highway” programs and encourage sponsorship or adoption of highway segments along the corridor.

Objective 1.7 Support implementation of the Indian River Lagoon Comprehensive Conservation Management Plan.

- Strategy 1.7.1 Partner with the Indian River Lagoon Program (National Estuary Program/SJRWMD) to publicize and promote implementation of the plan.
- Strategy 1.7.2 Ensure consistency between the goals of the IRL program and the scenic highway.
- Strategy 1.7.3 Advocate for continued funding of the IRL program.

- Strategy 1.7.4 Investigate potential collaborative efforts between NEP and IRLNSB to support corridor initiatives.

Goal 2: Provide a high-quality experience for the byway traveler.

Objective 2.1 Develop a Wayfinding Plan.

- Strategy 2.1.1 Work with local advocates to develop a database of corridor resources including those that may not be visually or directly connected to the byway.
- Strategy 2.1.2 Work with America's Byways Resource Center to identify successful tools for use in Byway Wayfinding efforts.
- Strategy 2.1.3 Seek funding and partnerships to develop and implement a consistent comprehensive Wayfinding master plan for the entire corridor.

Objective 2.2 Develop an interpretive plan that communicates the story of the byway's resources.

- Strategy 2.2.1 Designate "Special Places" by Ruth Stanbridge as the official interpretive guide for IRLNSB-Indian River. Identify funding sources to print additional copies of this document.
- Strategy 2.2.2 Work with regional organizations to identify funding to create a similar field guide for the remainder of the corridor.

Objective 2.3 Develop corridor interpretation systems that meet the varying needs of users of the corridor.

- Strategy 2.3.1 Develop a database of corridor resources (reference 2.1.1).
- Strategy 2.3.2 Identify funding for the creation of a visitors travel itinerary system that is versatile enough to be useful for multiple media (print/electronic) uses.
- Strategy 2.3.3 Interface system with corridor web site as downloadable document.
- Strategy 2.3.4 Create a GPS application tied to the IRLNSB web site as a downloadable electronic navigation tool.
- Strategy 2.3.5 Work with State and local parks, preserves or similar facilities with visitor centers to develop byway interpretation at these visitor centers.

Objective 2.4 Develop non-electronic corridor informational tools.

- Strategy 2.4.1 Ensure current informational tools (i.e., maps, brochures, etc.) are reviewed regularly and updated as needed.
- Strategy 2.4.2 Identify needs and create additional informational tools, as part of an overall marketing plan to ensure the byway traveler has a rewarding visit to the byway.

Objective 2.5 Develop non-regulatory planning tools to provide guidance for public and private development along the byway.

- Strategy 2.5.1 Support local municipalities and business advocacy groups in the development of best management practices and guidelines for landscape maintenance along the corridor.
- Strategy 2.5.2 Advocate for architectural guidelines that provide aesthetic guidance for new structures built along the byway so that future development compliments the established old Florida traditions and does not impact the corridor's intrinsic resources.
- Strategy 2.5.3 Encourage the creation of "low impact development" principals and strategies to encourage green development practices along the byway.

Objective 2.6 Support the needs of the international traveler.

- Strategy 2.6.1 Work with Visit Florida and local Chambers of Commerce to identify current international traveler trends with relevance to the byway.
- Strategy 2.6.2 Include the information needs of the international traveler in the corridor wayfinding system.
- Strategy 2.6.3 Be sensitive to multi-lingual and cultural issues in any byway projects undertaken.

Goal 3: Leverage byway designation as a tool for economic development.

Objective 3.1 Encourage compatible and complimentary land development uses for the byway.

- Strategy 3.1.1 Work with municipalities and other advocacy groups to support overnight accommodations that enhance the byway experience (e.g. camping, bed & breakfast, hotels etc).
- Strategy 3.1.2 Support local government efforts to develop and implement downtown redevelopment and enhancement programs that complement byway goals and objectives.

Objective 3.2 Partner with local businesses to promote the byway.

- Strategy 3.2.1 Encourage byway “welcome stops” with appropriate local tourist-related businesses that display interpretative information and offer corridor information materials.
- Strategy 3.2.2 Develop promotional materials (e.g. restaurant placemats, fans) that local tourist related businesses can use to encourage byway use.
- Strategy 3.2.3 Develop informational materials (e.g. targeted brochures) that focus on special resource sectors (boating community, fishing community, marinas, land-based resources).

Objective 3.3 Promote unique recreational opportunities found along the byway.

- Strategy 3.3.1 Support all Indian River Lagoon birding marketing campaigns that highlight various “hot spots” found along the corridor.
- Strategy 3.3.2 Adopt a “mascot” as a spokes-figure for the corridor.
- Strategy 3.3.3 Work with other government/interest groups to promote special interests (fishing, hunting, boating, sailing, antiques etc).
- Strategy 3.3.4 Solicit special interest magazines to publish related tourism articles regarding the byway.
- Sponsor a byway-lead regional/statewide event utilizing the resources of the byway (e.g. geo-caching, boating, and cycling).

Objective 3.4 Develop community educational programs.

- Strategy 3.4.1 Develop a series of educational tours of the corridor targeted towards retirement communities with box lunch and speaker.

Goal 4: Ensure the long term success of the Advocacy Group.

Objective 4.1 Support applications for National Scenic Byway designation for both the Fellsmere and Pineapple Ave extensions.

- Strategy 4.1.1 Work with FDOT Scenic Highway Coordinator to identify requirements for application.
- Strategy 4.1.2 Develop designation update request package for submittal.

Objective 4.2 Consider requests for extensions to the national Scenic Byway that are consistent with and enhance the implementation of the goals and objectives of the Indian River Lagoon National Scenic Byway Coalition and enhance the visitor experience.

- Strategy 4.2.1 Work with FDOT Scenic Highway Coordinator to ensure that any proposed extensions are eligible for inclusion.
- Strategy 4.2.2 Develop a designation update request package for submittal.

Objective 4.3 Ensure the successful completion/submittal of FSHP end of year reports, Florida Department of State Incorporation and IRS filings.

- Strategy 4.3.1 Develop tracking spreadsheet that monitors due dates, fees and submittal requirements.

Objective 4.4 Maintain an organizational structure that assures the long term success of the advocacy group.

- Strategy 4.4.1 Establish a working committee that assesses organization needs on a yearly basis.
- Strategy 4.4.2 Committee to bring prioritized recommendations to Boards for consideration.

Objective 4.5 Establish working groups (committees) that focus on strategic planning for the group.

- Strategy 4.5.1 Each committees to establish mission statement.
- Strategy 4.5.2 Committees to meet on monthly basis.
- Strategy 4.5.3 Committees to establish prioritized needs and develop recommendation for implementation.
- Strategy 4.5.4 Committee reports to be standing item on Board meeting agendas.

Objective 4.6 Create a corridor marketing plan to increase membership, attract financial support and educate those not familiar with designation.

- Strategy 4.6.1 Identify funding to contract with specialists qualified to develop a marketing plan that showcases the region and its resources.
- Strategy 4.6.2 Based on recommendations seek funding to create the needed marketing materials.

Objective 4.7 Embrace the FDOT District Five Accreditation concepts.

- Strategy 4.7.1 Develop a Board Operations Manual consistent with FDOT District V “Accreditation” guidelines to help maintain organizational vitality and continuity.
- Strategy 4.7.2 Maintain a 1-Year and 3-Year operating budget.

Goal 5: Promote safe, multi-modal access to the byway and its resources.

Objective 5.1 Identify existing access points to the various resources along the corridor and improve access where needed.

- Strategy 5.1.1 Develop a database of current resource access points and identify areas lacking access.
- Strategy 5.1.2 Work with local municipalities to identify additional viewing locations (with safe pull-off access) along the byway.
- Strategy 5.1.3 Advocate for the establishment of a needs list and seek funding to provide enhanced access to corridor.

Objective 5.2 Identify needed highway safety improvements and implement reasonable engineering solutions (i.e., traffic calming, pedestrian crossings, etc.).

- Strategy 5.2.1 Partner with FDOT and local government to evaluate pedestrian safety along the corridor.
- Strategy 5.2.2 Work with FDOT, local government and the appropriate TPO/MPO to prioritize traffic and pedestrian safety issues and consider appropriate solutions.
- Strategy 5.2.3 Advocate FDOT to permit Context Sensitive Solutions for corridor improvements.

Objective 5.3 Ensure that the byway is properly recognized in regional planning documents.

- Strategy 5.3.1 Review the comprehensive plans for the two corridor extensions to ensure that FSH program requirements have been met.
- Strategy 5.3.2 Advocate for project funding in the TPO/MPO's long range transportation plan.
- Strategy 5.3.3 Promote inclusion of IRLNSB goals and objectives in local government comprehensive growth management plans, community redevelopment area (CRA) plans and similar planning documents.

Objective 5.4 Partner with regional trails managers (trails, walkways, bikeways) to ensure regional access, and connectivity.

- Strategy 5.4.1 Support trails, walkways, bikeways development initiatives throughout the corridor.
- Strategy 5.4.2 Meet with trails managers to encourage development of a "trails overlay" of the byway to identify critical linkages and weaknesses.
- Strategy 5.4.3 Meet with trails managers to collaborate/cooperate on achieving common goals and objectives.

Objective 5.5 Establish “Blueway” partners.

- Strategy 5.5.1 Meet with Blueway advocates identifying existing resources and needs.
- Strategy 5.5.2 Advocate for funding to enhance current blueway resources and additional needs.

Goal 6: Develop strong grassroots support for the byway

Objective 6.1 Provide decision makers with a clear understanding of the byway resources and the mission of the CME.

- Strategy 6.1.1 Ensure decision makers are on CME contact lists. Review the contact list annually to ensure the list is current.
- Strategy 6.1.2 Annual bus tour should consider involving newly elected officials with decision making authority over the resources.
- Strategy 6.1.3 Develop briefing materials (i.e., fact sheets, informational pamphlets, photo logs, etc.) to be provided to decision makers so they better understand the corridor resources and value to the community.

Objective 6.2 Get the word out to the community.

- Strategy 6.2.1 Identify and participate in local community events that increase visibility of the corridor.
- Strategy 6.2.2 Create a speakers bureau of members willing to speak on behalf of the corridor.
- Strategy 6.2.3 Develop educational materials consistent with the information needs of the community (e.g. electronic, printed, language) to be used as educational tools.
- Strategy 6.2.4 Partner with local chambers to ensure that educational materials produced are made available to the community as appropriate.
- Strategy 6.2.5 Seek out funding opportunities to support the development and distribution of corridor educational materials.

Objective 6.3 Develop and reestablish partnerships with organizations having similar mission and/goals along the byway.

- Strategy 6.3.1 Identify target organizations.
- Strategy 6.3.2 Implement cross-memberships and participation.
- Strategy 6.3.3 Support similar efforts through letters of support and advocacy when needed advocacy.

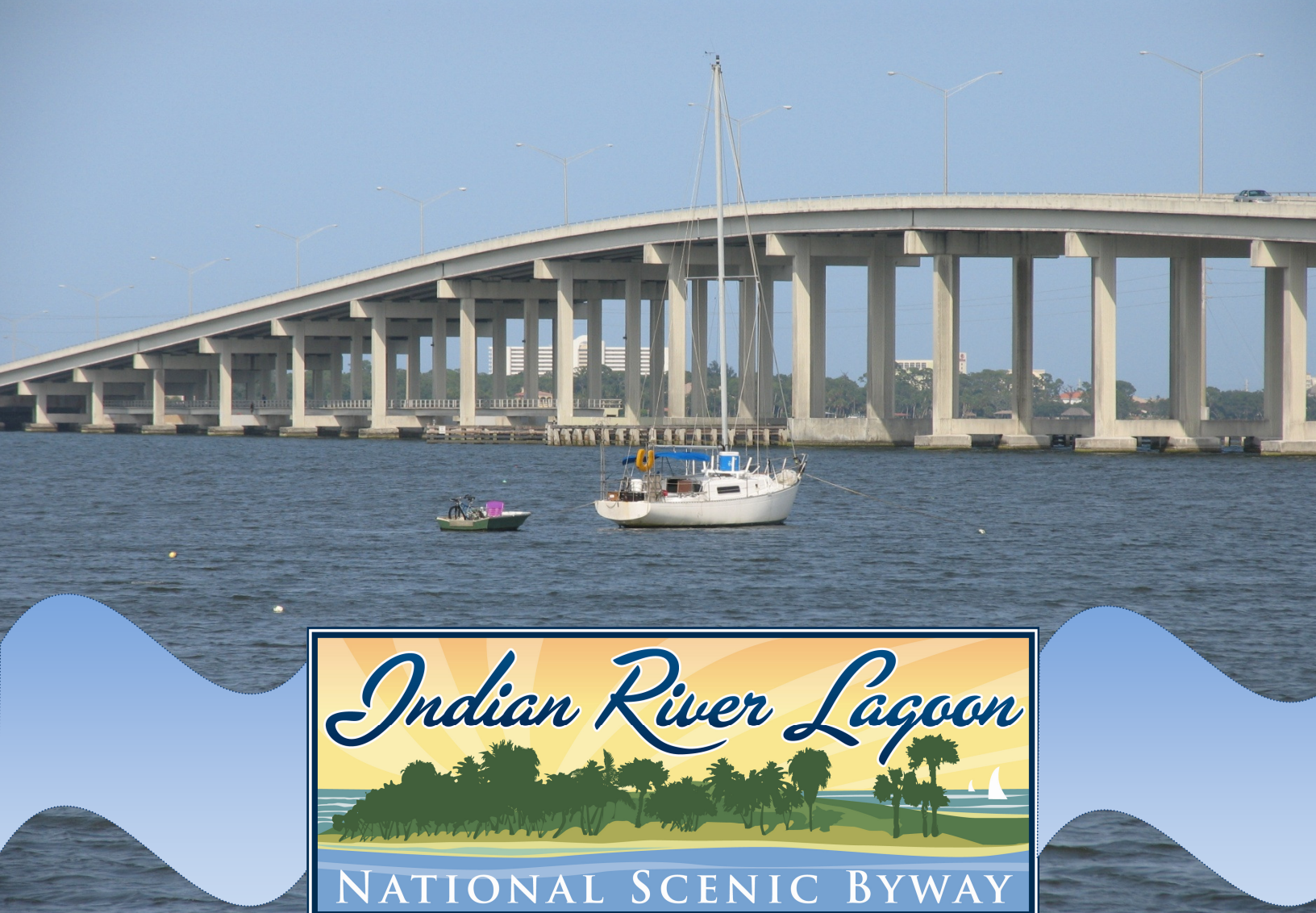
Objective 6.4 Increase participation in Byway events.

- Strategy 6.4.1 Create and maintain an existing membership list that offers a balance of interests including private, commercial, municipal and elected members.
- Strategy 6.4.2 Ensure notice of byway events is distributed to membership.

- Strategy 6.4.3 Create membership invitation package and identify rewards for membership.

APPENDIX H

COMMUNITY PARTICIPATION PROGRAM



Community Participation Plan

Indian River Lagoon National Scenic Byway

June 2011

Indian River Lagoon National Scenic Byway Community Participation Plan Table of Contents

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COMMUNITY PARTICIPATION PLAN

INDIAN RIVER LAGOON NATIONAL SCENIC BYWAY

A community participation plan (CPP) is an important tool that helps ensure that the Coalition is regularly updating Byway stakeholders about programs, projects and accomplishments. Byway stakeholders include residents, business owners, local government officials and agencies, tourism agencies and other advocacy groups. It is only through community education and interaction that consensus can be built to ensure the long-term success of this Byway.

I. Project Overview

A. Project Description

The Indian River Lagoon National Scenic Byway (IRLNSB) is a 195 mile corridor along the east coast of Florida (Figure 1). The highway passes through Brevard and Indian River Counties along with the cities of Titusville, Cape Canaveral, Cocoa Beach, Satellite Beach, Merritt Island, Melbourne, Palm Bay, Melbourne Beach, Indialantic, Rockledge, Palm Shores, Grant-Valkaria, Indian Harbour Beach, Malabar, Sebastian, Fellsmere and Wabasso. The following highways are included:

- US 1 (SR 5) - from Wabasso to Titusville
- SR A1A – from CR 510 (Indian River County) to Cocoa
- Pineapple Avenue (Brevard County)
- Fellsmere Loop – Including CR 512 and CR 507 (Indian River County)
- East/West Causeways: Brevard County: US 192, SR 518, SR 520, SR 528, SR 402, SR 405; Indian River County: SR 510

A group of 36 community advocates representing Brevard County, Indian River County, 8 municipalities, the St. Johns River Water Management District (SJRWMD), the Florida Inland Navigation District and a number of community organizations first met in April 1999 to discuss the importance and beauty of the Indian River Lagoon. After being introduced to the Federal Scenic Byways Program and the Florida Scenic Highways Program by the Florida Department of Transportation (FDOT) the group unanimously voted to organize a Corridor Advocacy Group (CAG) and seek designation as a Florida Scenic Highway. The newly organized CAG voted to adopt the preliminary name of the corridor as the Indian River Lagoon Scenic Highway (IRLSH).

The CAG also decided to ask for sponsorship by the Marine Resources Council (MRC), a regional 501(c)(3) community organization with a mission and vision for the region's intrinsic resource which was compatible with that of this fledgling group. The MRC subsequently voted to approve the sponsorship. With this vote, the IRLSH CAG began operation as a special committee of the MRC.

At a meeting in June 1999, the CAG voted to define the preliminary limits of the corridor as a route beginning at Canaveral National Seashore to the north and ending at the Wabasso Causeway (CR 510) to the south. The majority of the route follows US Highway 1 on the mainland, and SR A1A on the barrier island encompassing the heart of the Indian River Lagoon. The route was later amended to include Kennedy Space Center and thus all of the rich history of America's space program.

The corridor was designated as a Florida Scenic Highway by FDOT in June 2000. Soon after, the Coalition sought and received designation as a National Scenic Byway (2001).

In 2008, the Coalition was approached by citizens from the City of Fellsmere and the Pineapple Avenue community in Melbourne. Each group expressed interest in having their communities added to the corridor. After approval by the Coalition, corridor extension documents were developed and the Scenic

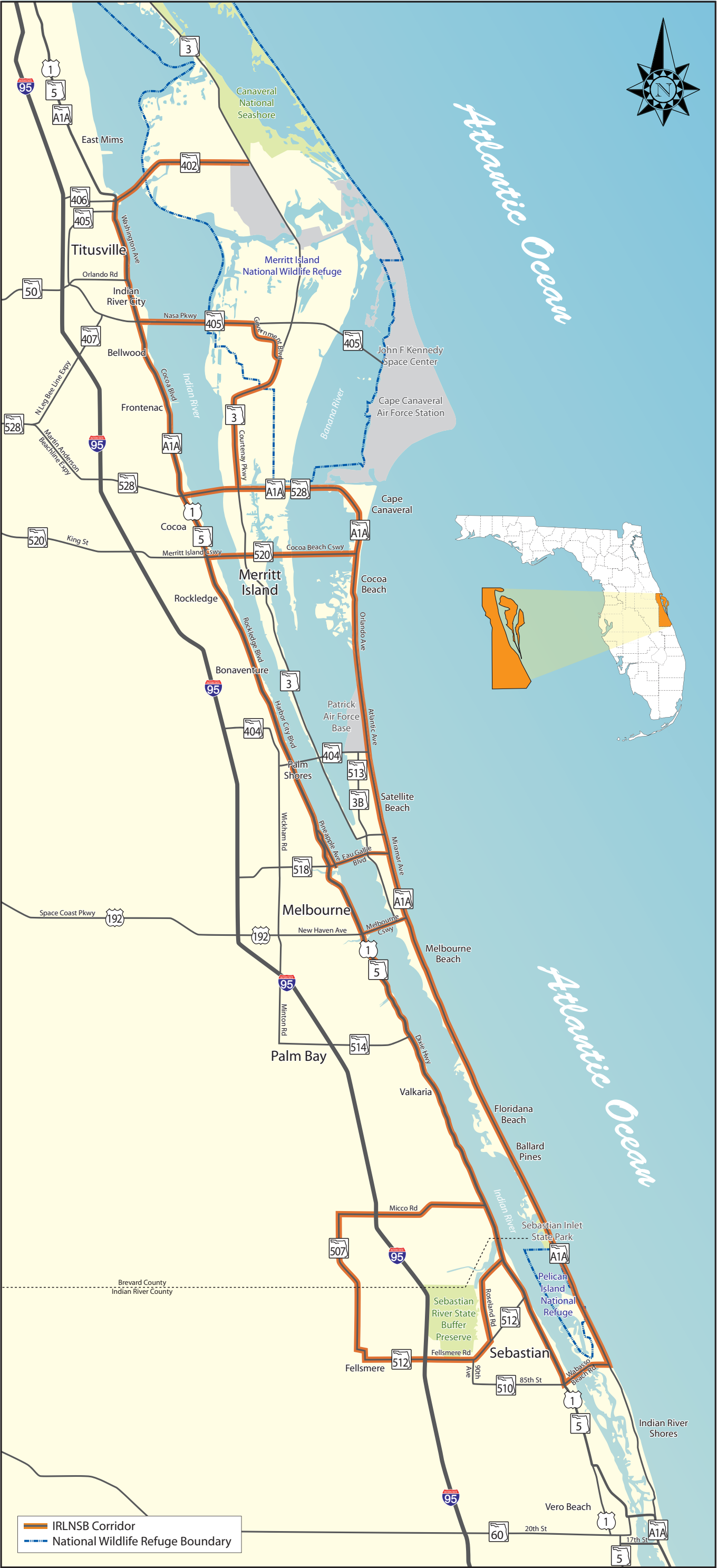


Figure 1
Indian River lagoon National Scenic Byway Corridor Map

Highway Advisory Committee (SHAC) approved these two corridor extensions in July 2009. Approval of these extensions added an additional 30 miles to the corridor. The corridor is currently named the Indian River Lagoon National Scenic Byway (IRLNSB).

II. Public Outreach

Implementation of the CPP is important for several reasons. First, it builds support for the Byway and the Coalition. Individuals who live and work on a scenic highway may be unaware of the Byway designation or the existence of the Coalition. This CPP is a systematic way to educate the community about the benefits of the designation and the mission of the Coalition.

Second, implementation of the CPP is one of the best ways to recruit new Coalition members and volunteers. Involvement of the Coalition in the community will help identify individuals and groups who support the Coalition's mission and are willing to help. Others may be willing to help by becoming a volunteer or board member, or by making a contribution. Making connections with other advocacy groups also develops opportunities for partnerships.

Third, a consistently implemented CPP will build trust for the Coalition in the community. If there is a clear understanding of the Coalition's mission in the community, there is less likely to be opposition to Coalition projects and programs.

Finally, a well thought-out and strategic CPP is consistent with the Coalition's Goals and Objectives.

The CPP includes a series of tools that can be used to encourage new individuals to become involved in the Coalition. When implemented consistently and with proper follow-up, the CPP helps identify supporters in the community who may eventually become volunteers or donors.

The first step in implementing a successful CPP is to identify the target community that might be interested in the Coalition's efforts. The Coalition currently maintains a mailing list (Attachment A) of all stakeholders who have expressed interest in the long-term success of the corridor. Those on the list receive meeting announcements, meeting minutes and special notifications as appropriate.

The Coalition is also working to expand this stakeholder list to include others that might be unaware of the Coalition and this scenic highway designation. This expanded database represents future growth for the Coalition. A preliminary list of potential stakeholders is included in Attachment B. This is consistent with the Coalition's Goals (Goal 6) which identifies the need to increase the community's understanding of the Coalition mission.

III. Public Outreach Tools

The Coalition has identified the following public outreach tools to be used as needed to keep the community informed. The appropriate outreach tool used is based on the particular need.

A. Coalition Meetings

Currently, Coalition meetings are held on the first Thursday of each month, typically at the Lagoon House (3275 Dixie Highway, NE, Palm Bay). This facility meets Americans with Disabilities Act (ADA) requirements. These meetings are open to the public and publically noticed. All interested parties with their name on the current mailing list (Attachment A) receive an invitation. All meetings have an agenda, and meeting minutes are prepared and maintained. Minutes and an upcoming



meeting agenda will be made available for review on the Coalition's website in the near future. A sample of a typical meeting agenda can be found in Attachment C. These meetings currently serve two purposes: (1) discussion of Board issues including process, financial/budget, grants, committee reports and status of the action plan; and, (2) update the community on the proceedings of the Coalition, discuss timely topics, volunteer activities, guest speakers and to receive comment from the community. A yearly events calendar has been developed in part to list all meetings and other ongoing activities targeted by the Coalition. This calendar is included in Attachment D.

B. Committee Meetings

The Coalition Board has established three working committees: sustainability, public relations and website. These committees meet on a regular basis and are tasked with addressing key Coalition issues. These meetings are noticed and open to the public.

C. Public Meetings

Public meetings are scheduled, as necessary, to present and implement the goals of the group, inform the public of project status, and receive public input to obtain community consensus and support. For significant issues, informational public meetings may be considered to collect additional input. These meetings are separate from regularly scheduled Coalition meetings. Public meetings require significant planning and preparation. The following list of items should be considered.

1. Date, Time and Location

Public meetings should be scheduled based on the audience to be attracted. Daytime meetings work well when focusing on the business community and evening meetings are usually preferred for residential areas. Evening meetings should be held on Monday through Thursday to facilitate maximum opportunity for the public to participate. An attempt should be made to ensure that the meeting is held during a time of year when seasonal residents are most likely to be in the area.

The meeting facility location should be based on anticipated attendance, proximity to the corridor, community involvement, safety (such as adequate parking lot lighting), availability and easy accessibility. The meeting should also be held at a site that is ADA compliant and provide "reasonable accommodation" and access for physically handicapped and disabled persons wishing to attend and participate. The meeting room should have ample open space to accommodate workstations, display boards, mingling, and some seating. A sound system should be available to ensure all attendees are able to clearly hear and understand the speaking portions of the meeting as well as any presentation. Outdoor signage should be provided to direct attendees to the meeting location.

2. Meeting Format

The format for a public meeting should be one that facilitates good interaction and communication with the attendees. A brief Power Point presentation may be developed; display boards and project documents regarding the Florida Scenic Highways Program process and status of the IRLNSB should be made available for review and discussion. Handouts should be provided outlining the meeting purpose and agenda as well as corridor specific information. Corridor brochures will be a valuable informational tool.

3. Visualization Techniques

Examples of visualization techniques include sketches, drawings, artist renderings, physical models and maps, simulated photos, videos, computer modelled manipulation and computer simulation. Visualization techniques can be developed to meet the public meeting need and information being presented.

4. Survey/Comment Forms

One way to monitor public support is to conduct an opinion survey for local residents and visitors. Questions may be asked such as: “What is your impression of the corridor?” or “Do you feel the corridor’s resources warrant recognition and protection?” Survey questionnaires may be developed and made available at the public meeting with additional space for personal comments. Survey questionnaires may also be mailed out with the invitational letters/newsletters. Always have a sign-in sheet for attendees. All participants should be added to the stakeholder database.

5. Follow-up

At the conclusion of the public meeting, meeting minutes should be prepared to document and summarize the community’s participation. The minutes should contain an account of the overall activities and techniques utilized to involve the local communities. Results of the public meeting should then be made available for public review (potentially on the Byway’s Website).

D. Information Exchange

The Coalition is currently updating its corridor informational brochure. The original version has been used for several years providing visitors with an understanding of the Byway resources. The updated brochure will be available for distribution in the summer of 2011.

Additionally, the Coalition is discussing the development of other Byway informational materials. The Sustainability committee is considering a number of options including; newsletters, issue-specific brochures, fact sheets, and methods for involving the news media. The distribution list for these materials is typically based on the stakeholder distribution list and the identification of other issue-specific interested parties. An example fact sheet is included in Attachment E.

E. Speakers Bureau

Board members are available to provide information to outside meetings and community gatherings. Arrangements and approval for the speaking engagements are coordinated and approved beforehand through the Coalition President. These gatherings are intended to be used to educate the community on the Coalition’s mission and recruit membership. Informational materials and sign-up sheets should be part of every presentation.

F. Website (<http://www.indianriverlagoonbyway.com>)

The Coalition recently went live with their corridor Website. Future additions to the site will include meeting announcements, meeting agendas, meeting minutes, corridor video, photos of events along the corridor, a downloadable resources itinerary, and interactive corridor map. The site is tied into the state-wide scenic highway and America’s Byways websites to provide far-reaching connections for the corridor.

Additionally, the Coalition maintains a social-networking site on Facebook. The web address and Facebook logo are included on all corridor materials.

G. Participation/Sponsorships of Community Events

The Coalition has recently developed an annual calendar designed in part to track upcoming community events that the Coalition is involved with (Attachment D). Additionally, the Coalition has developed a tracking tool that identifies events, volunteers, venues, times and other details (Attachment F). These community involvement tools will help the Coalition schedule/track events, volunteer time, and plan for event participation.

H. Newspaper/Press Coverage

Because of its regional nature and size, the IRLNSB has had some exposure to the media. The Coalition's goals outline the importance of media involvement (Goal 6). Contact information for selected local news media is listed below:

Florida Today
P.O. Box 419000
Melbourne, Florida 32941
(321) 242-3620
www.floridatoday.com

Hometown News
1102 South U.S. 1
Ft. Pierce, Florida 34950
(321) 242-1013
www.myhometownnews.net

Orlando Sentinel
633 North Orange Avenue
Orlando, Florida 32801
(407) 420-5411
www.orlandosentinel.com

Senior Life
7331 Office Park Place
Melbourne, Florida 32940
(321) 757-9205
<http://www.manta.com/c/mmc1wbb/senior-life>
Sebastian Sun
1939 South Federal Highway
Stuart, Florida 34994
(772) 461-2050
<http://www.tcpalm.com/news/news/local/sebastian-sun/>

I. Public Announcements/Press Releases

Press releases are an effective tool for getting immediate information out to the public on targeted and specific issues. Prior to public events, a press release may be prepared and submitted to local radio and television stations a minimum of one (1) week before each public event. Potential radio and television contacts are listed below:

WFIT – 89.5
Florida Tech College Radio
150 W. University Boulevard
Melbourne, Florida 32901
(321) 674-8080

WAOA – 107.1
12 Seaview Drive
Melbourne, Florida 32176
(321) 984-1000

WFTV Channel 9
490 East South Street
Orlando, Florida 32801
(407) 841-9000

WESH Channel 2
1021 North Wymore Road
Winter Park, Florida 32789
(407) 645-2222

WLRQ – 99.3
Lite Rock
Cocoa, Florida
(321) 733-1000

WCEE 93.1 FM
Melbourne, Florida

WKMG-TV Local 6
4466 North John Young Parkway
Orlando, Florida 32804
(407) 521-1323

WOFL Fox 35
35 Skyline Drive
Lake Mary, Florida 32746
(407) 644-3535

J. Newsletters/Fact Sheets

Newsletters and fact sheets are good ways to broadcast information regarding Coalition activities. The Sustainability committee is tasked with the development of corridor materials (Goal 6). The Coalition has developed a fact sheet for distribution (Attachment E). This will be a valuable tool for distribution to potential members, elected officials and the news media.

IV. Guiding Principals

Florida's Sunshine Law: All public participation activities and events will follow Florida's Sunshine Law (Section 286.011, Florida Statutes). This law requires that meetings must be open to the public, reasonable advance notice of the meetings must be given, and that meetings and/or other public involvement activities will be documented.

Plain Language: All forms of notification to the public should comply with the Governor Crist's Plain Language Initiative (Executive Order 07-01). The Executive Order requires clear language containing only necessary information presented in a logical sequence. The reader should be able to understand what the purpose and need of the project is. It also calls for short sentences written in the active voice which makes it clear as to who is responsible for what.

Americans with Disabilities Act (ADA) Compliance: The passage of the Americans with Disabilities Act of 1990 requires that all facilities and programs provide for accessibility to persons with disabilities. The ADA stipulates that any place of business, regardless of size or number of employees, both public and private, must provide equal access and "reasonable accommodations" for both the general and disabled public.

Florida Scenic Highways Program (FSHP): Follow all FSHP and other applicable FDOT Manual instructions for advertising and conducting public meetings.

V. Documentation

To maintain a historical perspective on all Coalition efforts it is imperative that the Board document all CPP activities. This can be accomplished through the retention of meeting agendas, minutes, contact logs, volunteer hours, and correspondence (including emails). Additionally, photos become a permanent record of Coalition events. It is the Secretary's responsibility to maintain and ensure that these documents are organized and accessible. A list of CPP accomplishments to date is included in Attachment G and will be continually maintained and updated.

VI. Project Contact Information

For additional information regarding this project contact the following support staff:

Richard Stillwagon
Special Projects Coordinator
City of Titusville, Florida
(321) 383-5699 Tel.
(321) 383-5705 Fax
richard.stillwagon@titusville.com

Garry Balogh, FDOT District 5
Scenic Highways Coordinator
719 South Woodland Boulevard
DeLand, Florida 32720
(386) 943-5393 Tel.
garry.balogh@dot.state.fl.us

ATTACHMENT A
CURRENT LIST OF STAKEHOLDERS

Indian River Lagoon National Scenic Byway Coalition

Last Name	First Name	E-mail Address	Organization Representing	Organization Type	Employer	Job Title	Address	City	State	Zip	Phone	Mobile	Fax	
Adams	Susan	susanadams@cityoffellsmere.org	The City of Fellsmere	City/County/State/Fed Agency		Councilwoman	21 S. Cypress Street	Fellsmere	FL	32948	772-571-1616		772-571-1901	
Balogh	Garry	garry.balogh@dot.state.fl.us	FDOT District 5	FDOT	FDOT	District Scenic Byways Coordinator	719 S. Woodland Blvd. MS 501	Deland	FL	32720	386-943-5393	386-405-2250	386-736-5456	
Barker	Courtney	courtney.barker@titusville.com												
Berrios	Mariano	mariano.berrios@dot.state.fl.us	Florida Department of Transportation	FDOT										
Brech	Alan	aebrech@aol.com	Historical Commission	City/County/State/Fed Agency		Historical Commissioner	801 Dixon Blvd #1110	Cocoa	FL	32922	321-433-4415			
Bolt	Becky	rebeccabolt-1@ksc.nasa.gov	NASA/KSC	City/County/State/Fed Agency										
Booth	Kristee	Kristee.Booth@dot.state.fl.us	FDOT	Advisor/Consultant										
Bowman	Mary Ann	mabowman@melbourneflorida.org	City of Melbourne	Leisure Services Director										
Caicedo	Beatriz	beatriz.caicedo@dot.state.fl.us	FDOT District 4	FDOT										
Cantrell	Marsha	marsha.cantrell@brevardparks.com	Brevard County Parks & Recreation Dept. & Brevard County Board of County Commissioners	City/County/State/Fed Agency	Brevard County Board of Co. Commissioners	Parks Support Services Manager	2725 Judge Fran Jamieson Way, Building B, Suite 203	Viera	FL	32940	321-633-2046	321-302-1606	321-633-2198	
Capp Holbrook	Nicole	info@sebastianchamber.com	Sebastian River Area Chamber of Commerce	Chamber of Commerce	Sebastian River Area Chamber of Commerce	Tourism Coordinator	700 Main Street	Sebastian	FL	32958	772-589-5969		772-589-5993	
Chalmers	Stephen	schalmers@cfl.rr.com	Citizen-MRC Board Member		Ret. Boeing		2160 Windbrook Dr., SE	Palm Bay	FL	32909	321-724-6606	321-795-9008	321-724-6606	
Chinault	Christopher	cchinault@indialantic.com	Town of Indialantic	City/County/State/Fed Agency										
Dattilo-Bain	Keitha	Keitha.Dattilo-Bain@patrick.af.mil		Military										
Davis	JoAnn	jo.d@imavi.com	IM Solutions/Melbourne Main Street		IM Solutions		2801 S. Harbor City Blvd.	Melbourne	FL	32901	321-722-3522	321-626-5929	321-722-5822	
Day	Bob	rday@sjrwmd.com	SJRWMD/IRL Program	City/County/State/Fed Agency										
Dotson	Gary	castawaypoint@att.net	Castaways Diver	Business/Corporation										
Duncan	Mary	mary_duncan@fws.gov	Pelican Islad NWR	City/County/State/Fed Agency			1339 20th Street	Vero Beach	FL			636-212-1087		
Engerran	Kathy	kathy.engerran@artsbrevard.org	Brevard Cultural Alliance			Interim Executive Director	2725 Judge Fran Jamieson Way C-307	Viera	FL	32940	321-690-6817		321-690-6818	
Filiberto	Chris	ladyret1@aol.com					2330 Rocky Point Road	Malabar	FL	32950	321-508-1116			
Fink	Robert	robert.finck@atkinsglobal.com	Atkins North America, Inc.			Senior Planner	4030 West Boy Scout Blvd #700	Tampa	FL	33607	813-281-8313	941-447-9271	813-282-8155	
Fischer	Christy	cfischer@westmelbourne.org	City of West Melbourne	City/County/State/Fed Agency		Planning Director	2240 Minton Road	W Melb.	FL		321-837-7778		321-768-2390	
Ford	Timothy	fordt@palmbayflorida.org	City of Palm Bay Bayfront Community Redevelopment Agency	City/County/State/Fed Agency	City of Palm Bay	BCRA Administrator	3790 Dixie Highway, NE, Suite B	Palm Bay	FL	32905	321-409-7187	321-508-4508	321-722-2552	
Gaines	Sue	sue.gaines-1@ksc.nasa.gov	NASA/KSC	City/County/State/Fed Agency										
Gray	James	jgray@ircgov.com		City/County/State/Fed Agency										
Grohall	Rebecca	rgrohall@cityofsebastian.org	City of Sebastian	City/County/State/Fed Agency	City of Sebastian	Growth Management Director	1225 Main Street	Sebastian	FL	32958	772-589-5518		772-388-8248	
Hamilton	Layne	layne_hamilton@fws.gov	US Fish & Wildlife Service (MI Wildlife Refuge)	City/County/State/Fed Agency	US Fish & Wildlife Service						321-861-2278			
Hann	Sue	hanns@pbfl.org	City of Palm Bay	City/County/State/Fed Agency	City of Palm Bay	Deputy City Manager	120 Malabar Road SE	Palm Bay	FL	32940	321-952-3411		321-952-3412	
Henry	Celeste	rhenry8@cfl.rr.com	Pineapple Ave. Extension	Business/Corporation	The Old Pineapple Inn	Owner	1736 Pineapple Avenue	Melbourne	FL	32935	321-254-1347	321-432-2208		
Herendeen	Lisa	lherendeen@cfl.rr.com	Melbourne Main Street Design Committee & Self		Coville Getz & Co.	Realtor	1309 S. Babcock Street #156	Melbourne	FL	32901		321-863-4424	866-504-9071	
Herren	Laura	laura.herren@dep.state.fl.us	IRL Aquatic Preserve	City/County/State/Fed Agency	DEP						772-429-2995	772-528-0387		
Hess	Terry	thess@tcrpc.org	Treasure Coast Regional Planning Council	Regional Planning Agency										
Holt	Leigh	leigh.holt@brevardcounty.us	Brevard TPO				2725 Judge Fran Jamieson Way B-105	Viera	FL	32940				
Howard	Joe	howard.tom48@yahoo.com				Radio Announcer for Windover Farms					321-259-4086			
Hunt	Darlene	dhunt125@aol.com	North Merritt Island Homeowners Association	Property Owner/Resident or Association										
Hunt	Susan	tourism@indianriverchamber.com	Indian River County Chamber of Commerce	Chamber of Commerce	Indian River County Chamber of Commerce	Tourism Director	P.O. Box 2947	Vero Beach	FL	32961	772-567-3491 x118		772-778-3181	

Indian River Lagoon National Scenic Byway Coalition

Kasweck	Ken	kikmcl@earthlink.net												
Kelly	Mary Jane	mikelly@cultural-council.org		Arts Council										
Kerr	Bill	BKI@cfl.rr.com												
Kidd	Frances	franceskidd@aol.com	Corridor Solutions											
Koromilas	Anthony	akoromilas@aol.com	Titusville Environmental Commission	Environmental Group	Retired	Environmental Systems Mgt. Consultant	3640 Alan Drive	Titusville	FL	32780				
Lamb	Vince	vince@vincelamb.com	The Florida Native Plant Society											
Lawandales	Rochelle	rwlawandales@lpaplans.com	Lawandales Planning Associates	Business/Corporation										
Leslie	Frank	fleslie@fit.edu	Sierra Club, Trail Partners	Environmental Group										
Maloney	Wanda	wmaloney@corridorsolutions.net	Corridor Solutions	Advisor/Consultant										
Manley	Dan	dmanley@glatting.com	Glatting Jackson	Consultant										
Mathes	Mark	cdd@cityoffellsmere.org	City of Fellsmere	City/County/State/Fed Agency							772-646-631			
McMillen	Beth	council@mrclif.org	Marine Resources Council								321-725-7775			
Minner	Al	aminner@cityofsebastian.org	City of Sebastian	City/County/State/Fed Agency										
Mitchell	Beth	bmitchell@sebastianchamber.com	Sebastian River Area Chamber of Commerce	Chamber of Commerce										
Mitchell	Nanci	nanci.mitchell@brevardparks.com	Brevard County Parks & Recreation	City/County/State/Fed Agency			2725 Judge Fran Jamieson Way B-203	Viera	FL	32940	321-633-2046			
Montanaro	Barbara	bmontanaro@satellitebeach.org												
Moore	Betty	moore2552@wmconnect.com	Eau Gallie District Director				2552 Pineapple Ave.	Melbourne	FL	32935	321-205-3389			
Moore	Britta	bmoore@cityofcocoa beach.com	City of Cocoa Beach	City/County/State/Fed Agency	City of Cocoa Beach	Asst. to City Manager					321-868-3201		321-868-3226	
Northrup	Victoria	VNorthrup@GreaterPalmBayChamber.com	The Greater Palm Bay Chamber of Commerce			President/CEO	4100 Dixie Highway	Palm Bay	FL	32905	321-951-9990		888-528-0453	
Nichols	Trish	trishnichols10@yahoo.com	Melbourne Downtown CRA								321-728-1069			
Palacios	John-Mark	John-Mark.Palacios@dot.state.fl.us	FDOT District 4 Scenic Highway Coordinator	City/County/State/Fed Agency										
Palozzi	Michael	michael.palozzi@shawgrp.com	Shaw Environmental & Infrastructure Group	Consultant	Shaw Environmental & Infrastructure Group	Client Program Manager	725 US Highway 301, South	Tampa	FL	33619	813-612-3621	727-515-7619	813-626-1663	
Pelizza	Charlie	Charlie_Pelizza@fws.gov	Pelican Island/Archie Carr NWR	City/County/State/Fed Agency	US Fish & Wildlife Service									
Pickett	Lynn	floylynn@aol.com	Cocoa	City/County/State/Fed Agency										
Porter	John	johnp@porterworldtrade.com	AIA Livability Project/KBB Chair	City/County/State/Fed Agency							321-615-8155			
Saam	Tom	tom@saams.com	MRC	Environmental Group										
Smith	Brad	bsmith@bsaplanning-design.com	American Society of Landscape Architects	Business/Corporation	Brad Smith Associates, Inc.	President	P.O. Box 120938	W. Melbourne	FL	32912-0938	321-724-1036 x102			
Smithson	Martin	msmithson@sitd.us	Sebastian Inlet District	City/County/State/Fed Agency										
Stanbridge	Ruth	stanbr@aol.com		Property Owner/Resident or Association										
Stansfield	Jerry	jstansfield@cityofcocoa beach.com	City of Cocoa Beach	City/County/State/Fed Agency	City of Cocoa Beach	Grant Writer	2 South Orlando Ave.	Cocoa Beach	FL	32931	321-868-3329	321-302-2577	321-868-3289	
Stillwagon	Richard	richard.stillwagon@titusville.com ; stlwgn@att.net	City of Titusville	City/County/State/Fed Agency	City of Titusville	Special Projects Coordinator	555 S. Washington Ave.	Titusville	FL	32796	321-383-5699	321-258-1878	321-383-5704	
Subido-Person	Kalina	ksubido@aol.com	Space Coast Office of Tourism	CVB	Space Coast Office of Tourism	International Sales & Marketing Director	2725 Judge Fran Jamieson Way, Building B, Suite 105	Viera	FL	32940	1-877-57-BEACH			
Thomaston	Sueann	sthomaston@melbourneflorida.org	City of Melbourne	City/County/State/Fed Agency	City of Melbourne	Grants Administrator	695 East University Blvd.	Melbourne	FL	32901	321-953-6305		321-674-5738	
Thompson	Laurilee	laurileethompson@aol.com	Dixie Crossroads Seafood Restaurant		Dixie Crossroads Seafood Restaurant		1475 Garden Street	Titusville	FL	32796	321-268-5000		321-268-3933	
Varley	Rob	rvhowdy@aol.com	Space Coast Office of Tourism	CVB	Space Coast Office of Tourism	Executive Director	430 Brevard Avenue, Suite #150	Cocoa Village	FL	32922	321-433-4470		321-433-4476	
Virgilio	Marc	marc.virgilio@dep.state.fl.us	DEP - CAMA								321-953-5008			
Whitmore	Dorn	dorn_whitmore@fws.gov	Merritt Island NWR	National Wildlife Refuge										

ATTACHMENT B
LIST OF POTENTIAL STAKEHOLDERS

Attachment B
Indian River Lagoon National Scenic Byway
Potential Stakeholders

Organization	Address 1	Address 2	Contact	Phone	Email	Web	CME Point Person
South Brevard Historical Society	PO Box 1064	Melbourne FL 32902-1064	Carol Andren & Diane Barile, Co-Presidents	321-725-4115		http://southbrevardhistory.org/	
Historical Society of North Brevard	P.O. Box 5265	301 South Washington Avenue, Titusville, FL 32783	Edmund M. Kindle, President	(321) 269-3658		http://www.nbbd.com/godo/historicalsociety	
Brevard Cultural Alliance	2725 Judge Fran Jamieson Way	Melbourne, FL 32940		(321) 690-6817		www.artsbrevard.org	
Pelican Island Preservation Society	PO Box 1903	Sebastian, Florida 32978-1	Steve Massey, President	772-469-4275	info@pelicanislandfriend		
Indian River Outfitters, Inc	805 Indian River Dr	Sebastian, FL 32958	Debi Smith		info@indianriverfishing.com		
Space Coast Paddlers Club		Melbourne		321-633-0701		www.spacecoastpaddlers.org	
Indian River County Historical Society	P.O. Box 2192	Vero Beach, FL 32961	Ruth Stanbridge, County Historian			www.irchistorical.org	
Garden Club of Indian River County	2526 17th Avenue	Vero Beach Florida 32960	Betty Moore	772-567-4602		http://www.gardenclubofirc.org/	
Brevard County Extension Office	3695 Lake Drive	Cocoa, FL 32926	Holly Abeels	(321) 633-1702	habeels@ufl.edu		
Indian River County Extension	1028 20 Place, Suite D	Vero Beach, Florida 32960-5305	Christine Kelly-Begazo	(772) 770-5030	indian@ifas.ufl.edu	http://indian.ifas.ufl.edu/	
Merritt Island National Wildlife Refuge	P.O. Box 2683	Titusville FL 32781	Layne Hamilton, Program Manager	(321) 861-0667		http://www.fws.gov/merrittisland/Contact.html	
City of Melbourne Beach	507 Ocean Avenue	Melbourne, FI32948-6714	Bill Hoskovec, Town Manager	321-724-5860	bhoskovec@melbournebeachfl.org	http://www.melbournebeachfl.org	
City of Rockledge - Business Development Committee	1600 Huntington Ln	Rockledge, FL 32955	City Manager McKnight	(321) 690-3978	mailto:jmcknight@cityofrockledge.org	http://www.cityofrockledge.org	
Canaveral National Seashore	212 South Washington Avenue	Titusville, FL		321 267 1110		www.nps.gov/cana	
Florida Wildflower Foundation	PO Box 941066	Maitland, FL 32794-1066		407-353-6164		www.floridawildflowerfoundation.org	
Holbrook Travel				(800) 451-7111		www.holbrooktravel.com	
Merritt Island Wildlife Association	P.O. Box 2683	Titusville, FL 32781		321-861-2377		www.merrttislandwildlifeassociation.org	
Space Coast Audubon Society	P.O. Box 147	Cocoa, FL 32923	Deborah Longman-Marien		deblongmanmarien@yahoo.com	www.spacecoastaudobon.org	
Titusville Visitors Council	2000 S. Washington Avenue	Titusville, FL 32780		(321) 267-3036		http://www.titusville.org/	

ATTACHMENT C
SAMPLE MEETING AGENDA



Indian River Lagoon National Scenic Byway Coalition Meeting

Location: _____
Date and Time: _____

AGENDA

I. Call to Order

A. Introduction of Guests

II. Approval of Minutes (from the last Coalition meeting)

III. Old Business

A. Committee Reports

- 1. Sustainability Committee Report**
- 2. Website Committee Report**
- 3. Public Relations Committee Report**

B. Treasurer's Report

- 1. Review Yearly Budget**

C. Accreditation Status Report

D. Elected Officials Comment

E. 501c3 Designation Status Report

F. Review Work Plan

IV. New Business

A. Fund Raising efforts

B. Local Festival Plans / Calendar of Events

C. Public Comment

V. Adjournment

The next regular meeting of the IRLNSB Coalition will be held on (add date and location w/address).

Please note that individual commissioners and/or other appointed or elected officers of municipalities and counties may attend these meetings. This is not an official meeting of the Board of County Commissioners or of any other municipality. This notice is being provided to meet the spirit of the Sunshine Law to inform the public that commissioners may be present at these discussions.

ATTACHMENT D
YEARLY COALITION CALENDAR



January 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6 Board of Directors Meeting, 10 a.m.	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					



February 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3 Board of Directors Meeting, 10 a.m.	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					



March 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3 Board of Directors Meeting, 10 a.m.	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		



April 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6	7 Board of Directors Meeting, 10 a.m.	8	9
10	11	12	13	14	15	16 North Brevard Historical Society & Museum BBQ – 11-4
17	18	19	20	21	22	23
24	25	26	27	28	29	30



May 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 Space Coast Water Festival – Various locations during the month of May	2	3	4	5 Sustainability Committee meeting, 11 a.m. – Dixie Crossroads in Titusville	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21 Hook Kids on Fishing Program – Kiwanis Island Park in Satellite Beach
22	23	24	25	26	27	28
29	30	31				



June 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2 Board of Directors Meeting, 10 a.m.	3	4
5	6	7	8 FSHP Workshop St. Augustine	9 FSHP Workshop St. Augustine	10 FSHP Workshop St. Augustine	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28 Board of Directors Meeting, 10 a.m. (Special meeting to discuss brochure)	29	30 Deadline to apply for booth at the Sebastian Clambake		



July 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25 Sustainability Committee meeting	26	27	28	29	30
31						



August 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 Indian River Tourism Council Presentation	2	3	4 Board of Directors Meeting, 10 a.m.	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21 National Scenic Byways Conference – Minneapolis, MN.	22 National Scenic Byways Conference – Minneapolis, MN.	23 National Scenic Byways Conference – Minneapolis, MN.	24 Brevard County TDC Board meeting, 2:30 p.m. – Government Center Florida room	25	26	27
28	29 Sustainability Committee meeting	30	31			



September 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 Board of Directors Meeting, 10 a.m.	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21 Brevard County TDC Board meeting, 2:30 p.m. – Government Center Florida room	22	23 Florida Scenic Highways Program end of the year report due	24
25	26	27	28	29	30	



October 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 Brevard Cultural Alliance: "Fall for the Arts"
2	3	4	5	6 Board of Directors Meeting, 10 a.m.	7	8
9	10	11	12	13	14 Eau Gallie Art's District First Friday	15
16	17	18	19	20	21	22
23	24	25	26 Brevard County TDC Board meeting, 2:30 p.m. – Government Center Florida room	27	28 Space Coast Birding Festival registration deadline	29
30	31					



November 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3 Board of Directors Meeting, 10 a.m.	4 Sebastian Clambake	5 Sebastian Clambake
6	7	8	9	10	11	12
13	14	15	16 Brevard County TDC Board meeting, 2:30 p.m. – Government Center Florida room	17 Grant Seafood Festival vendor application deadline	18	19
20	21	22	23	24	25	26
27	28	29	30			



December 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 Board of Directors Annual Meeting, 10 a.m.	2	3
4	5	6	7	8	9	10
11	12	13	14 Brevard County TDC Board meeting, 2:30 p.m. – location TBD	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

ATTACHMENT E

FACT SHEET

Indian River Lagoon National Scenic Byway

Fact Sheet

The mission of the Indian River Lagoon National Scenic Byway Coalition is to preserve, protect and enhance the intrinsic resources of the Indian River Lagoon National Scenic Byway and to promote public access to and enjoyment of these resources.

Organization History

- ◇ 1999 – Began the process of developing a Corridor Management Plan lead by Ted Moorehead of the Marine Resources Council.
- ◇ 2000 – The Corridor Management Plan was submitted to FDOT. The state approved and designated the **Indian River Lagoon Florida Scenic Highway** and the Coalition was renamed the Indian River Lagoon Scenic Highway Coalition operating under the auspices of the Marine Resources Council.
- ◇ 2001 – The U.S. Department of Transportation recognized the route as a National Scenic Byway.
- ◇ 2009 – The route was extended to include Pineapple Avenue in Eau Gallie, and a southern loop through the City of Fellsmere. Additionally, with support from FDOT and the City of Fellsmere, the Coalition was designated as a Florida not-for-profit corporation: the Indian River Lagoon National Scenic Byway Coalition, Inc. The Coalition is currently seeking approval as a federal 501(c)(3) organization.

Goals for 2011

- ◇ Update the Corridor Master Plan.
- ◇ Achieve Level 1 Accreditation through the Achieving Excellence Program.
- ◇ Achieve 501(c)(3) tax exempt status.
- ◇ Solicit renewed community support for the Byway through partnerships with commercial and municipal interests along the corridor.
- ◇ Recruit new membership for the sustainability of the Coalition.

Contact

Indian River Lagoon National Scenic Byway Coalition, Inc.

Richard Stillwagon, President

Phone: (321) 383-5699

Email:

richard.stillwagon@titusville.com



Corridor Story

The History of the Indian River Lagoon National Scenic Byway spans across thousands of years and embodies respect for the inherent beauty of this area. The Byway offers travelers an opportunity to witness pristine and fragile ecosystems, partnered with glimpses of Florida's past visions for the future through space exploration. The Indian River Lagoon National Scenic Byway meanders through delicate expanses of three national wildlife refuges, sanctuaries, a national seashore and numerous state and local parks. Today the Indian River Lagoon National Scenic Byway continues to provide residents and visitors the opportunity to enjoy and explore this unique ecosystem for years to come.

Resources and Attractions

- ◇ Sebastian Inlet State Park
- ◇ St. Sebastian River State Park
- ◇ Archie Carr National Wildlife Refuge
- ◇ Pelican Island National Wildlife Refuge
- ◇ Merritt Island National Wildlife Refuge
- ◇ Environmental Learning Center
- ◇ Barrier Island Sanctuary Mgmt. & Education Center
- ◇ Melbourne Beach Pier
- ◇ Cocoa Beach Pier
- ◇ Manatee Hammock Campground
- ◇ Long Point Campground
- ◇ Brevard Museum of History and Natural Science
- ◇ Downtown Titusville
- ◇ Honest Johns Fish Camp
- ◇ Micco Scrub Sanctuary
- ◇ North Sebastian Conservation Area
- ◇ The Cove at Port Canaveral
- ◇ The Lagoon House



www.indianriverlagoonbyway.com



ATTACHMENT F

EVENT TRACKING TOOL

Attachment F
Indian River Lagoon National Scenic Byway
Event Tracking

Groups & Organizations

	Group/Organization	Organization Contact Person	Meeting Date(s)/Time	CME Contact	Date IRLNSB Scheduled to Attend	Follow-up Type	Follow-up Complete	Number of New Contacts (estimate)	Comments
1	Brevard County TDC	Rob Varley, Executive Director	August 24, 2011 (Target)	Marsha Cantrell	To be confirmed	Contact for meeting availability	1-Aug-11		Reintroduction of IRLNSB to Brevard TDC.
2	Indian River Tourism Council	Terry Collins-Lister	Aug-11	Beth Mitchell	Fall 2011 (to be confirmed)	Contact for meeting availability	1-Aug-11		Fall 2011
3	City of Fellsmere	N/a							
4	City of Sebastian	N/a							
5	Indian River County Chamber of Commerce	N/a							
6	South Brevard Historical Society	N/a							
7	Pelican Island Preservation Society	N/a							
8	Indian River County Historical Society	N/a							
9	Garden Club of Indian River County	N/a							
10	Cocoa Beach Area Chamber of Commerce	N/a							
11	Florida's Space Coast Office of Tourism	N/a							
12	Greater Palm Bay Chamber of Commerce	N/a							
13	Melbourne/Palm Bay Area Chamber of Commerce	N/a							
14	Titusville Area Chamber of Commerce	N/a							
15	Florida Puerto Rican/Hispanic Chamber of Commerce	N/a							

Festivals & Events

	Festival/Event	Event Contact Person	Date	Location	Contact Phone	Contact Email	CME Attending	Follow-up Type	CME Point Person
1	Grant Seafood Festival	N/A	2/1/2012	Grant, FL	321-723-8687	info@grantseafoodfestival.com	TBD	Contact festival sponsor for participation requirements	Nicole Holbrook
2	Sebastian Clambake	Anjani Cirillo	11/4/2011	Sebastian, FL	772-473-4144	sebastianclambake@hotmail.com	TBD	Contact festival sponsor for participation requirements	Nicole Holbrook
3	Space Coast Birding & Wildlife Festival	Neta, Harris	1/25/2012	Titusville, FL	321-268-5224	festival@brevardnaturealliance.org	TBD	Contact festival sponsor for participation requirements	Richard Stillwagon
4	Pelican Island Wildlife Festival								
5	Eau Gallie Art's District First Friday		10/14/2011						Celeste Henry
7	North Brevard Historical Society & Museum		4/16/2011 (11am to 4pm)	Fox Lake Park, Titusville	321-514-0096	emkindle@bellsouth.net			Afternoon in the Park & BBQ
8	Brevard Cultural Alliance: "Fall for the Arts"	Kathy Engerran	10/1/2011	Eau Gallie	321-690-6817	kathy.engerran@artsbrevard.org			
9	Space Coast Water Fest	Matt Culver, Brevard Co. Natural resources	Month of May	Various in Brevard		matt.culver@brevardcounty.com			
10	Hook a Kid on Fishing	Rodney Smith	Various dates		321-446-8240	rodney@coastalanglermagazine.com			

Coalition targets for 2011/2012

ATTACHMENT G
LIST OF ACCOMPLISHMENTS



List of Accomplishments

- Designated a Florida Scenic Highway in 2000
- Designated a National Scenic Byway in 2002
- Rehabilitation of the historic Melbourne Beach Pier
- Construction of the Lagoon House Environmental Learning Center
- Removal of 217 acres of invasive species from the Lagoon
- Land acquisition in Palm Bay to protect scenic vista of river
- New website at: www.IndianRiverLagoonByway.com
- Extension of Byway to Fellsmere and Pineapple Avenue
- State of Florida Corporation
- Designated as a tax exempt not-for-profit organization under section 501(c)(3) of the IRS Code – August 2011

APPENDIX I

UPDATED ACTION PLAN

**Indian River Lagoon National Scenic Byway
Five-Year Update
Action Plan**

A	Transportation Planning/Safety Actions	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Roads: Support establishment of speed zones and traffic calming measures in areas of concern.	5	5.2	5.2.1, 5.2.2, 5.2.3	FDOT, Local Government, CME		X		E
2	Roadway Construction: Support road construction and associated improvements (passing lanes, pull-off areas, parking sites) with design and scale appropriate to region; Support construction/improvements of pedestrian walkways, and rest areas; promote appropriate improvements providing access to important intrinsic resources along corridor	1, 5	1.2, 1.3, 5.2	1.2.3, 1.3.2, 5.2.1, 5.2.2, 5.2.3	CME			X	E
3	Intersections: Identify major intersections & corridor segments that require improvement/enhancement; Improve pedestrian crossings at signalized/unsignalized locations	5	5.2, 5.3	5.2.1, 5.2.2, 5.3.2	Local Government, CME			X	E
4	Multimodal Transportation: Support alternative forms of transportation where appropriate (bicycles, waterborne modes, public transit)	5	5.1, 5.2, 5.4, 5.5	5.1.3, 5.2.1, 5.4.1, 5.4.2, 5.4.3, 5.5.1, 5.5.2	CME			X	E
5	Streetscaping: Encourage improvements in streetscaping (compatible crosswalk markings, lighting, sidewalks, walkways, rest areas) where possible.	1, 2, 3, 5	1.2, 1.4, 1.5, 2.5, 3.1, 5.2, 5.3	1.2.3, 1.4.3, 1.5.1, 1.6.1, 2.5.2, 3.1.2, 5.2.3, 5.3.3	CME			X	A, E
6	Setbacks: Encourage building setbacks and landscaping closer to the roadways as a traffic-calming measure and aesthetic improvement.	1, 2, 5	1.5, 2.5, 5.2, 5.3	1.5.2, 2.5.1, 2.5.3, 5.2.3, 5.3.3	CME, Local Government			X	A, E
7	Transportation Management: Encourage implementation of consistent corridorwide wayfinding measures	1, 2, 3, 6	1.2, 2.1, 2.3, 2.4, 2.6, 3.2, 6.2	1.2.3, 2.1.1, 2.1.2, 2.1.3, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.4.1, 2.4.2, 2.6.1, 2.6.2, 2.6.3, 3.2.1, 3.2.2, 3.2.3, 6.2.3	CME, Local Government		X		C, E

**Indian River Lagoon National Scenic Byway
Five-Year Update
Action Plan**

B	Land Use/Zoning Actions	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Land Purchase: Support land purchases that advance intrinsic resource protection and public access	1, 5, 6	1.1, 1.5, 1.7, 5.1, 6.1	1.1.1, 1.1.3, 1.5.3, 1.7.3, 5.1.1, 5.1.2, 5.1.3, 6.1.3	CME, Local Government, Regional Authorities			X	A, F
2	Screening: Promote establishment of appropriate setbacks and landscape screening to protect scenic views	1, 2, 5	1.3, 1.5, 2.5, 5.2, 5.3	1.3.1, 1.3.3, 1.3.4, 1.5.2, 2.5.1, 2.5.2, 2.5.3, 5.2.3, 5.3.3	CME, Local Government			X	A, E
3	Easements: Identify and advocate for conservation easements or other tools for protection/enhancement of resources	1, 5	1.3, 1.4, 5.1, 5.4, 5.5	1.3.1, 1.4.1, 1.4.3, 5.1.3, 5.4.1, 5.4.2, 5.4.3, 5.5.1, 5.5.2	Local Government, CME			X	A, E

C	Utility Actions	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Water Quality: Advocate for enhanced water quality efforts aimed at bettering the resource	1, 2, 5, 6	1.7, 2.5, 5.5, 6.1	1.7.1, 1.7.2, 1.7.3, 1.7.4, 2.5.1, 5.5.2, 6.1.3	SJRWMD, CME, Local Government			X	E, F, G
2	Viewshed: Advocate for reducing impacts resulting from utility poles, power lines.	1	1.3	1.3.4	CME, Local Government			X	A, D, F

**Indian River Lagoon National Scenic Byway
Five-Year Update
Action Plan**

D	Conservation/Beautification Actions	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Native Species: Promote the use of native plants/trees in landscaping and removal of exotic/invasive species. Expand opportunities for wildlife habitat and viewing	1, 2	1.1, 1.5, 1.6, 2.5	1.1.2, 1.1.4, 1.5.1, 1.6.1, 2.5.1	CME			X	C, D
2	Ordinances: Encourage adoption of ordinances on landscaping, tree planting, tree canopies, and protection that support corridor beautification	1, 2, 3, 6	1.3, 1.5, 1.6, 2.5, 3.1, 6.1, 6.3	1.3.1, 1.5.2, 1.6.1, 1.6.2, 2.5.1, 2.5.2, 3.1.2, 6.1.3, 6.3.3	CME			X	A, E
3	Landscaping: Support improved landscaping and reestablishing historic landscaping. Promote beautification/landscaping of intersections and use of screening to hide utilities from public view.	1, 2, 3, 5	1.1, 1.2, 1.3, 1.5, 1.6, 1.7, 2.5, 3.1, 5.3	1.1.2, 1.2.3, 1.3.1, 1.5.1, 1.5.2, 1.5.3, 1.6.1, 1.6.2, 1.7.4, 2.5.1, 2.5.2, 2.5.3, 3.1.2, 5.3.3	CME			X	A, D
4	Clean-up: Support consistent litter removal from roadway R/W's along the corridor. Identify segments of the corridor currently not designated as Adopt-A-Road corridors for litter removal. Build on existing efforts to improve working waterfronts and tourist observation/access. Work with appropriate entities to develop low impact public facilities.	1, 2, 3, 5, 6	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 2.5, 3.1, 5.1, 5.3, 5.4, 5.5, 6.1	1.1.1, 1.1.2, 1.2.1, 1.3.1, 1.3.2, 1.3.3, 1.3.5, 1.4.1, 1.4.2, 1.5.3, 1.6.1, 1.6.2, 1.7.1, 1.7.4, 2.5.1, 3.1.2, 5.1.1, 5.1.2, 5.1.3, 5.3.3, 5.4.3, 5.5.1, 6.1.3	CME, Local Government			X	A, C, D, E, G
5	Water Resource Protection: Support water resource protection/enhancement efforts	1, 2, 3, 5, 6	1.1, 1.3, 1.7, 2.5, 3.2, 3.3, 5.3, 6.1, 6.2, 6.3	1.1.3, 1.3.5, 1.7.1, 1.7.2, 1.7.3, 1.7.4, 2.5.3, 3.2.3, 3.3.2, 5.3.3, 6.1.3, 6.2.2, 6.3.3	SJRWMD, CME, Local Government			X	E, F, G

**Indian River Lagoon National Scenic Byway
Five-Year Update
Action Plan**

6	Development Plans: Advocate for future development that considers the Corridor Vision when designing their development	1	1.1, 1.2, 1.3, 1.4, 1.5, 1.7, 2.3, 2.5, 3.1, 5.2, 5.3, 6.1, 6.3	1.1.1, 1.1.2, 1.2.4, 1.3.1, 1.3.5, 1.4.4, 1.5.2, 1.7.2, 2.3.5, 2.5.1, 2.5.2, 2.5.3, 3.1.1, 3.1.2, 5.2.2, 5.3.3, 6.1.3, 6.3.3	CME, Local Government			X	A, C, D, E, G
7	Comprehensive Planning: Ensure that the Corridor Vision is included in the local government's Comprehensive Plans; Work with local governments to identify areas in their Comp Plans that achieve the Corridor's Goals, Objectives and Strategies; Review local Comp plans on a regular basis	1, 2, 3, 5, 6	1.2, 1.3, 1.5, 1.7, 2.5, 3.1, 5.1, 5.3, 5.4, 5.5, 6.1, 6.2	1.2.1, 1.2.4, 1.3.1, 1.5.3, 1.7.4, 2.5.2, 2.5.3, 3.1.1, 3.1.2, 5.1.3, 5.3.1, 5.3.2, 5.4.1, 5.4.2, 5.4.3, 5.5.1, 6.1.3, 6.2.2	CME, Local Government			X	A, E
8	Encourage "green" design practices	2, 5	2.5, 5.2	2.5.3, 5.2.3	CME, Local Government			X	A, D, F

**Indian River Lagoon National Scenic Byway
Five-Year Update
Action Plan**

E	Public Access	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Sites: Advocate for improved/enhanced access	1, 2, 5, 6	1.1, 1.3, 1.4, 1.7, 2.1, 5.1, 5.4, 5.5, 6.1	1.1.3, 1.1.4, 1.3.2, 1.4.1, 1.4.2, 1.4.3, 1.7.2, 1.7.4, 2.1.1, 5.1.1, 5.1.2, 5.1.3, 5.4.3, 5.5.1, 6.1.3	CME			X	F, G
2	Views: Work with others on the preservation corridor "viewshed". Advocate for enhanced viewshed.	1, 2, 3, 5	1.1, 1.2, 1.3, 1.5, 2.3, 2.5, 3.1, 5.1, 5.2, 5.4, 5.5	1.1.2, 1.1.4, 1.2.1, 1.2.3, 1.3.2, 1.3.3, 1.3.4, 1.5.3, 2.3.1, 2.5.1, 2.5.2, 3.1.2, 5.1.1, 5.1.2, 5.1.3, 5.2.3, 5.4.3, 5.5.2	CME, Local Government, Regional Authorities			X	E, F
3	Handicap Access: Where possible, provide handicap access to resources and interpretation sites	1, 5	1.4, 5.2	1.4.2, 5.2.3	Local Government			X	A, C, E

F	Trails Development	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Connectivity: Improve connectivity between and among existing trail. Encourage enhancement projects to improve multimodal options. Support the establishment of non-motorized greenway/blueways. Support expansion of the existing network of multi-modal opportunities.	1, 3, 5, 6	1.1, 3.3, 5.3, 5.4, 5.5, 6.3	1.1.1, 3.3.3, 5.3.2, 5.4.1, 5.4.2, 5.4.3, 5.5.1, 5.5.2, 6.3.2	Regional Authorities, Local Government, CME			X	E, F

**Indian River Lagoon National Scenic Byway
Five-Year Update
Action Plan**

G	Tourism/Recreation Facility Actions	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Community Tours: Promote tours of the resources for community and elected officials	2, 3, 4, 5, 6	2.1, 2.3, 2.4, 2.6, 3.3, 3.4, 4.6, 5.4, 5.5, 6.1	2.1.1, 2.1.3, 2.3.1, 2.3.2, 2.3.4, 2.3.5, 2.4.2, 2.6.2, 2.6.3, 3.3.4, 3.3.5, 3.4.1, 4.6.1, 4.6.2, 5.4.3, 5.5.2, 6.1.2	CME, Local Government	X			A, B, C, E
2	Accommodations: Encourage establishment of accommodations (new/existing), such as B&B's as well as associated shops and restaurants	1, 2, 3, 6	1.1, 1.2, 2.6, 3.1, 3.2, 6.2	1.1.1, 1.2.3, 1.2.4, 2.6.2, 3.1.1, 3.1.2, 3.2.2, 3.2.3, 6.2.4	CME, Local Government			X	A, B, C, E
3	Recreation Sites: Encourage greater use of recreation areas throughout the corridor for boating, fishing, picnicking and other recreational opportunities	1, 2, 3, 5, 6	1.4, 1.7, 2.1, 2.2, 2.3, 2.4, 2.6, 3.1, 3.2, 3.3, 3.4, 5.1, 5.3, 5.4, 5.5, 6.1, 6.3	1.4.1, 1.4.2, 1.4.3, 1.4.4, 1.7.4, 2.1.1, 2.2.1, 2.2.2, 2.3.2, 2.3.4, 2.3.5, 2.4.1, 2.4.2, 2.6.2, 2.6.3, 3.1.1, 3.2.1, 3.2.2, 3.3.1, 3.3.2, 3.3.3, 3.3.4, 3.3.4, 3.4.1, 5.1.1, 5.1.3, 5.3.2, 5.4.1, 5.4.2, 5.4.3, 5.5.1, 5.5.2, 6.1.3, 6.3.2	CME, Local Government			X	A, C, E, F

**Indian River Lagoon National Scenic Byway
Five-Year Update
Action Plan**

H	Historic/Cultural Preservation Actions	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Historic Sites: Promote identification, preservation and understanding of heritage resources	1, 2, 3, 6	1.2, 1.6, 2.3, 3.1, 3.2 6.1, 6.3	1.2.1, 1.2.2, 1.2.3, 1.2.4, 1.6.1, 2.3.1, 3.1.2, 3.2.3, 6.1.3, 6.3.3,	Local Government, CME			X	A, B, C, E, F
2	Inventory: Support the inventory of historic structures and sites, defining those requiring further designation, protection and/or improvement	1, 2, 5	1.2, 2.1, 2.3, 5.1, 5.3	1.2.1, 1.2.2, 2.1.1, 2.3.1, 5.1.1, 5.3.3	Local Government, CME			X	A, B, C, E, F
3	Improvement: Encourage the reuse/restoration of historic properties. Support preservation efforts of advocacy organizations and local governments	1, 2	1.2, 2.5	1.2.3, 1.2.4, 2.5.2	Local Government, CME			X	A, B, C, E, F
4	Acquisition of Historic Properties: Support the acquisition of heritage resources along the corridor	1	1.1	1.1.3	CME			X	A, B, C, E, F
5	Historic Designation: Encourage and support national/local historic designation efforts along the corridor where applicable	1, 6	1.2, 6.1	1.2.3, 1.2.4, 6.1.3	CME, Local Government			X	A, B, C, E, F

**Indian River Lagoon National Scenic Byway
Five-Year Update
Action Plan**

I	Interpretation/Signage Actions	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Themed Signage: Improve signage for, and public access to, attractions, parking, facilities. Improve directional signage for access to intrinsic resources	1	1.2, 1.6, 1.7, 2.1, 2.4, 2.6, 3.2, 4.1, 4.2, 5.1, 5.4, 5.5, 6.2	1.2.3, 1.6.2, 1.7.4, 2.1.1, 2.1.2, 2.1.3, 2.4.2, 2.6.1, 2.6.2, 2.6.3, 3.2.1, 4.1.1, 4.1.2, 4.2.1, 4.2.2, 5.1.2, 5.4.1, 5.5.1, 6.2.5	Local Government, FDOT		X		B, C, E, F
2	Consistency: Support interpretative sites along the corridor. Encourage consistent themes logos, design and styles	1	1.2, 1.6, 1.7, 2.1, 2.4, 2.6, 3.2, 4.1, 4.2, 5.1, 5.4, 5.5, 6.2	1.2.3, 1.6.2, 1.7.4, 2.1.1, 2.1.2, 2.1.3, 2.4.2, 2.6.1, 2.6.2, 2.6.3, 3.2.1, 4.1.1, 4.1.2, 4.2.1, 4.2.2, 5.1.2, 5.4.1, 5.5.1, 6.2.5	CME, Local Government, FDOT			X	B, C, E, F
3	Conservation Education: Encourage improved interpretation and public information. Educate property owners and visitors on the importance of vegetation management; promote conservation preservation practices with residents and business.	1, 2, 3, 4, 5, 6	1.1, 1.2, 1.3, 1.4, 1.5, 1.7, 2.5, 3.2, 3.3, 3.4, 4.5, 5.3, 6.1, 6.2, 6.3	1.1.1, 1.1.2, 1.2.1, 1.3.1, 1.3.3, 1.3.5, 1.4.1, 1.4.3, 1.5.2, 1.7.1, 1.7.2, 2.5.1, 3.2.3, 3.3.3, 3.4.1, 4.5.3, 5.3.3, 6.1.3, 6.2.1, 6.3.2	CME, Local Government, Regional Authorities		X		A, C, D, E

**Indian River Lagoon National Scenic Byway
Five-Year Update
Action Plan**

4	Displays: Support expanded/improved interpretive displays regarding corridor resources	1, 2, 3, 5	1.2, 1.4, 1.7, 2.1, 2.2, 2.3, 2.4, 2.6, 3.2, 3.3, 5.4, 5.5	1.2.3, 1.4.3, 1.7.3, 1.7.4, 2.1.3, 2.3.2, 2.2.2, 2.3.5, 2.4.2, 2.6.2, 3.2.1, 3.3.1, 3.3.2, 5.4.1, 5.4.3, 5.5.2	CME		X		A, B, C, D, E, F, G
5	Interpretive Sites: Advocate for identification of land/properties for use as interpretive sites and observation points	1, 2, 3, 5, 6	1.1, 1.2, 1.3, 1.4, 1.7, 2.1, 2.3, 3.2, 5.1, 6.1	1.1.3, 1.2.2, 1.3.2, 1.4.1, 1.4.2, 1.7.4, 2.1.1, 2.3.5, 3.2.1, 5.1.1, 5.1.2, 5.1.3, 6.1.3	CME		X		A, D, E, F, G

**Indian River Lagoon National Scenic Byway
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Action Plan**

J	Promotion Actions	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Activities: Help educate residents/visitors on the value of the resource; promote the corridor's intrinsic resources.	1, 2, 3, 5, 6	1.1, 1.2, 1.3, 1.5, 1.7, 2.2, 2.3, 2.4, 2.5, 2.6, 3.2, 3.3, 3.4, 5.4, 5.5, 6.1, 6.2, 6.3	1.1.1, 1.2.1, 1.2.3, 1.2.4, 1.3.5, 1.5.3, 1.7.1, 1.7.4, 2.2.1, 2.2.2, 2.3.4, 2.4.2, 2.5.1, 2.6.2, 3.2.1, 3.2.2, 3.2.3, 3.3.1, 3.3.3, 3.4.1, 5.4.2, 5.4.3, 5.5.2, 6.1.3, 6.2.2, 6.2.3, 6.2.5, 6.3.2	CME, Regional Authorities		X		A, B, C, D, E, F, G
2	Publications: Encourage widespread distribution and use of guide books and other marketing/promotional materials. Promote the corridor through brochures, maps and other educational materials	1, 2, 3, 5, 6	1.7, 2.1, 2.2, 2.3, 2.4, 2.6, 3.2, 3.3, 5.4, 5.5, 6.1, 6.2, 6.4	1.7.4, 2.1.2, 2.2.1, 2.2.2, 2.3.2, 2.3.4, 2.4.1, 2.4.2, 2.6.2, 2.6.3, 3.2.2, 3.2.3, 3.3.2, 3.3.3, 3.3.4, 5.4.1, 5.5.1, 6.1.3, 6.2.2, 6.2.3, 6.4.3	CME, Regional Authorities,			X	A, B, C, D, E, F, G
3	Events/Festivals: Promote/participate in selected corridor events. Maintain an events calendar.	1, 3, 6	1.6, 3.3, 3.4, 6.1, 6.2, 6.4	1.6.2, 3.3.2, 3.4.1, 6.1.2, 6.2.1, 6.2.2, 6.4.2	CME	X			B, C, D, E, F, G
4	Marketing: Create marketing materials to attract visitors, educate and help address wayfinding needs	3, 6	3.2, 3.3, 3.4, 6.1, 6.2	3.2.2, 3.2.3, 3.3.2, 3.3.4, 3.3.5, 3.4.1, 6.1.2, 6.2.2, 6.2.3, 6.2.4, 6.2.5	CME			X	A, B, C, E, F, G
5	Internet: Promote the corridor through existing and new internet-based applications	2, 4, 6	2.3, 2.4, 2.6, 4.4, 6.2	2.3.2, 2.3.3, 2.3.4, 2.4.1, 2.4.2, 2.6.2, 4.4.1, 6.2.3	CME	X			B, C, E, F

**Indian River Lagoon National Scenic Byway
Five-Year Update
Action Plan**

K	Economic Development	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Training: Educate the community on the importance of the corridor, the resources and the value of nature/heritage based tourism	1, 2, 3, 5, 6	1.2, 1.3, 1.5, 1.6, 1.7, 2.4, 2.5, 3.2, 3.3, 3.4, 5.1, 5.4, 5.5, 6.1, 6.2	1.2.1, 1.2.4, 1.3.1, 1.3.5, 1.5.1, 1.6.1, 1.7.1, 1.7.4, 2.4.2, 2.5.1, 2.5.2, 2.5.3, 3.2.2, 3.2.3, 3.3.2, 3.3.4, 3.4.1, 5.1.3, 5.4.3, 5.5.2, 6.1.3, 6.2.1, 6.2.2, 6.2.3, 6.2.5	CME			X	A, B, C, D, E, F, G
2	National Scenic Byways Designation: Use NSB designation to provided enhanced marketing opportunities regionally/globally	1, 2, 4, 6	1.1, 1.7, 2.1, 2.6, 4.1, 4.2, 6.1, 6.2	1.1.1, 1.7.4, 2.1.2, 2.6.1, 4.1.1, 4.1.2, 4.2.1, 4.2.2, 6.1.3, 6.2.3	CME, Regional Authorities, Local Government		X		A, B, C, E

L	Administrative Actions	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Monitoring/Reporting: Monitor and periodically update the Action Plan to reflect current realities and opportunities.	4	4.4, 4.5	4.4.1, 4.4.2, 4.5.3	CME			X	E
2	Fundraising: Develop a fundraising plan. Work with the community to raise funds to accomplish the Action plan and to achieve the Corridor Vision. Seek out grant opportunities, seek partnering opportunities for funding	1, 2, 4, 6	1.7, 2.2, 2.3, 4.3, 4.4, 4.5, 4.6, 4.7, 6.2, 6.4	1.7.4, 2.2.2, 2.3.2, 4.3.1, 4.4.1, 4.5.3, 4.6.1, 4.6.2, 4.7.2, 6.2.1, 6.2.5, 6.4.1, 6.4.2, 6.4.3	CME	XX			A, B, C, E

**Indian River Lagoon National Scenic Byway
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Action Plan**

M	Coordination Activities	Goals	Objectives	Strategies	Responsible Parties	Short Term (12-18 months)	Long Term (2-5 years)	Ongoing	Funding Sources
1	Regional Collaboration: Encourage coordination with regional and local agencies on Board projects. Encourage participation of regional/local entities and management entities on all corridor-wide projects	1, 2, 3, 4, 5, 6	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 2.1, 2.2, 2.3, 2.5, 2.6, 3.1, 3.3, 4.1, 5.1, 5.2, 5.3, 5.4, 5.5, 6.1, 6.2, 6.3, 6.4	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 1.2.3, 1.3.1, 1.3.3, 1.3.5, 1.4.1, 1.4.2, 1.4.3, 1.4.4, 1.5.2, 1.6.1, 1.7.1, 1.7.4, 2.1.1, 2.1.3, 2.2.2, 2.3.5, 2.5.1, 2.5.3, 2.6.1, 3.1.1, 3.1.2, 3.3.1, 3.3.3, 3.3.5, 4.1.1, 5.1.2, 5.2.1, 5.3.2, 5.4.2, 5.4.3, 5.5.1, 5.5.2, 6.1.2, 6.2.1, 6.2.4, 6.3.1, 6.3.2, 6.3.3, 6.4.1, 6.4.3	CME, Local Government	X			A, B, C, D, E, F, G
2	Master Plan: Develop a corridor Master Plan to address goals for signing, multi-modal networks, viewshed, interpretation etc.	2, 4	2.1, 2.2, 4.4, 4.5, 4.6	2.1.3, 2.2.2, 4.4.4, 4.5.3, 4.6.1	CME		X		E
3	Communication: Use the current web site to provide status information, contacts, announcements. Expand into social networking opportunities that best serve the needs of the corridor	2, 4, 6	2.3, 2.4, 2.6, 4.4, 6.2	2.3.2, 2.3.3, 2.3.4, 2.4.2, 2.6.2, 2.6.3, 4.4.1, 6.2.5	CME	X			A, B, C, E, F, G

**Indian River Lagoon National Scenic Byway
Five-Year Update
Action Plan**

4	Partnerships: Involve interested and affected stakeholders in implementation strategy. Build formal/informal public/private partnerships to implement individual action items	1, 2, 3, 4, 5, 6	1.1, 1.2, 1.3, 1.4, 1.5, 1.7, 2.1, 2.3, 2.5, 2.6, 3.1, 3.3, 4.4, 4.6, 5.1, 5.2, 5.3, 5.4, 5.5, 6.1, 6.2, 6.3, 6.4	1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.3.1, 1.3.4, 1.4.1, 1.4.2, 1.4.3, 1.4.4, 1.5.2, 1.5.3, 1.7.1, 1.7.4, 2.1.2, 2.1.3, 2.3.5, 2.5.1, 2.5.2, 2.6.1, 3.1.1, 3.1.2, 3.3.3, 4.4.1, 4.6.1, 5.1.3, 5.2.2, 5.3.2, 5.3.3, 5.4.3, 5.5.1, 6.1.1, 6.2.1, 6.2.4, 6.3.1, 6.3.2, 6.4.1, 6.4.3	CME			X	A, B, C, D, E, F, G
5	Education: Provide information to the traveling public to educate them about the corridors resources, work with the community to develop educational opportunities for corridor awareness, partner with the educational community, develop a speakers bureau.	1, 2, 3, 4, 5, 6	1.4, 1.6, 1.7, 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 3.2, 3.3, 3.4, 4.4, 4.6, 5.3, 5.4, 5.5, 6.1, 6.2, 6.3, 6.4	1.4.3, 1.6.1, 1.7.1, 1.7.4, 2.1.2, 2.2.1, 2.2.2, 2.3.2, 2.3.4, 2.3.5, 2.4.1, 2.4.2, 2.5.1, 2.6.1, 2.6.2, 2.6.3, 3.2.2, 3.2.3, 3.3.1, 3.3.2, 3.3.3, 3.3.4, 3.3.5, 3.4.1, 4.4.1, 4.6.1, 4.6.2, 5.3.3, 5.4.1, 5.4.3, 5.5.1, 6.1.1, 6.1.2, 6.1.3, 6.2.1, 6.2.2, 6.2.3, 6.2.4, 6.3.3, 6.4.2	CME, Regional Authorities		X		B, C, E, F, G

Definitions:

Regional Authorities: Chamber of Commerce, TDC, TPO,

Local Governments: County, City

Funding Sources

A Community Redevelopment and Revitalization	
	Florida Small Cities Community Development Block Grant Program, DCA
	Community Based Program Grant, Keep Florida Beautiful
	Technical Assistance Planning Grants, DCA
	Rural Development Business and Cooperative Programs, USDA
	Public/Private Partnerships

B Cultural and Historic	
	Ad Valorem Tax Exemptions for Improvements to Historic Properties, DOS
	Challenge Grant Program, DOS
	Congressional Appropriations, US Congress
	Cultural Facilities Program
	Historic Preservation Grants, DOS
	Public Education Exhibit Museum Grants
	Historic Preservation Grants-in-Aid Program, DOS
	Regional Cultural Facilities Program, DOS
	National Scenic Byway Grants, FHWA
	Special Categories Grants, DOS
	State Touring Program, DOS
	Transportation Enhancement Grants, DOT
	Preserve America Program, US Department of Interior
	Private Foundation Grants
	Public/Private Partnerships

C Education & Promotion	
	Arts in Education Program, DCA
	Environmental Education Grant, DEP
	Informal Science Foundation Planning Grants, National Science Foundation
	Private Foundation Grants
	Regional Marketing Grants, VISIT FLORIDA
	National Scenic Byway Grants, FHWA
	Public/Private Partnerships

D Landscaping and Beautification	
	Donations
	Florida's Plant-a-Tree Trust Fund, FDA
	Florida's Highway Beautification Council Grant Program, DOT
	Florida Plant Conservation Program, DOF
	Florida Wildflower Foundation
	Invasive Plant Management, DEP, SJRWMD
	Litter Removal Program, DEP
	Public/Private Partnerships
	National Scenic Byways Grants, FHWA
	Transportation Enhancement Projects, DOT
	Municipal and County CRAs

E Roadway, Pedestrian and Bicycle Improvements	
	Florida Department of Transportation, DOT
	Florida Mainstreet Program, DOS
	Greenways and Rails-to-Trails Program, DOT, DEP
	Regional Trails Program, DEP
	Transportation Enhancement Projects, DOT
	MPO/TPO Grants
	National Scenic Byways Grants, FHWA
	Public/Private Partnerships

F Parks and Public Lands	
	Florida Boating and Improvement Grants
	Florida Community Trust/Florida Forever Grant Program, DCA
	Florida Recreation Development Assistance Program, DEP
	Florida Land & Water Conservation Program, DEP
	Conservation Service Program, Trust for Public Lands
	Urban Parks and Recreational Recovery Program, National Parks Service
	Urban & Community Forestry Grants
	Waterways Assistance Program, Florida Inlands Navigation District (FIND)
	National Scenic Byways Grants, FHWA
	Public/Private Partnerships

G Stormwater Management/Water Resources Protection	
	SJRWMD
	State Revolving Fund Loan Program for Wastewater Treatment, DEP
	Transportation Enhancement Program, DOT
	Section 319 Non-Point Source Management Implementation Grants, DEP
	Public/Private Partnerships

APPENDIX J

ACHIEVING EXCELLENCE/LEVEL I GUIDELINES



INTRODUCTION

[Home](#)
[Why Accreditation Is Important](#)
[How It Works](#)
[Accreditation Seals](#)
[Review Panel](#)
[Frequently Asked Questions](#)
[Accredited Corridor Management Entities & Success Stories](#)
[Where to Go For Help](#)
[Revisions and Updates](#)
[Contacts](#)

HOW IT WORKS

The Achieving Excellence Accreditation Program is based on implementation of Best Management Practices (BMPs) that have been developed and tailored specifically for the Corridor Management Entities (CMEs) in FDOT District Five. They are based on challenges to sustainability that have been identified during evaluation and observation of the CMEs over time.

There are a total of 24 BMPs that must be implemented in order for a CME to receive the highest level of Accreditation – Level III. However, building a sustainable byway organization takes time – years in most cases. Therefore, Achieving Excellence has three levels of accreditation in order to recognize significant progress toward sustainability. The table below lists the BMPs required for each level of accreditation.

Each BMP describes the program, policy or concept being addressed, outlines the criteria required to comply with the BMP, and lists the documents required to verify compliance. In order to receive “credit” for a BMP, CME leaders should review the BMP, collect the documents required for verification, and submit a BMP Verification Request Form for each BMP to the Review Panel (Corridor Solutions). The Review Panel will review the documents and materials and either confirm compliance, request additional information, or outline additional actions required for compliance.

Once compliance has been verified for all of the BMPs at a particular level, accreditation will be awarded, and the CME will have the privilege of using the Achieving Excellence seal for that level on stationary, printed materials and online.

Steps to Accreditation

1. Review BMPs, criteria, and documents required for verification
2. Collect the documents required for verification
3. Submit [BMP Verification Request Form](#) to the Review Panel (one form for each BMP)
4. Submit revised or additional information to Review Panel if necessary

Participation

Participation in the Achieving Excellence Accreditation Program is voluntary, unless a CME is receiving District Five funding. CMEs receiving funding from FDOT District Five are required to participate in the program. The District Five Scenic Highway Coordinator will receive quarterly reports from the Review Panel regarding the progress of all CMEs receiving FDOT funding.

Other important Program Requirements

- Accreditation is cumulative. A CME must continue to comply with all previous level BMPs in order to advance to next level of accreditation.
- CME leaders are encouraged to request compliance verification of BMPs as compliance occurs, and the Administrator will track each organization's progress.

Reaccreditation

Although most accreditation programs require review every 5 years, the reaccreditation schedule for Achieving Excellence is still being evaluated.

02.17.2011

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BMP Document Verification Form

Use this form to submit the "Documents Required for Verification" for each Best Management Practice. Each BMP requires a separate form.

_____	_____
CME	Submitted by
_____	_____
Email Address	Date

Step 1. Select the BMP for which you are seeking to verify compliance.

Level 1

Board Manual I
Budget
Bylaws
Community Participation Plan
Diversified Revenue Sources I
Mission Statement
Work Plan

Level 2

Annual Report
Board Manual II
CME Membership Recruitment Plan
Diversified Revenue Sources II
Major Donor Campaign
Membership Program
Volunteer Management & Training
Website

Level 3

Board Development
Board Manual III
Diversified Revenue Sources III
Effective Nonprofit Governance
Fundraising Plan
CME Informational Materials
Public Relations
Social Media
Foundation Strategies

Step 2. Provide the file name and a brief description of the document. File formats accepted include pdf, jpg, bmp, gif, xls and doc.

File Name	Document Description
1. <input type="text"/>	<input type="text"/>
2. <input type="text"/>	<input type="text"/>
3. <input type="text"/>	<input type="text"/>
4. <input type="text"/>	<input type="text"/>

Step 3. Save the file to your computer and email it as an attachment along with files listed above to AchievingExcellence@corridorsolutions.net





LEVEL 1

Board Manual I

Budget

Bylaws

Community Participation Plan

Diversified Revenue Sources I

Mission Statement

Work Plan

BOARD MANUAL I

Description

The Board Manual is an orientation and resource tool. It is a complete, detailed guide which should be provided to each board member to help orient and train new members, and to ensure efficient organization and easy access to important materials for all members.

The foundation of a committed, knowledgeable, and effective board is orientation and education. Every organization should have a thorough, easy-to-use manual that board members can use throughout their terms.

A board manual serves two functions. For the new board member, it is an orientation handbook that provides useful information about the organization, board structure and operations, and fellow board members and staff. For the balance of a member's board service, the manual then becomes an indispensable working tool and a central resource about the organization and the board. Materials can be added and removed to create an up-to-date reference.

The board manual is developed by staff in consultation with the board chair and other officers. Present it to board members in a durable, attractive loose-leaf notebook with a table of contents and clearly divided and labeled sections. Date every item and replace material when necessary. Insert stationery, brochures, and similar items in pockets of the notebook.

To develop a working manual that board members use and rely on:

- Don't overwhelm new board members with too much information. When several examples are available (e.g., current press clippings), include only one.
- Keep each item brief. A two-paragraph biography of the chief executive is preferable to a four-page resume, for example.
- Use the handbook as a "textbook" during board orientation.
- Encourage board members to read and ask questions about the material.
- Ask board members to evaluate the usefulness of the manual each year.
- Revise the contents or format based on their comments.

(from boardsource.org)

Criteria

Listed below are the required components for the Board Manual Best Management Practice. Every component is required for Level 3 accreditation. However, District Five CMEs are also expected to have at the least the basic components to achieve Level 1 accreditation, and continue building the Board Manual throughout Level 2 and Level 3 of the accreditation process. Therefore, certain components of the Board Manual are required for each level of accreditation, with the most advanced policies and procedures reserved for Level 3.

Section 1 - Introduction

- Board Calendar
- Contact List: Board Members, FDOT Advisors
- Work Plan

Section 2 - Organizational Overview

- Mission Statement
- Vision Statement
- Fact Sheet
- A Brief History of the Byway
- Benefits and Responsibilities of a National Scenic Byway (if applicable)
- Organizational Charts
 - Current
 - Committees
- Bylaws

A Board Manual Serves Two Functions

For the new board member, it is an orientation handbook that provides useful information about the organization, board structure and operations, and fellow board members and staff.

For the balance of a member's board service, the manual then becomes an indispensable working tool and a central resource about the organization and the board.

- CME Job Description
- Office Locations and Staff (if applicable)
 - Key Volunteers

Section 11 - Appendices

- Articles of Incorporation (if applicable)
- Annual Reports
- 501(c)(3) designation letter (if applicable)
- Byway Brochure & Marketing Materials
- Meeting Minutes

Documents Required for Verification

Electronic or printed copy of board manual contents listed above.

02.03.2011

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LEVEL 1

Board Manual I

Budget

Bylaws

Community Participation Plan

Diversified Revenue Sources I

Mission Statement

Work Plan

BUDGET

Description

Budgeting and financial analysis show the reality of an organization or business - seen as such, financial management is one of the most important practices in management. A budget identifies an organization's incoming revenues and anticipated expenses for the year ahead – it ensures that needed resources are available for the organization to attain its mission and vision.

CME leaders often feel that a budget is unnecessary if their organization has minimal resources, yet will initiate fundraising strategies. However, the budget provides a framework for organizational decision making *including* decisions about which fundraising strategies to implement.

The budget should also be seen as an important communication tool that informs Board Members, staff, and byway stakeholders about the financial goals of the CME for the year(s) ahead.

CME Board Members have a fiduciary duty to effectively manage the assets of their organization; the budget is a key tool in executing this primary obligation. Boards should compare actual income and expenses to their budgets on a regular basis (e.g. every 90 days) to ensure that spending is in line with revenues.

Criteria

- Minimum one-year budget
- Income projections and expenses for programs carrying out the organization's mission must be in sync.
- Evidence that the Board is using the budget to monitor financial activity (e.g., board should conduct 3 month reviews of how income and expenses are being managed)

NOTE: This simple [budget template](#) provides a good example of an organizational budget (thanks to the Friends of A1A – who have a budget – and from which this is adapted).

Documents required for verification

- One-year budget
- Minutes of CME meetings where budget is initially discussed and approved
- Results of Board budget evaluation

budget:

1. an estimate, often itemized, of expected income and expense for a given period in the future.
2. a plan of operations based on such an estimate.
3. an itemized allotment of funds, time, etc., for a given period.
4. the total sum of money set aside or needed for a purpose: the construction budget.

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BYLAWS

Description

Bylaws are rules that govern the internal affairs of an organization. The Florida Scenic Highways Program (FSHP) requires that every Corridor Management Entity (CME) have a written agreement that includes the name of the organization, official CME membership, general description of CME functions and responsibilities, and the name of chairperson or co-chairs and other officers. By contrast, bylaws generally contain more extensive and detailed guidelines, but are not required by the FSHP. However, in the state of Florida, all 501(c)(3) non-profit organizations must have bylaws.

In addition to meeting the criteria below, bylaws for byway organizations should be distributed to each member, and reviewed and updated every two to three years.

FSHP requires an agreement that includes:

1. the name of the organization
2. official CME membership
3. general description of CME functions and responsibilities
4. the name of chairperson or co-chairs and other officer

Criteria

Byway organization bylaws should contain these essential components:

1. **Indemnification.** A statement that limits the personal liability of board members.
2. Whether the organization has **members** and, if so, what their rights are. For example, in a true membership organization, members have the right to elect officers. Even if you don't have members with legally enforceable membership rights such as voting rights, you can still have people called "members," but the distinction should be clarified in the bylaws.
3. **Minimum and maximum number of board members.** Example: minimum of five and a maximum of fifteen board members
4. The number required for a **quorum**. A quorum is the minimum number of board members who must be present for official decisions to be made. For example, if an organization currently has fifteen members, and the bylaws state that one-third of the members constitutes a quorum, then official decisions can only be made at board meetings where five or more members are present.
5. **Terms and term limits.** Example: two years, with term limits of three consecutive terms (making a total of six years); after a year off, a board member may be permitted to return. Similarly, terms can be staggered so that, for instance, one-third of the board is up for reelection each year.
6. Titles of **officers**, how the officers are appointed, and their terms. Example: appointed by majority vote at a regular meeting of the board; an officer term is for one year with a maximum of two consecutive officer terms.
7. Procedure for **removing a board member** or officer. Example: by majority vote at a regularly scheduled meeting where the item was placed on the written agenda distributed at least two weeks ahead.
8. **Conflict of interest policy.** Alternatively, many bylaws simply state that there will be a conflict of interest policy but keep its exact wording out of the bylaws.
9. **Minimum number of board meetings per year.** Example: four, with one in each quarter.
10. How a special or **emergency board meeting** may be called.
11. **How a committee may be created** or dissolved.
12. **What committees exist**, how members are appointed, and powers, if any. It may be easiest not to specify committees in the bylaws at all; instead, permit the board to create and dissolve standing and temporary committees as it sees fit. As a result, the bylaws need not be changed each time a committee is created or changed.

13. **Conference calls and electronic meetings.** Example: votes by e-mail or web forum are prohibited. Meetings may be held by conference call if all members can simultaneously hear one another. As Internet usage grows, some boards are adding sections to the bylaws that describe how to hold a board meeting on the Internet, or whether and how decisions can be made by e-mail.

Source: Jane Masaoka on [Board Café](#), May 29, 2010

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COMMUNITY PARTICIPATION PLAN

Description

A Community Participation Plan (CPP) is an important tool that helps insure that a CME is regularly updating highway stakeholders about programs, projects and accomplishments. Byway stakeholders include residents, business owners, local government officials and agencies, tourism agencies, and other nonprofit organizations. A complete list of byway stakeholders can be found on page 40 of *Making the Grassroots Grow*, a publication of the America's Byways Resource Center available online [here](#).

Implementation of the CPP is important for several reasons. First, it builds support for the byway and the CME. Even folks who live and work on Florida Scenic Highways are often unaware of the byway designation or the existence of a CME. A CPP is a systematic way to educate the community about the benefits of Florida Scenic Highway designation and the mission of the CME.

Second, implementation of the CPP is one of the best ways to recruit new CME members and volunteers. Your CME's presence in the community will help identify individuals and groups who support your mission and are willing to help. They may be willing to help by becoming a volunteer or board member, or by making a contribution. Making connections to other groups also develops opportunities for partnerships.

Third, a consistently implemented CPP will build trust for the CME in the community. If there is a clear understanding of your mission in the community, there is less likely to be opposition to CME projects or programs. Fully-funded, beneficial, and seemingly non-controversial scenic byway projects have been blocked by communities that felt threatened or uninformed.

The Community Participation Plan is likely the first in a series of opportunities for new individuals to become involved in the CME. If implemented consistently with proper follow up, the CPP helps identify supporters in the community who may eventually become volunteers or donors.

The second opportunity for involvement in the CME is through CME Member Recruitment, the purpose of which is to recruit new individuals to help carry out the work of the CME – implementing the corridor management plan (CMP). "CME Member" is generally a more formal relationship than volunteer, and requires a higher level of commitment. However, the definition of CME member varies among District Five byway organizations. A logical place to start looking for new CME Members would be among supporters and volunteers identified through the Community Participation Plan.

Implementation of a Board Development Policy is a third opportunity for new individuals to become involved in the CME. Board Member, of course, is a more formal relationship than volunteer or CME Member. Board Members are legally responsible for the effective governance of the nonprofit organization (see Effective Nonprofit Management). A sensible place to start looking for new board members is with CME Members who are not already serving on the board.

The following graphic illustrates how the Community Participation Plan, CME Member Recruitment, and the Board Development Policy are related. Although not every potential Board Member will follow this progression, those that do will have a high level of institutional knowledge about the byway organization and its mission.



Although not every potential Board Member will follow this progression, those that do will have a high level of institutional knowledge about the byway organization and its mission.

Criteria

The Community Participation Plan should contain these essential components

- Comprehensive Lists - the CPP should contain a **complete** list of all of the byway stakeholders who need to be regularly updated by the CME.
How to develop the list:
 - CME brainstorming session – at a CME meeting, make a list of all the byway stakeholders CME members can identify (referencing

- the list from the Resource Center cited above)
- Online research – conduct an internet search for stakeholders like outfitters, garden clubs, historical societies, and environmental groups in the byway corridor
- Repeat steps one and two to identify festivals and other community events where the CME should have a presence
- Contact Information for each group, organization, festival or event identified.
- CME Contact – for stakeholder groups and organizations, it is important to try to determine if one of your CME members has a connection to the groups identified. If so, they can serve as the liaison to that group. Otherwise, a CME member or volunteer should be assigned to each group. The CME contact is responsible for contacting the organization to determine their regular meeting dates and times, and requesting an opportunity for a CME representative to meet with members or give a presentation about the byway.
- Follow Up – when a CME member makes a presentation or attends an event, it is critical that some attempt is made to collect information about individuals who are interested in receiving additional information or getting involved with the CME. These new contacts should be added to the CME's database of supporters. [This link](#) provides additional information about follow-up tools for presentations and events. Ultimately, regular communication should be established with all supporters. This communication could be in the form of email updates, electronic newsletters, social networking or other media.

Documents Required for Verification

- List of stakeholders, festivals and events with contact information, meeting dates, and other relevant information.
- Calendar of scheduled presentations, meetings or appearances.
- Evidence of follow up, database of supporters, and regular communication with supporters.
- Evidence that the CPP is consistently implemented.

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DIVERSIFIED REVENUE SOURCES I

Description

Byway organizations in FDOT District Five receive the majority of their funding (up to 100%) from National Scenic Byways Program grants and District Five planning funds. However, any organization that relies on a single source of funding is at risk and not sustainable. Developing and maintaining multiple and diverse sources of funding is arguably the most important factor to an organization's long-term survival. Therefore, some level of diversity of revenue sources is required for each level of accreditation.

All of the byway organizations in FDOT District Five are nonprofits. According to IRS data, most nonprofits rely on income from the following sources:

- Grants – government and foundation
- Private donations – from individuals and corporations
- Fees for services – programs fees (ticket sales, tuition, etc.)

Byway organizations must identify an appropriate combination of revenue sources to insure long-term sustainability. Decisions about which revenue sources to seek should be based on the organization's mission – who you are, what you hope to accomplish, and why it is important (for more see BMP # Mission Statement). Developing a Fundraising Plan is an effective way to identify appropriate revenue streams and plan for implementation.

A potential revenue model has been developed for each level of accreditation. These revenue models take into consideration the distinct characteristics of District Five byway organizations. These characteristics create a unique type of nonprofit, and create a wide range of opportunities for revenue development and fundraising. Some of the characteristics of District Five byway organizations include:

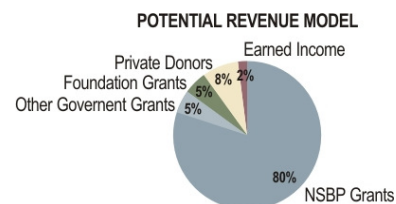
- Goals related to resource conservation and preservation
- Goals related to economic development and tourism
- No program fees (do not provide services)
- Have visitors (all visitors are potential customers)
- Located in or adjacent to urban areas
- Large portion of CME members and volunteers are at or near retirement age

Developing and nurturing revenue streams takes time - years in most cases. However, there are byway organizations proving it can be done. Two examples with revenue tables available in their annual reports are:

- [Lakes to Locks Passage](#), New York State
- [Mountains to Sound Greenway](#), Washington State

Because it takes time to develop diverse, sustainable sources of revenue, the District Five accreditation program requires increasing diversity of funding for each level of accreditation. The revenue models described for each level of accreditation are based on the following possible sources of revenue:

- **National Scenic Byways Program (NSBP) Grants** – historically the largest single source of funding for District Five organizations. Reliance on this program is problematic for several reasons including:
 - the program is set to expire December 2010, and has not been reauthorized (as of November 2010)
 - grant guidance changes: implementation grants no longer funded, "large-scale high-cost projects that provide strategic benefits" now a priority, "liveability" criterion added



- Not all of the NSBP applications from Florida byways are being submitted to FHWA, competition within the state has increased
- **Other Government Grants** – city, county, state, federal. This category includes FDOT District Five planning funds. Other Florida examples: Remarkable Coastal Places Grant
- **Foundations** – distribute private funds, often with detailed guidance. Florida examples: Florida Wildflower Foundation
- **Private donors** – individuals and corporations. Includes membership programs, major donor campaigns, and sponsorships
- **Earned income** – merchandise sales, program fees, interest income

Criteria

Level 1 Accreditation

- At least one source of funding from the categories above *in addition* to any FDOT District Five funding or NSBP grants.^[1]
- No more than 80% of total funding from NSBP grants.

Documents Required for Verification

- Budget
- Balance Sheet
- Award letter(s)
- Documentation of any attempts to diversity funding (even if unsuccessful)

^[1] Funding is defined as actual dollars and does not include "in-kind."

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MISSION STATEMENT

Description

The absolute foundation of a sustainable byway organization is a clear mission. An organization's Mission Statement is a clear, concise articulation of its mission. It describes the organization's fundamental purpose – who you are, what you do, and why what you do is important. In the fundraising world, it is often known as the "elevator speech," meaning that one can say it in the time it takes an elevator to reach the desired floor.

This clear, concise "why are we here?" statement, which is in essence the *message* your organization wants to communicate, is a critical tool both internally and externally. Within the byway organization, the Mission Statement ensures everyone is on the same page and can easily articulate the organization's purpose. Externally, it helps the community, byway stakeholders, funders, and potential funders understand why the group exists. This statement is what organization members communicate in order for someone else to say "I totally get it."

The ability to successfully transmit your organization's Mission, or message, is critical to ensuring the overall success of your goals and objectives. If everyone is confident of the message and if it truly expresses the organization's mission, it is easier for your members to take the message to the community, engaging supporters – both volunteers and donors.

The difference between a mission and vision statement is that a vision statement focuses on the *future*, while a mission statement focuses on the *present*. In the context of byways, it is also important to remember that the mission statement is about the *byway organization*, while the vision is about the road.

Criteria

- Brief and concise (1-3 sentences).
- Have meaning – convey something special and/or unique about the byway.
For example:
 - Number of miles
 - Specific, key resources
 - How the organization will accomplish its work (stewardship, education, partnerships, etc.)
- The organization's mission statement should be found on:
- All printed materials that reference the byway organization
- All fundraising materials (membership applications, major donor materials, etc.)
- Website materials that reference the byway organization

Documents required for verification

- Copy of mission statement
- List of samples of materials where mission statement is used

Compare and contrast the following examples:

Our mission is to preserve, enhance and promote the unique resources of the Anonymous Scenic Byway.

VS

Our mission is to protect and enhance a 100-mile corridor of permanent open space lands along Interstate 90 from Seattle to Central Washington. The Greenway embraces city parks and trails, wildlife habitat, working and protected forests, recreational opportunities in nature, local history, scenic beauty, tourism and educational activities that promote a sustainable balance between population growth and a healthy environment. (Mountains to Sound Greenway Trust NSB, WA)

and

The Anonymous Land Trust permanently protects the lands and waters that define our communities and enrich our quality of life.

VS

The Trust for Public Land is a national, nonprofit, land conservation organization that conserves land for people to enjoy as parks, community gardens, historic sites, rural lands, and other natural places, ensuring livable communities for generations to come.

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WORK PLAN

Description

The planning process and planning documents are essential to successful byways. In addition to a corridor management plan (CMP), byways may also have marketing, interpretive, fundraising, wayfinding, strategic or master plans. But for organizations with limited resources, the number and complexity of tasks to be implemented from these plans can be overwhelming. Developing a work plan is a way for CME leaders to only commit to a realistic set of tasks and/or projects that can be completed within a given amount of time (usually 12-18 months).

A work plan can help keep the CME on track by:

- Clarifying roles and responsibilities of individuals and committees and making sure that everyone in the organization understands who is responsible for what.
- Deterring leadership from taking on too many projects at once. If a great idea or opportunity emerges at a meeting, the work plan should be consulted to determine if there are resources available *before* they are committed.
- Insuring that projects/tasks are completed at regular intervals. Most byway projects take months and sometimes years to complete. However, most individuals in organizations (especially those who volunteer) need to feel a sense of accomplishment and see tangible results of their work to stay motivated. By committing to a combination of both long- and short-term projects (with various degrees of complexity) in the work plan, the CME will routinely be able to add to its list of accomplishments. This growing list of accomplishments will help motivate CME members, and demonstrate success to byway stakeholders, volunteers, financial supporters, and potential funders.
- It is a great way to combine and track both byway project tasks and organizational development tasks (those related to increasing the capacity of the organization and sustainability).

Criteria

- 12-18 month timeframe
- Realistic – takes into consideration actual human and financial resources of the CME
- Includes both long- and short-term tasks/projects (more complex projects may take longer than timeframe of work plan)
- Includes both simple and complex tasks/projects (more complex projects may take longer than timeframe of work plan)
- Includes tasks/projects that produce both tangible and intangible results
- Assigns specific responsibility for tasks

Documents required for verification

- Copy of Work Plan
- Evidence that work plan is being implemented. Example: meeting minutes that discuss progress of work plan tasks (please highlight specific references).