

Florida Scenic Highways Program Statewide Workshop 2011 Proceedings



St. Augustine, FL • June 8-10, 2011

Hilton Historic Bayfront and The White Room
St. Augustine, Florida
June 8-10, 2011

Hosted By:
Florida Department of Transportation

Proceedings Prepared By:
TranSystems
June 2011

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Executive Summary

The Florida Department of Transportation (FDOT), funded by a National Scenic Byways grant received from the Federal Highway Administration, hosted a Florida Scenic Highways Program (FSHP) Statewide Workshop on June 8-10, 2011 in St. Augustine, Florida. The workshop was held at two venues, the Hilton St. Augustine Historic Bayfront Hotel and The White Room. The workshop theme was “Focus 2020” and was centered on program sustainability. The workshop afforded the opportunity for candidate and designated scenic highway participants, state program representatives, interested agencies, and federal program staff to discuss how to make the FSHP more successful and share insights on corridor issues.

Approximately 80 people attended the workshop. Participants included Corridor Advocacy Group (CAG) and Corridor Management Entity (CME) members, transportation consultants, private industry staff, FDOT Central Office and District staff, Federal Highway Administration (FHWA) personnel, and staff from other State Agencies, including VISITFLORIDA and the Florida Fish and Wildlife Conservation Commission.

The workshop began on Wednesday, June 8 with a bus tour of the A1A Scenic & Historic Coastal Byway. The tour included stops at the St. Augustine Lighthouse, St. Augustine Beach, Windswept Acres Park, Marineland, and the historic Flagler Beach Pier with narration by local byway experts. Attendees enjoyed lunch at the Golden Lion restaurant in Flagler Beach before the trip back to the hotel. Workshop participants were able to experience some local fare that night at the St. Augustine “Dine-A-Round.” Three groups of ten people dined at local restaurants, Harry’s Seafood, 95 Cordova, and the Columbia Restaurant to experience some of St. Augustine’s favorite dishes.

Workshop sessions began on Wednesday, June 9 with an impressive Opening Session at The White Room that included welcome statements by Commissioner Bill Leary (City of St. Augustine), Commissioner Cyndi Stevenson (St. Johns County), and Representative Bill Proctor (Florida House of Representatives) then keynote speeches by David Nolan (Local Author and Historian) and Dana Ste. Claire (Director for the Department of Heritage Tourism & Historic Preservation, City of St. Augustine). Each of the welcoming speakers spoke about the Florida Scenic Highways program and how it benefits the state and the local communities that surround each byway. The two keynote speakers described the history of the area and how it is important to preserve the corridor’s resources in St. Augustine for future generations.

Day Two included concurrent sessions at The White Room, *Engaging Your Stakeholders, Utilizing Social Media, Harnessing the Power of Your Local Preservation Entities, Transportation Enhancements Program – How Your Byway Can Take Advantage, a CAG and CME Roundtable Session, Florida’s Quincentennial, Roadside Wildflowers, and Highway Beautification, and Corridor Management Entity (CME) Sustainability*. Participants had the chance to hear thoughts and ideas from key FDOT personnel as well as other members of the FSHP Community. They learned techniques essential for a successful scenic highway.

Attendees came back together for single sessions at the Hilton St. Augustine Historic Bayfront Hotel on the third and final day of the FSHP Statewide Workshop. The day started with welcoming new additions to the Florida Scenic Highways Family since the last workshop: Heritage Crossroads: Miles of History, River of Lakes Heritage Corridor Scenic Highway, J.C. Penney Memorial Scenic Highway, and Broward County A1A Scenic Highway. After welcoming the new additions, the corridors celebrating 10 year anniversaries were recognized: Indian River Lagoon National Scenic Byway, Bradenton Beach Scenic Byway, A1A Scenic & Historic Coastal Byway, Old Florida Heritage Highway, and the Florida Keys Scenic Highway. The second annual FSHP Exceptional Leader award was presented to Sallie O’Hara for

her hard work and dedication. Garry Balogh (who was the first winner of the award), presented the award to her.

Additional session topics included *Hospitality Training* with Sally Pearce (formally the Colorado Byways State Coordinator), *Harnessing the Power of VISIT FLORIDA*, *National Scenic Byways Grants* with Wayne Gannaway (America's Byways Resource Center), and an interactive session at the end, entitled *FSHP Goal Setting*. The FSHP Goal Setting Session, done at every workshop, allows the program participants to provide input to FSHP Staff on the goals, obstacles, opportunities, and constraints they are facing in the State program. Participants were divided into two groups and had discussions, while FSHP Staff exited the room. Afterwards, everyone regrouped in order for participants to share their ideas and issues with the collective group. Valuable thoughts came to light during this session about ways in which FDOT can improve the FSHP and provide participants with the tools and resources they need to be successful scenic highways.

The Florida Scenic Highways Program Statewide Workshop proved once again to be an excellent resource for sharing ideas with those involved in the FSHP as well as a wonderful networking opportunity. Many people expressed being encouraged by the networking and sharing of ideas. Many thanks go out to everyone who participated. The 2011 FSHP Workshop, "In Focus 2020," was a resounding success and program staff will review ways in which workshops can be bigger and better in the future!

Program Book/Agenda

SCENIC HIGHWAYS



A1A Scenic & Historic Coastal Byway

Big Bend Scenic Byway

Bradenton Beach Scenic Highway

Broward County A1A Scenic Highway

Courtney Campbell Scenic Highway



Florida Black Bear Scenic Byway

Florida Keys Scenic Highway

Green Mountain Scenic Byway

Heritage Crossroads: Miles of History Heritage Highway



Indian River Lagoon National Scenic Byway

Indian River Lagoon - Treasure Coast Scenic Highway

J.C. Penney Memorial Scenic Highway

Lemon Bay/Myakka Trail Scenic Highway

Old Florida Heritage Highway



Ormond Scenic Loop & Trail

Palma Sola Scenic Highway

Pensacola Scenic Bluffs

The Ridge Scenic Highway

River of Lakes Heritage Corridor Scenic Highway

Scenic Highway 30A

Suncoast Scenic Parkway

Tamiami Trail - Windows to the Gulf Coast Waters Scenic Highway

William Bartram Scenic & Historic Highway



www.floridascenichighways.com



St. Augustine, Florida
June 8-10, 2011





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welcome...

Thank you for attending the
2011 Florida Scenic Highways
"In Focus 2020" Workshop.

We hope you find this workshop
educational, rewarding and fun.
Thank you for being a part of the
Florida Scenic Highways Program.
Be sure to get out and explore the
"Ancient City".



Workshop Schedule of Events

DAY 1 - WEDNESDAY, JUNE 8th

(Hilton St. Augustine Historic Bayfront)

- 8:00** WORKSHOP REGISTRATION OPENS
- 10:00 - 3:30** A1A SCENIC & HISTORIC COASTAL BYWAY BUS TOUR
(See tour information on page 6)
- 4:30 - 6:30** DISTRICT SCENIC HIGHWAY COORDINATOR (DSHC) MEETING
(Hilton-Second Floor)
- 7:00 - 9:30** ST. AUGUSTINE "DINE-A-ROUND"
(Sign-Up at the Workshop Registration Desk – Seating is Limited)

DAY 2 - THURSDAY, JUNE 9th

(The White Room)

- 8:00** WORKSHOP REGISTRATION OPENS
- 9:00 - 9:40** WELCOME & KEYNOTE
(White Room)
- Welcome:**
Commissioner Bill Leary, City of St. Augustine
Commissioner Cyndi Stevenson, St. Johns County
Representative Bill Proctor, Florida House of Representatives
- Keynote Speakers:**
David Nolan, Local Author and Historian
Dana Ste. Claire, Director for the Department of Heritage Tourism & Historic Preservation, City of St. Augustine
- 9:45 - 10:10** FLORIDA SCENIC HIGHWAYS PROGRAM UPDATE & YEAR IN REVIEW
(White Room)
Mariano Berrios, State Scenic Highways Program Coordinator
- 10:10 - 10:30** BREAK
- 10:30 - 11:10** **SESSION #1: ENGAGING YOUR STAKEHOLDERS**
(White Room)
Presenter: Sallie O'Hara, Friends of A1A
- SESSION #2: UTILIZING SOCIAL MEDIA**
(Brick Room)
Presenters: Nathan DeVault and Kelly Gaines, Costa DeVault

Early Workshop Exhibitors

Stop by and visit with our Exhibitors located in the Exhibit Hall located on the 3rd floor of the White Room.



Florida's Eden

Early Workshop Sponsors

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Workshop Schedule of Events

DAY 2 - (continued)

11:15 – 11:55 **SESSION #3: HARNESSING THE POWER OF YOUR LOCAL PRESERVATION ENTITIES**

(White Room)

Presenter: Amy Potts, Preservation Kentucky and the Lincoln Heritage National Scenic Highway

SESSION #4: TRANSPORTATION ENHANCEMENTS (TE) PROGRAM – HOW YOUR BYWAY CAN TAKE ADVANTAGE

(Brick Room)

Presenter: Mariano Berrios, FDOT

12:00 – 1:30 **LUNCH (On Your Own)**

1:30 – 3:00 **CORRIDOR ADVOCACY GROUP (CAG) ROUNDTABLE**

(White Room)

Moderator: Clint Eliason, TranSystems

CORRIDOR MANAGEMENT ENTITY (CME) ROUNDTABLE

(White Room)

Moderator: Andy Nicol, TranSystems

3:00 – 3:30 **BREAK**

3:30 – 4:30 **SESSION #5: FLORIDA'S QUINCENTENNIAL, ROADSIDE WILDFLOWERS, AND HIGHWAY BEAUTIFICATION**

(White Room)

Presenter: Jeff Caster, FDOT

SESSION #6: CORRIDOR MANAGEMENT ENTITY (CME) SUSTAINABILITY

(Brick Room)

Presenter: Wanda Maloney, Corridor Solutions

4:30 – 5:00 **DAY 2 CLOSING DISCUSSION (White Room)**

6:30 – 8:30 **RECEPTION (Lightner Museum, Sala Menendez Room, 75 King St., St Augustine, FL 32084)**

Workshop Schedule of Events

DAY 3 - FRIDAY, JUNE 10th

(Hilton St. Augustine Historic Bayfront)

8:00	WORKSHOP REGISTRATION OPENS
8:30 - 9:00	DAY 3 WELCOME, AWARD PRESENTATIONS & REVIEW OF DAY 2
9:00 - 9:45	SESSION #7: HOSPITALITY TRAINING: IT'S NOT JUST ABOUT SMILING FACES <i>Presenter: Sally Pearce, Scenic Byways Consultant</i>
9:45 - 10:15	BREAK
10:15 - 11:00	SESSION #8: HARNESSING THE POWER OF VISIT FLORIDA <i>Presenter: Brenna Dacks, VISIT FLORIDA</i>
11:05 - 12:00	SESSION #9: NSBP GRANTS – IT'S NEVER TOO EARLY TO START PLANNING <i>Presenter: Wayne Gannaway, America's Byways Resource Center (ABRC)</i>
12:00 - 1:30	LUNCH (On Your Own)
1:30 - 3:00	FLORIDA SCENIC HIGHWAYS PROGRAM GOAL SETTING SESSION <i>Moderator: FSHP Staff</i>
3:00 - 3:30	2011 WORKSHOP CLOSING & PRIZE PRESENTATIONS



bus tour

June 8: 10:00 A.M. to 3:30 P.M. The tour will meet and leave from the Hilton.

Join us for a relaxing tour along the A1A Scenic & Historic Coastal Byway. Guided by a local Byway expert, the tour includes stops at the St. Augustine Lighthouse, St. Augustine Beach, Windswept Acres Park, Marineland and the historic Flagler Beach Pier. We will also enjoy an oceanfront lunch at a favorite local restaurant located along the shores of the Atlantic Ocean.

workshop locations

June 9: The White Room
1 King Street
St. Augustine, FL 32084

June 10: Hilton St. Augustine Historic Bayfront
32 Avenida Menendez
St. Augustine, FL 32084

Speaker Biographies

Keynote Biographies

Commissioner Bill Leary

Bill Leary was elected in November 2010 to the St. Augustine City Commission. For five years prior to that he served as vice chair and member of the City of St. Augustine Planning and Zoning Board. He and his wife retired to St. Augustine 6 years ago from Washington, D.C. and have both become involved in many local organizations. In Washington, D.C. Mr. Leary served at the White House Council on Environmental Quality as Director of Natural Resources and as senior environmental advisor to Presidents Bill Clinton and George W. Bush. In that capacity he was responsible for White House policy for land and water issues and for ecosystem restoration efforts, including the Everglades, Gulf of Mexico, Great Lakes, Chesapeake Bay and San Francisco Bay. He also headed the American Heritage River program, which includes the St. Johns River.

Before that he served as senior policy advisory to the United States Secretary of the Interior on matters relating to ecosystem restoration, wetlands, and endangered species. He also worked for the U.S. Senate Banking Committee and U. S. Senate Environment Committee after serving 16 years as staff director for various committees of the Florida Legislature. He is a graduate of the Florida State University School of Business and College of Law. He grew up in Jacksonville and visited St. Augustine often as a child on school trips.

Commissioner Cyndi Stevenson

Cyndi Stevenson is a native Floridian, born in Volusia County, and has lived in northeast Florida since 1981. She is a certified Public Accountant & Auditor, and a Graduate of Stetson University with a BBA in Accounting. She is a Liaison on many Boards & Committees currently, including the Historical Resources Review, Land Acquisition & Management Program Conservation Board, the Visitors & Convention Bureau, and the St. Johns River Alliance. And she is a member of the St. Johns County Chamber of Commerce and the St. Johns County Economic Development Council.

Representative Bill Proctor

Bill Proctor is currently the Representative for District 20 of the Florida House and the Chancellor of Flagler College. He was formerly the President of Flagler College and a member of the Florida Board of Education. He has been affiliated with many National, State, and Local organizations including the Teacher Accreditation Council (Director), the National Association of Independent Colleges and Universities' Commission on State Relations (Chairman), the Florida School for the Deaf and the Blind (Chairman, Board of Trustees), and the St. Augustine Foundation (President). He served his country in the military from 1954-1964. He has received many awards, from numerous organizations over the years. He is a graduate of Florida State University with a doctorate in Philosophy.

David Nolan

David Nolan is the author of Fifty Feet in Paradise: the Booming of Florida, the story of booms and busts in Florida's development and the colorful characters who figured in it from Andrew Jackson to Mickey Mouse. The book was published by Harcourt Brace Jovanovich in 1984, and received the annual Authors Award from the Council for Florida Libraries.

From 1978-1980, Nolan worked on the first official survey of old buildings in the "Ancient City" of St. Augustine, Florida. After what he describes as a "twenty year love affair with historic architecture," he collaborated with artist Jean Ellen Fitzpatrick and photographer Ken Barrett to produce The Houses of St.

Augustine published in 1995. He has been active in campaigns to save the Bridge of Lions, the Lightkeepers House, and other St. Augustine landmarks from demolition.

He is a trustee emeritus and past president of the Marjorie Kinnan Rawlings Society, which works to promote interest in the great Florida novelist. He is one of the authors of The Book Lover's Guide to Florida, published in 1992. Nolan has been listed in Who's Who in America, Wikipedia, Contemporary Authors, Outstanding Scholars of the 20th Century, and other reference works.

Dana Ste.Claire

Dana Ste.Claire is Director of the Department of Heritage Tourism and Historic Preservation with the City of St. Augustine. The Department manages historic programs, visitor experiences and facilities from the Visitor Information Center (VIC) and the Historic Downtown Parking Facility (HDPF) to historic properties and museums. Ste.Claire is also immediate past Executive Director of the St. Augustine 450th Commemoration Commission, formed in March 2009 by congressional act and executive authority by President Obama. The Commemoration is a three-year linear event beginning in 2013 with the 500th anniversary of discovery of Florida by Juan Ponce de Leon and ending in 2015, the 450th anniversary of the founding of St. Augustine in 1565 by Don Pedro Menendez de Aviles. The Department of Heritage Tourism and Historic Preservation will serve as the infrastructure and programmatic partner for the Commemoration.

Ste.Claire is former National Director of Museums for Historic Tours of America, Inc., where he designed and developed museums, historic attractions, themed destinations, themed retail stores and interpretive programs across the country from San Diego to Boston. He currently works as a heritage tourism specialist nationally for cities and organizations. Ste.Claire holds B.A. and M.A. degrees from the University of South Florida in archaeology and cultural resource management with post-masters graduate work in anthropology and management. He is a former museum director, professional archaeologist, and college/university instructor.

He is a former feature columnist with the Orlando Sentinel, a PBS television host (*Florida Crackerbarrel*), and has authored three books, including the award-winning *Cracker: The Cracker Culture in Florida History* and *Borders of Paradise* (both University Press of Florida publications). When his schedule allows, he travels and performs with the Great Southern Cracker Roadshow with author, Janis Owens. His wife Carol is a psychologist with her private practice in St. Augustine and his two children, Casey (17) and Saneh (16) attend Nease and St. Augustine High Schools.

Speaker Biographies

Sallie O'Hara

Sallie is a free-lance consultant dba Tara Hill Specialties. Her proficient specialties, after government service of 31.5-years with the FL Department of Children and Families, D4, include accomplishments as a certified faculty trainer, speaker, grant writer, contract manager, quality management application specialist, operations manager, support manager and management consultant experienced in working with private, nonprofit, and governmental entities. She is currently implementing the Corridor Management Plan for the *Friends of AIA* as the Byway Program Administrator among other consulting projects. She is experienced in the world of non-profits having served as Executive Director of First Coast Family Center from October 2005 to July 2006 and working with these organizations for over 20 years. Her expertise in government operations is extensive having served as a senior executive for DCF as Support Services Manager in 2005 responsible for the district contract management unit, client relations, community

resources, community alliances, and communications as well as other support functions including volunteers.

Nathan DeVault

Nathan handles new business ventures and partnerships, client relations and marketing/PR accounts for Costa DeVault. An accomplished communication and media relations strategist, Nathan has developed expertise in a variety of industry areas – including transportation, technology, real estate, government, law, education, nonprofit, financial and utilities. He provides strategy development, media relations and crisis/issues management services to clients ranging from start-ups to Fortune 500 companies. Nathan was named to *Orlando Business Journal's* "Forty Under 40" list of up-and-comers in 2006 and named one of the "10 Men to Watch" in 2010.

Kelly Gaines

Kelly services clients in a wide variety of industries including retail and franchise promotion, education, technology, finance, senior living, commercial real estate and development, and non-profit organizations. Some of her duties include implementing marketing strategies, overseeing print and project production, research and database development, and executing a range of marketing communications functions. Kelly is the liaison to Costa DeVault's interactive team and is heavily involved in the development and facilitation of web and e-mail marketing campaigns.

Amy Sparrow Potts

Amy Sparrow Potts is the Rural Heritage Programs Director for Preservation Kentucky and has worked with the Kentucky Crossroads Rural Heritage Development Initiative (RHDI) program since 2006. The RHDI is one of two demonstration programs in the country sponsored by the National Trust for Historic Preservation to help develop and implement preservation-based economic development strategies in rural areas. Programs of this initiative include a statewide barn preservation program, rural survey and documentation projects, rural design guidelines, oversight of a National Scenic Byway dedicated to Abraham Lincoln's early years, an oral history website to document rural traditions and folklore, and various technical assistance for rural preservation issues. Previously, Amy worked as Executive Director of the Harrodsburg Kentucky Main Street Program and completed studies at Berea College and Appalachian State University (Boone, North Carolina) with an academic background in cultural studies. She is married to Craig Potts and has two sons, Sam and Simon.

Mariano Berrios

Mariano Berrios is an Environmental Programs Administrator in the FDOT's Central Environmental Management Office in Tallahassee. He is responsible for the statewide administration of the FDOT's Noise, project specific Air Quality, and Scenic Highways Programs. In addition, he is in charge of the implementation of the statewide Transportation Enhancement Program projects and serves as the liaison between the Environmental Management Office and the Office of Design. Mr. Berrios chairs the FDOT's Noise Task Team and the Scenic Highways Advisory Committee. He is also a member of the TRB's Transportation-Related Noise and Vibration Committee (ADC40).

Mr. Berrios worked for the Federal Highways Administration for 9 years, 3½ for a private consultant, and has worked for the FDOT for 16 years. Mr. Berrios has a BS degree in Civil Engineering from the University of Puerto Rico.

Jeff Caster

Jeff was born in the Garden State and is celebrating 34 years of good fortune.....to have lived in La Florida, the land of flowers. He is a lifelong conservationist. He has worked for FDOT since 1993 and

his current position is State Transportation Landscape Architect. From 1997-2007 he was an Adjunct Assistant Professor of Landscape Architecture at the Florida A&M University School of Architecture. He is a Past President of the Florida Chapter of the American Society of Landscape Architects. He holds Degrees from Purdue University, Florida A&M University, and Cornell University.

Wanda Maloney

Wanda is a scenic byway consultant who has spent her career implementing community-based, transportation programs. In addition to several years of local government planning experience, she helped develop and implement the Georgia Scenic Byways Program, and worked as a Resource Specialist for the America's Byways Resource Center. In 2005, she founded *Corridor Solutions*, a consulting firm specializing in policy, planning and development services for scenic byways with a focus on sustainability and byway organizations.

Sally Pearce

Sally Pearce is a consultant and the Co-Executive Director of the National Scenic Byway Foundation. Ms. Pearce served as the State Scenic Byways Program Coordinator for the Colorado Scenic and Historic Byways Program at the Colorado Department of Transportation for twenty years. In addition, she also served as the Department's staff historian for thirteen years. Most recently, she served as manager of the Grand Circle Association, a marketing organization in the Four Corners Region. She was on the Board of Directors for Colorado Preservation Inc. for seven years, serving as both President and Treasurer. She is a published author, including a guide to Colorado architecture and several books on historic mining districts.

Brenna Dacks

Brenna Dacks is the Business Development Manager for the Northeast and North Central Florida regions, which span from Tallahassee to Jacksonville. Brenna started at VISIT FLORIDA in 2001 as a PR and Promotions Intern and later accepted a position working in the sales department upon graduation from the University of Florida. After three years coordinating events to help Partners connect with meeting professionals, Brenna accepted her current position in the Industry Relations department. As a Business Development Manager, Brenna fosters relationships with current and prospective Partners. She serves as President of the Northeast Florida Chapter of the Hospitality Sales & Marketing Association International and is an active member of the Junior League of Jacksonville. Brenna resides in her hometown of Jacksonville where she and her husband, Jayson, enjoy spending time with their friends, family, 2 year old son, Jack and dog, Chula.

Wayne Gannaway

Wayne joined the America's Byways community as a Byways Specialist in 2009, bringing extensive experience in many aspects of historic preservation. Most recently, Wayne worked with the Connecticut Commission on Culture & Tourism in the State historic preservation office as a construction grants coordinator, assisting nonprofits and municipalities with the application process and the planning and implementing of their construction projects. Previously, Wayne served as the curator of historic properties at the Mark Twain House & Museum in Hartford, Connecticut. He has also worked as a project specialist with the Minnesota Historical Society, where he helped the community of Hastings determine and plan for the future use of the circa 1865 LeDuc Historic Estate.

Engaging Your Stakeholders

*Sallie O'Hara,
Byway Program Administrator
Friends of A1A*

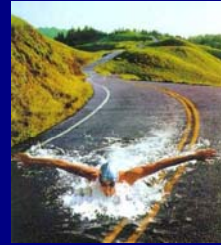


A1A Scenic & Historic Coastal Byway



Road Map

- "The Hook"
- Principles
- Methods
- Management



A1A Scenic & Historic Coastal Byway

Principles

- Memorable Experiences
- Accessibility & Responsiveness
- Respect People / PDCA /
Focus on Customer / Manage by Fact



A1A Scenic & Historic Coastal Byway

Methods

- **Communicate** (verbal - written - tactile)
 - Redundancy (repeat in many ways)
 - Common Denominator (simplicity)
 - Paint a Picture (picture worth 1000 words)
- **Connect** (show up)
 - Relationship Management (individuals/ groups)
- **Convince**
 - Show Results (graphics)
 - Economic Impact (benefits - ROI)
- **Convert**



A1A Scenic & Historic Coastal Byway

Management

- Accentuate the positive
 - Stay transparent
 - Walk the middle of the road
 - Avoid divisiveness
 - Focus on the plan
 - Stay structured and check progress
- Make it easy to participate



A1A Scenic & Historic Coastal Byway

Best Practices

- Blackberry/Cell Phone
- Network for Good



A1A Scenic & Historic Coastal Byway

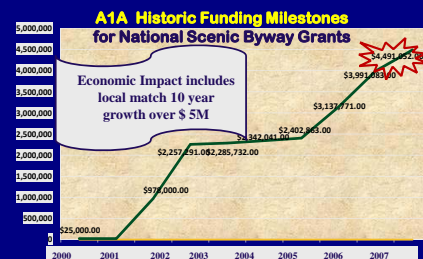
Performance Results

- Data Do It



A1A Scenic & Historic Coastal Byway

National Scenic Byway Grants



A1A Scenic & Historic Coastal Byway



COSTA DEVAULT

a wordwise company

*Creative Solutions . . .
from Concept to Completion*

At a Glance

- Founded in 1985
- Certified M/WBE (local and state)
- 22 employees
- More than 375 awards
- Clients range from small businesses to Fortune 500 companies

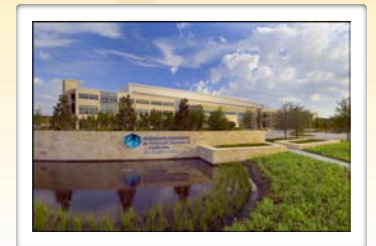


Industry Expertise

- Transportation
- Professional Services
- Non-profit
- Legal/Medical
- Banking/Financial Services
- Real Estate and Development
- Retirement Communities/Senior Living
- Energy/Public Utilities
- Technology
- Education

Names You Know

- Darden Restaurants
- Siemens Power Generation
- Lockheed Martin
- Florida Hospital
- Burnham Institute
- Stetson University
- OUC - The *Reliable* One
- The Orlando Magic
- Walt Disney Attractions



Integrated Services

- Branding
- Marketing Communication
- Graphic Design
- Strategic Public/Community Relations
- Crisis/Issues Management
- Web/Multi-Media
- Social Media
- Events

BRANDING

Branding Is...

Brand (bränd) n.

Perception formed by your “audience”

Relationships with your customers

An “ownable” position in the marketplace

Qualities and experiences people associate with you

“A brand that captures your mind gains behavior. A brand that captures your heart gains commitment.”

- Scott Talgo
Brand Strategist

Brand Identities



= Service



= Dependability



= Safety



Mercedes-Benz

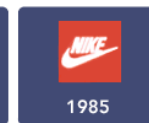
= Prestige



1971



1978



1985



Solo Swoosh

Branding Increases Profitability

- Water is free. Water + brand = \$1.50 per pint
- A pound of coffee costs \$4.17/lb. That same coffee, plus the Starbucks brand, costs \$9.95.
- A can of soda costs 25 cents. A can of soda + brand = \$1.25.



“Places are diverse, intricate and often contradictory. However, place branding still needs to communicate in *simple, truthful, motivating, appealing and memorable ways.*”

- Nation Multimedia

Branding Places = Destination

- A place is just a place, until it's branded and becomes a **destination**
- Brand management for a city, country or tourist destination doesn't merely consist of attaching new labels ... it consolidates the characteristics of the individuality into a brand core
- The creation of a brand sets social, economical and cultural processes in motion, which can nuance, strengthen or correct others' perceptions

Destination Brands



Paris



Las Vegas



St. Augustine



The Masters



Rodeo Drive



Notable Cities

- Winter Park
- Hollywood
- New York City
- Daytona Beach



Principles of Place Branding

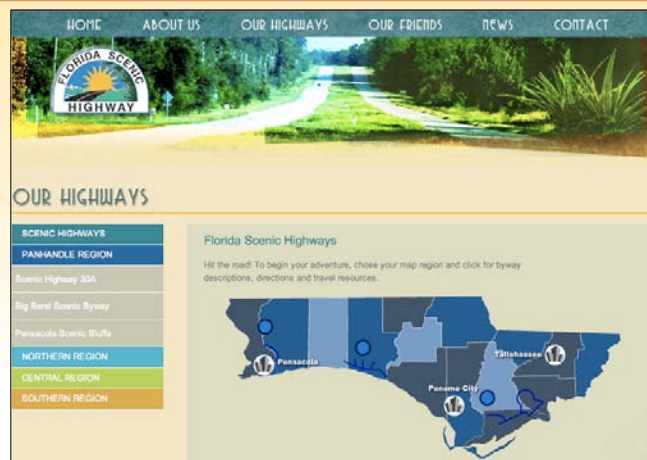
- Identify a purpose and potential
- Ensure a true, full and contemporary picture is communicated
- Present a credible, compelling and sustainable vision for its future
- Achieve societal, political and/or economic objectives
- Find, release and help direct the talents and skills of the population
- Effectively showcase simplicity and directedness, while maintaining the comprehensive essence of a location
- Connect people and institutions at home and abroad
- View place branding as a long-term endeavor – not a quick fix or short-term campaign

Source: PlaceBrands

Florida Scenic Highways



Florida Scenic Highways



Florida Scenic Highways



Florida Scenic Highways

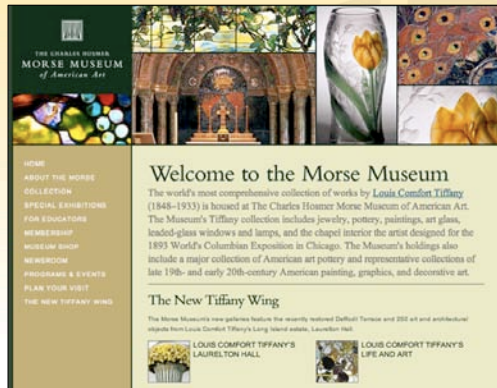
- Website features eye-catching, colorful design, paired with complex programming
- Information is divided into two sections: "tourism" and "programming"
- Highlights 25+ byways
- Includes interactive features for children and adults, including a trip planner and games
- Website is averaging 11,000+ visitors per year and nearly 1,000 monthly

Harriet Tubman Underground Railroad Byway - Maryland



- Designed for both tourism and education
- Features an interactive map with highlighted destinations and check-in points along the byway
- Uses social media to interact with visitors
- Includes an online store, which will sell tickets, branded items, books, etc.

Morse Museum



- CMS format provides for easy internal updating
- Museum pieces are showcased through multiple photos, complemented by clean design
- Lower section of the website features news and events
- 15,000 - 18,000 visitors/month

Martin MPO



- Provides county officials and staff with important information on new legislature and access to reports
- Encourages public involvement
- Includes a community forum and section for meeting minutes and planning documents

Harriet Tubman Underground Railroad Byway - Delaware



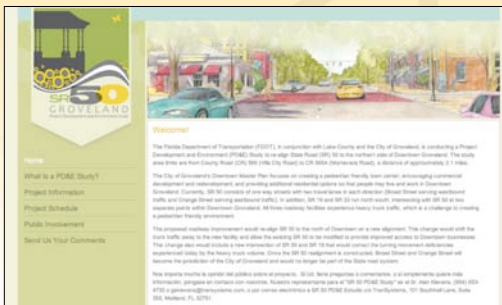
- Website for Corridor Management Plan
- Includes project purpose statement and a list of sponsors
- Steering committee meeting dates and review documents
- Pictures of destinations along the byway

Safe Access



- Website serves as an information hub for Lake-Sumter MPO's safe schools transportation study
- Includes comprehensive project details and maps, as well as a list of stakeholders and schools reviewed
- "Kids Corner" is designed to involve children in the mission

SR 50 Groveland

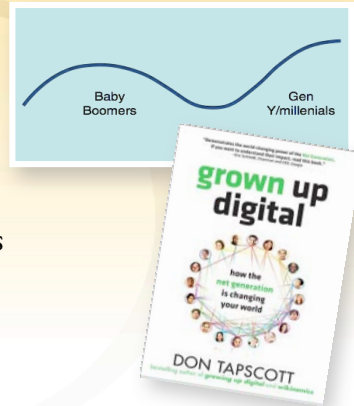


- Website serves as a hub for FDOT, Lake County and the City of Groveland's PD&E Study to re-align SR 50
- Includes project information schedule and up-to-date meeting dates/recaps
- Encourages public input and an opt-in for mailing lists

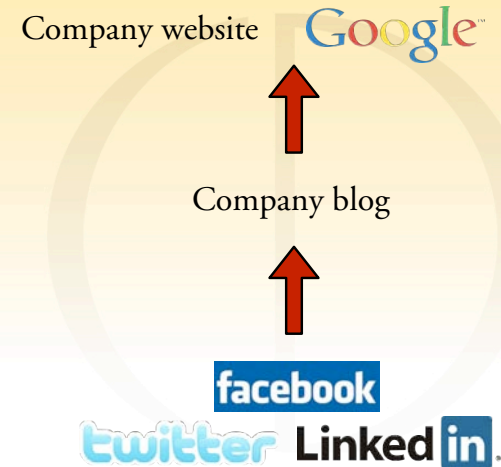
SOCIAL MEDIA & MOBILE SITES

Social Media

- Social media is here to stay
 - *Grown Up Digital*
 - 77 million Baby Boomers (born 1946-1964) = 23% of U.S. population
 - 81.1 million Gen Y/Millennials (born 1977-1997) = 27% of U.S. population
 - “Echoing” effect = largest swell in U.S. population



Social Media Flow Chart/SEO



Social Media *Isn't* ...

- Traditional marketing “digitized”
- Easy opportunity for new business
- Free
- Stand alone



Social Media *Is* ...

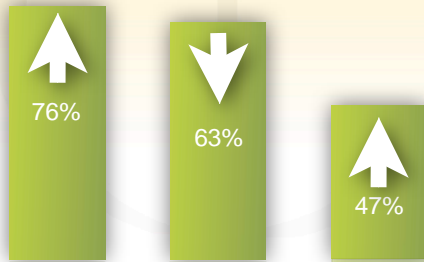
- Conversational (e.g., not “100% polished”)
- Strategic
- Valuable ... when done correctly
- Just one tool in the marketing tool box



New Ways to Communicate

Where consumers get information:

- 76% – social media websites
- 63% – corporate sites
- 47% – share content via social media
- Information sharing via Facebook surpasses email



Top Social Media Platforms

- Facebook – More than **500 million** active users, 50% log on daily
- Twitter – **1 billion** “tweets” are posted each week
- LinkedIn – Roughly 1 million new members join every week (equivalent to **1 member every second!**)
- Foursquare – Grew **3,400%** in 2010
- Blogs – **34% of Internet users** post opinions about products/services/companies on their blogs

Second Harvest



2,028 “likes” on Facebook ... 2,617 followers on Twitter

Camaraderie Foundation



Goodwill



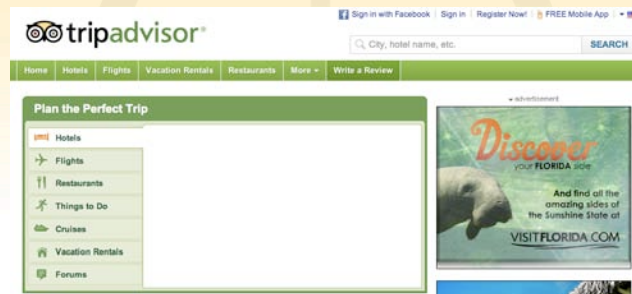
Yelp!

- Community for sharing reviews of anything from restaurants to dentists
- Uses a traditional website, mobile website and supports several apps (Android, BlackBerry, Palm, iPhone, iPad, iTouch)
- “Community Managers” in every metropolitan area organize events and represent Yelp! through social media



Trip Advisor

- Reviews of hotels, flights and vacation rentals
- Facebook-compatible



Google Maps

- Easy for tracking routes and destinations
- Print, email and link to directions



Wayfaring and Gas Buddy

- Wayfaring – Create customized maps and share them with others
- GasBuddy – Up-to-date gas prices for cities throughout the country



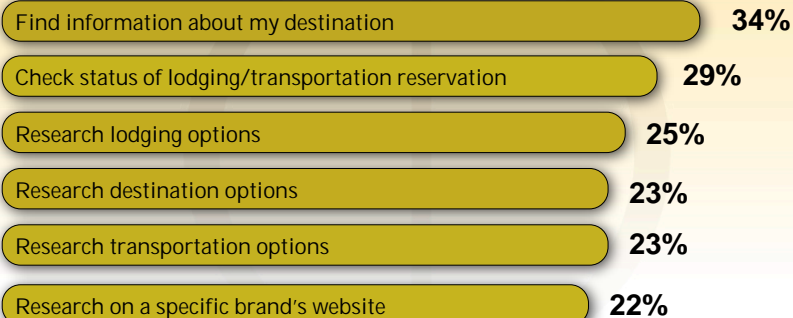
Importance of Technology on the Go

- 38% of college students can't go 10 minutes without technology (*Source: Wakefield Research*)
- 43% of social media users access content via a smartphone (up from 30% in 2010)
- Facebook use via mobile phone is up 112%
- Social networking app use grew 240% from 2009 to 2010
- 60% of all mobile Internet usage is spent using social media

Source: Compete.com

Importance of Technology on the Go

Thinking about your next leisure trip, how likely are you to do any of the following on your mobile phone?



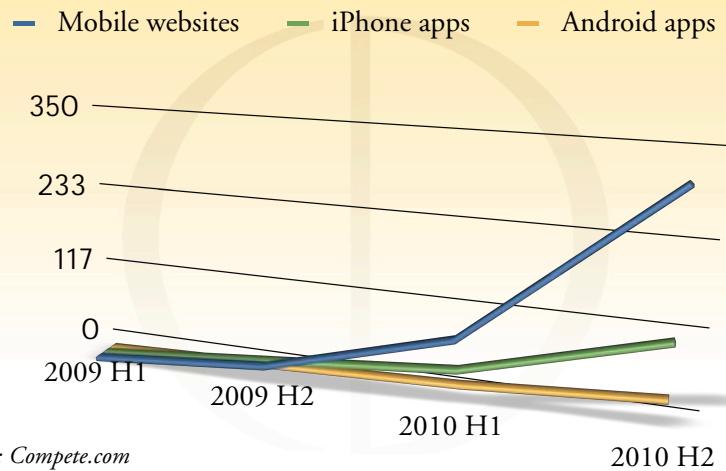
Source: Compete.com

Mobile Site Use

- The shift to mobile web access has been accelerating with the rise of smartphones (e.g., iPhone, Android) and tablets (e.g., iPad)
- While 1/3 of smartphone owners use their devices for travel-related activities, only 1/5 have installed travel apps
- Instead, these users are looking to comprehensive – but easy to navigate – mobile websites

Source: Jason Munson, CMS Wire

Growth of Mobile Content Use



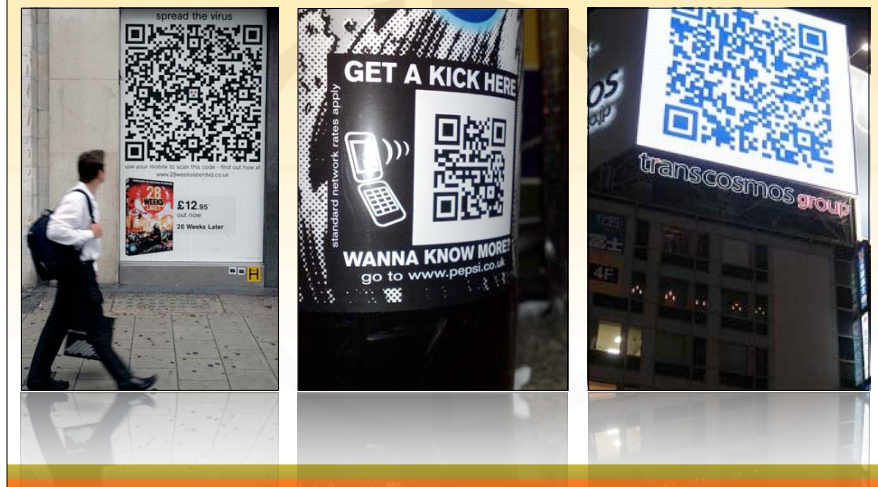
Mobile Site Integration



Mobile Site Integration



QR Codes



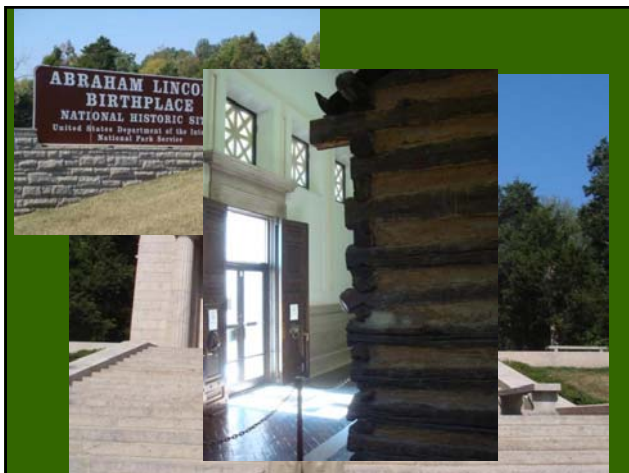
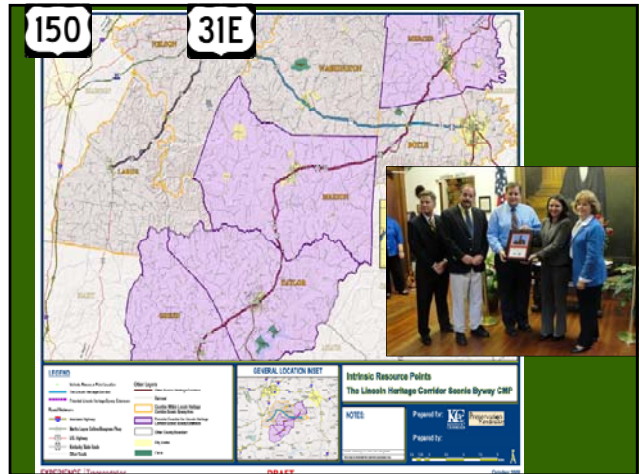
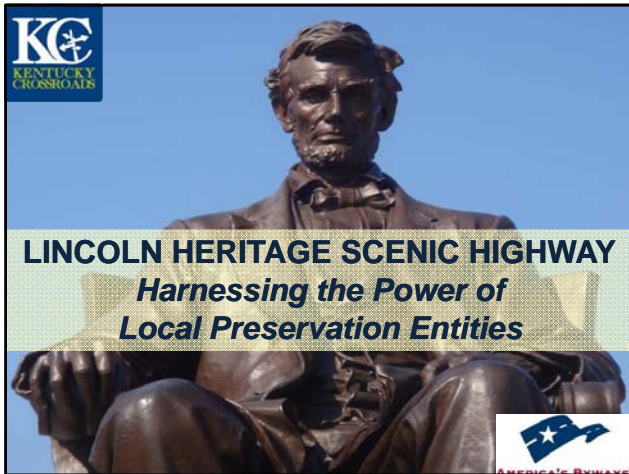
QR Codes for Travel

- Check-in points along the byway as part of an interactive tour with additional information to “unlock”
- Included in a hand-held map or brochure, in place of long blocks of text
- On promotional fliers and other collateral found at visitor centers
- Use to quickly launch the byway’s mobile website

Branding Destinations

- Logo and brand development
- Collateral materials (e.g., e-blasts, website design, brochures) in line with overall brand
- Website and blog
 - Mobile site
 - Social media
 - QR codes
- PR and advertising support











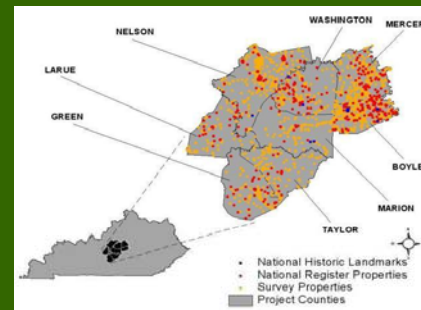


RHDI Pilot Basics

- National Trust received a grant from W.K. Kellogg Foundation, put out RFP for regions to manage this program
- Guidelines: Use historic preservation as an economic development tool
- Regional effort – not statewide, not local
- Two regions were chosen – central KY and AR Delta
- Preservation Kentucky served as lead partner in KY, other organizational partners were SHPO, Dry Stone Conservancy




- One staff statewide
- Great relationship with SHPO
- Minimal field services being provided
- Seen as our opportunity for consistent, prolonged field work



- 2 “hub” cities of just over 10,000 population
- 9 Main Street Communities
- 4 tourism commissions

Partnerships



How did it work?

- City & county governments provided bulk of the match
- Established a steering committee with representatives from all eight communities
 - Included economic development, elected officials, tourism, Main Street, extension agents (agriculture), youth, preservation organizations, farmers, general community volunteers
- **Volunteers were involved in the planning process from the beginning**
- First 1 ½ years primarily planning & assessment with some tangible products, last 1 ½ years primarily implementation from planning assessments

Five Focus Categories

- Preservation Education
- Local Business Development
- **Heritage Tourism**
- Farm and Outbuilding Preservation
- Image Branding and Marketing



Heritage Tourism

- Focused on 200th anniversary of Lincoln birth
- Completed survey of heritage tourism sites
- Completed Corridor Management Plan and Received National Scenic Byway Designation



Preservation Education

- 2 symposia & state preservation conference
- Workshops completed and still in works
- Partnership with state Arts Council to train “Community Scholars” in oral history techniques
- Economic impact study



Leveraged Resources



- \$715,425.00 in Additional Directly Leveraged Program Funds
- \$3,294,350 in Indirectly Leveraged Funds due to the RHDI program
- \$296,040.10 in In-kind Volunteer Assistance
 - 8839 volunteer hours logged between June 2006 and February 2009
 - Averaging over 275 hours per month

Programmatic Lessons

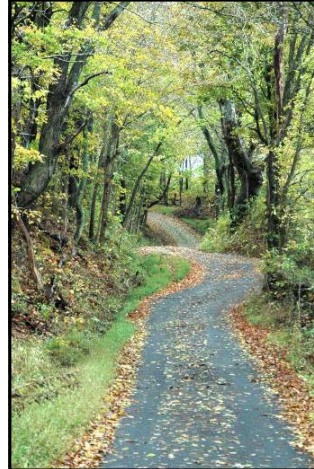
- Setting a bigger table of “preservation” partners
 - Agriculture, extension agents, tourism, existing barn groups, conservation groups
- Establishment of a new region seen as a mixed bag – good to bring new partners together around a central theme, difficult to bridge with some of the “powers that be”

Organizational lessons

- Fundraising – brought new, dedicated volunteers & grassroots support
- Board participation
- Never lean too much on one partner

Where Does the Road Lead Now?

- National Trust for Historic Preservation - Partners in the Field Grant to help staff Byway and other programs
- Hospitality Training
- Expanded Oral History Project
- Maintenance Plans for Historic Sites
- Design Guidelines for towns along the Byway
- K-12 Curriculum Development



Questions?

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Transportation Enhancement Program

History

- 1991, the United States Congress passed the **Intermodal Surface Transportation Efficiency Act (ISTEA)**
- **ISTEA** encouraged investment in multiple modes of transportation, such as mass transportation and pedestrian and bicycle facilities.
- **ISTEA** promoted balanced, multi-modal transportation through the creation of the **"Transportation Enhancements" (TE)** program.
- Mandatory **10% set-aside** of the **Surface Transportation Program** - The Surface Transportation Program provides flexible funding that may be used for projects on any Federal-aid highway, including the NHS, bridge projects on any public road, transit capital projects, and intra-city and intercity bus terminals and facilities.

History (continued)

- The **Transportation Equity Act for the 21st Century (TEA-21)** (1998), expanded this list to twelve (12) eligible activities while requiring that all TE projects specifically relate to surface transportation.
- The **Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)** (2005) continued the TE program as a mandatory 10% set-aside of the Surface Transportation Program.
- SAFETEA-LU expired on September 30, 2009. The TE program is currently funded through an extension of SAFETEA-LU.
- The program provides funds for innovative, community-based projects to enhance the travel experience by all modes: walking, biking, taking transit, and riding in a car. The program has helped communities protect scenic vistas, create bike paths, develop walkable downtowns and protect the environment.

History (continued)

- Projects can include creation of *bicycle and pedestrian facilities, streetscape improvements, refurbishment of historic transportation facilities, and other investments that enhance communities and access.*
- In general:
TE projects are projects that go beyond what is routinely provided in transportation projects or in mitigation requirements associated with transportation projects.

History (continued)

- **Surface transportation** - means all elements of the intermodal transportation system, exclusive of aviation. For the purposes of TE eligibility, surface transportation includes water as surface transportation and includes as eligible activities related features such as canals, lighthouses, and docks or piers connecting to ferry operations, as long as the proposed enhancement otherwise meets the basic eligibility criteria.

TE Eligible Activities

- 1. Pedestrian and bicycle facilities
- 2. Pedestrian and bicycle safety and educational activities
- 3. Acquisition of scenic or historic easements and sites
- 4. Scenic or historic highway programs including tourist and welcome centers
- 5. Landscaping and scenic beautification
- 6. Historic preservation

TE Eligible Activities (continued)

- 7. Rehabilitation and operation of historic transportation buildings, structures or facilities
- 8. Conversion of abandoned railway corridors to trails
- 9. Inventory, control, and removal of outdoor advertising
- 10. Archaeological planning & research
- 11. Environmental mitigation of runoff pollution and provision of wildlife connectivity
- 12. Establishment of transportation museums

TE Eligible Activities

1. **Pedestrian and bicycle facilities-**
Sidewalks, walkways or curb ramps;
bike lane striping, wide paved
shoulders, bike parking and bus racks;
off-road trails; bike and pedestrian
bridges and underpasses.

TE Eligible Activities

2. Pedestrian and bicycle safety and educational activities

Campaigns promoting safety awareness; safety training activities and classes; training materials.

TE Eligible Activities

3. Acquisition of scenic or historic easements and sites

Acquisition of scenic lands or easements; purchase of historic properties or buildings in historic districts, including historic battlefields.

TE Eligible Activities

4. Scenic or historic highway programs including tourist and welcome centers

Construction of turnouts and overlooks; visitor centers and viewing areas; designation signs and markers.

TE Eligible Activities

5. Landscaping and scenic beautification

Improvements such as street furniture, lighting, public art and landscaping

TE Eligible Activities

6. Historic preservation

Preservation of buildings and facades in historic districts; restoration of historic buildings for transportation-related purposes; access improvements to historic sites.

TE Eligible Activities

7. Rehabilitation and operation of historic transportation buildings, structures or facilities

Restoration of railroad depots, bus stations and lighthouses; rehabilitation of rail trestles, tunnels, bridges and canals.

TE Eligible Activities

8. Conversion of abandoned railway corridors to trails

Acquisition of railroad rights-of-way; planning, design and construction of multi-use trails and rail-with-trail projects.

TE Eligible Activities

9. Inventory, control, and removal of outdoor advertising

Billboard inventories and removal of illegal and nonconforming billboards. Inventory control may include, but not be limited to, data collection, acquisition and maintenance of digital aerial photography, video logging, scanning and imaging of data, developing and maintaining an inventory and control database, and hiring of outside legal counsel.

TE Eligible Activities

10. Archaeological planning & research

Research, preservation planning and interpretation; developing interpretive signs, exhibits and guides; inventories and surveys.

TE Eligible Activities

11. Environmental mitigation of runoff pollution and provision of wildlife connectivity

Runoff pollution studies; soil erosion controls; detention and sediment basins; river clean-ups; wildlife underpasses.

TE Eligible Activities

12. Establishment of transportation museums

Conversion of railroad stations or historic properties into museums with transportation themes; construction of new museums; purchase of exhibit materials.

TE Program Basics

- TE Program is a “reimbursement” program. *Not a grant program!*
- That is, the project sponsor is expected, in most cases, to pay the full cost of the project up front and will be later reimbursed by the federal government through the state department of transportation (DOT).
- Generally, the federal government will reimburse up to 80% of a TE project cost (local match is 20%).
- *Reimbursable costs* vary from state to state but usually include: project feasibility, planning and engineering plans, environmental reviews, land acquisition and construction.

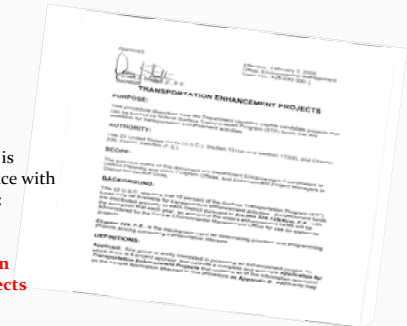
TE Program Basics (continued)

- In-Kind Services: The value of donated materials, services and land; funds from other state or non-DOT federal programs; the value of local and state government services, and the value of preliminary engineering prior to project approval may be counted *towards the matching requirement* in most states.
- Florida:
 - Program is “soft-matched”
 - No 20% local match requirement
 - No In-kind services

Florida's TE Program

Florida's TE program is managed in accordance with the FDOT Procedure:

Topic: **525-030-300**
Title: **Transportation Enhancement Projects**



Florida's Program

- Authority:
 - 23 USC 101 and 133
 - Florida Statutes Chapter 339 (F.S. 339)
- Enhancement Funds are distributed to Districts pursuant: Section 339.135(4)(a) F.S.
“allocate funds.....based on equal parts of population and motor fuel tax collections”
Except – An amount will be administered by the Central Environmental Management Office for use on “statewide “ projects.
This is in the process of being reviewed and revised.

Florida's Program

- Some Definitions:
 - **Applicant:**
Any group or entity interested in proposing an enhancement project (for which there is a project sponsor) that submits and a complete an accurate “Application for Transportation Enhancement Projects”

May include (but not limited to): Central Office and Districts, state agencies, federal agencies, statewide or national interest groups, Indian Tribal Councils, MPOs, county commissions, municipalities, and local interest groups.

Florida's Program

- More Definitions:

- **Project Sponsor:**

Any recognized government entity willing to –

- (1) Provide any funding match (if any)
- (2) Enter into a maintenance agreement with FDOT
- (3) Support other actions necessary to fully implement the project.
- (4) A project sponsor may also be the applicant or the FDOT

Florida's Program

- More Definitions:

- **Statewide Project** – A TE project that: (1) has statewide significance or a part of larger system or network and is sponsored by a state or federal agency; or (2) is required to implement any FHWA statewide programs (e.g. non-conforming billboard removal)

Florida's Program

- Program Coordinators:

- One Statewide (Central Office) Transportation Enhancements Coordinator – serves as program administrator.
- One District Transportation Enhancements Coordinator per District.

Solicitation of Applications

- Solicitation:

- By letter to potential applicants
- By workshop offered to potential applicants
- Solicitation will include the level of funding available and the Fiscal Year that the funds are available.
- Solicitation should be timed so that projects can be incorporated into the 5-year Work Program.

Solicitation of Applications

- In general, projects need to be identified by the end of September to be included in the *gaming cycle* that begins the development of the 5-year Work Program.
- Solicitation for applications should be early in the year to allow for: application reviews, eligibility and feasibility determinations, TIP updates, and tentative work program activities.

Applications

- All applications are to be submitted by the project sponsor.
- Applicants that cannot serve as the project sponsor must obtain a sponsor for the project and have the sponsor submit the application.
- Applications for projects within an MPO must be submitted through the appropriate MPO.
- The MPO will review the applications, rank them and submit them to the District for consideration.

Applications (continued)

- For projects outside MPOs the applications should be submitted by the sponsor to the appropriate county commission for ranking and submission to the District.
- For projects where the sponsor is a local government, other than the county, the application may be submitted directly to the District for an eligibility determination – but the projects will still have to be reviewed by the county as part of the Work Program development process.
- County review is not required for projects sponsored by Indian Tribal Councils.

Applications (continued)

- Applications for “statewide” funds should be submitted directly to the CEMO Manager.
- The CEMO shall ensure that the applicant has coordinated with the MPO on projects located within an MPO.
- If a “statewide” is determined eligible and feasible, the District or CEMO should inform the applicant and sponsor.

Eligibility

- All proposed projects shall be reviewed by the District or CEMO for eligibility and feasibility. Eligibility will be determined in accordance with Appendix A of the procedure.
- Determination of eligibility does not ensure selection of a project for funding. Selection depends on the funding available.
- Selection must take into consideration the prioritization of projects by the MPOs, county commissions, state agencies and federal agencies.

Eligibility

- Project must relate to surface transportation.
- This relationship may be expressed in terms of:
 - Function – the project's function
 - Impact – the project's impact on “the bigger” transportation “picture”.
 - Proximity – relationship to another transportation facility.

Eligibility

- It is not necessary that each TE activity be associated with a specific highway or transportation facility to be eligible. Example the rehabilitation of a historic train structure, the provision of bicycle and pedestrian trails, or establishment of a transportation museum.
- Proximity to a highway or transportation facility alone is not sufficient to establish a relationship to surface transportation. (Example: A historic building next to a highway.)

Eligibility

- Projects are not eligible for funding as TE projects if the proposed activity is a requirement or a standard portion of the construction for the proposed facility.
- This includes: environmental mitigation, sidewalks for urban highways, and other standard pedestrian and bicycle features.
- Routine maintenance is not eligible for funding.

Implementation

- Enhancement Program projects are administered through the Department's *Local Agency Program (LAP)* for local agency managed work in accordance with the *LAP Manual*.
- All projects are subject to the *National Environmental Policy Act (NEPA)* requirements.
- Many TE projects will qualify as *Type 1 Programmatic Categorical Exclusions*. See Part 1 Chapter 2 of the PD&E Manual.

Implementation

- Projects can be implemented as part of a larger transportation project or as stand alone projects.

Implementation Process

- After project selection and programming, a project follows the following steps:
 - 1- Authorization of the funds by the Federal Highway Administration (FHWA). This is usually done through the FDOT's Federal Aid Office. An environmental document should have been prepared prior to requesting authorization of the funds for each phase.
 - Encumbrance of the funds to a contract by the Comptroller's Office.

Implementation Process (cont.)

- Once the funds are encumbered a Reimbursement Agreement (LAP Agreement) is prepared for execution.
- The agreement is initially reviewed and signed by an attorney in the FDOT's Office of General Counsel.
- Then the agreement is sent to the "local agency" for signature by their attorney and executed by the agency.
- Once it is executed by the agency, the agreement is then executed by the FDOT.
- The time it takes to execute the agreement depends on each agency's "expeditious" handling of the document.
- Agreements are usually for one phase of work. Future phases are added by addenda to the agreement.

Implementation Process (cont.)

- PD&E Phase (usually authorized under preliminary engineering):
 - Issue Notice to Proceed
 - Review of various documents for compliance with NEPA documentation (depending on the type of document).
 - Once Environmental document is approved, a Notice to Proceed with design is usually issued.

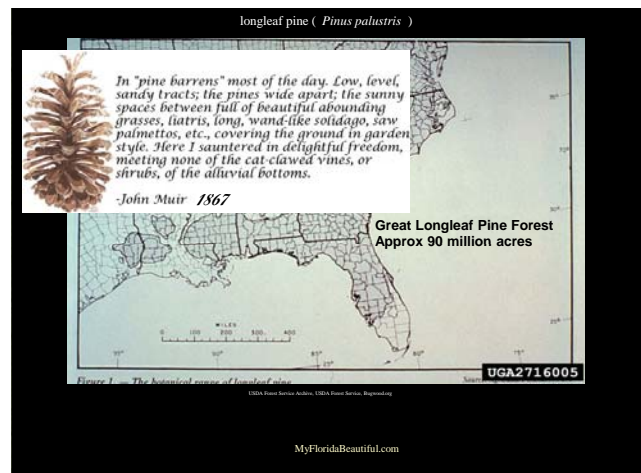
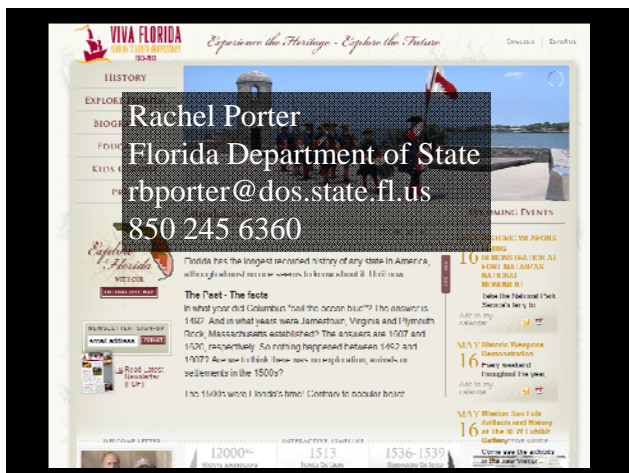
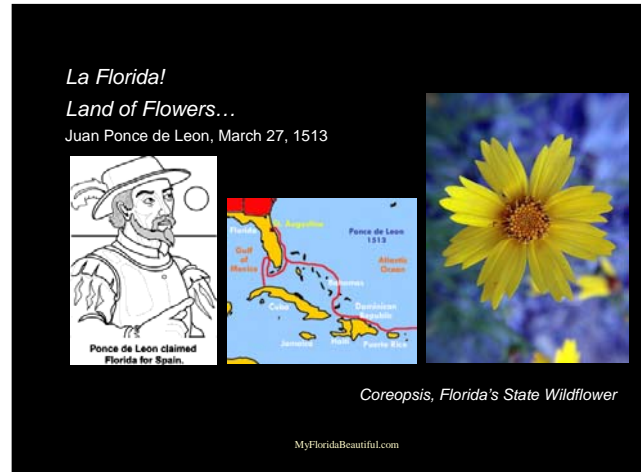
Implementation Process (cont.)

- Design Phase:
 - Preparation of plans
 - Review and approval of plans to ensure compliance with FHWA requirements, environmental commitments, design guidelines and criteria.
 - Review and approval of contract and specifications package.
 - Preparation, review and approval of LAP Construction Checklist
 - Review and approval of cost estimate.

Implementation Process (cont.)

- Construction Phase:
 - Obtain authorization and encumbrance of construction funds.
 - Prepare amendment to the agreement to include construction phase.
 - Issue Notice to Proceed with construction.
 - Make construction inspections depending on size of project.
 - Make Final Inspection and accept project.







goals for 2060

investments and decisions which accomplish multiple economic, community, and environmental goals are particularly important



support and enhance livable communities

- distinctive and accessible cultural, historic, and environmental resources
- partnership with entities responsible for community and regional visioning
- corridors to reflect the character and values of the community
- facilities to enhance and protect historic, cultural, recreational, and natural resources and other features important to each community



to heighten awareness of our State's historical and intrinsic resources — cultural, recreational, natural, archeological, historical and scenic



experience



MyFloridaBeautiful.com



highway architecture

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landscape architecture



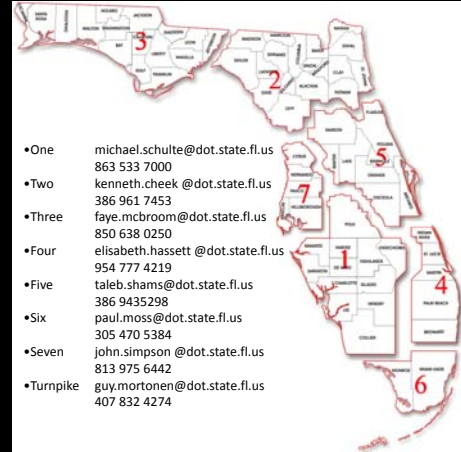
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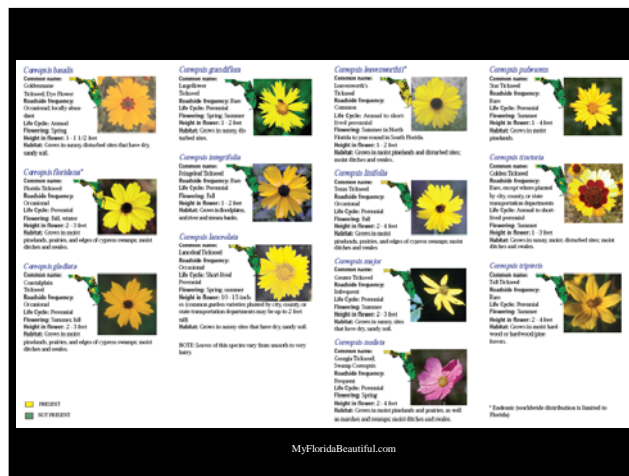
334.044(26), Florida Statutes

1.5% of the amount contracted for construction ...allocated by the department to provide for the enhancement of environmental benefits, including air and water quality; to prevent roadside erosion; to conserve the natural roadside growth and scenery; and to provide for the implementation and maintenance of roadside conservation, enhancement, and stabilization programs.

\$37 million for highway beautification

MyFloridaBeautiful.com





Wildflower Specialty License Plate featuring the state wildflower

Section 320.08058(27)(b) Adopted 1999

- *The annual use fees shall be distributed to the Florida Wildflower Foundation, .*



MyFloridaBeautiful.com



*...proceeds must be used to establish native Florida Wildflower **research** programs, wildflower **education** programs, and wildflower **grant programs** to municipal, county, and community based groups in this state.*

MyFloridaBeautiful.com

- More than 100,000 vehicle registrations
- Ranks in the top 25% of all Florida tags



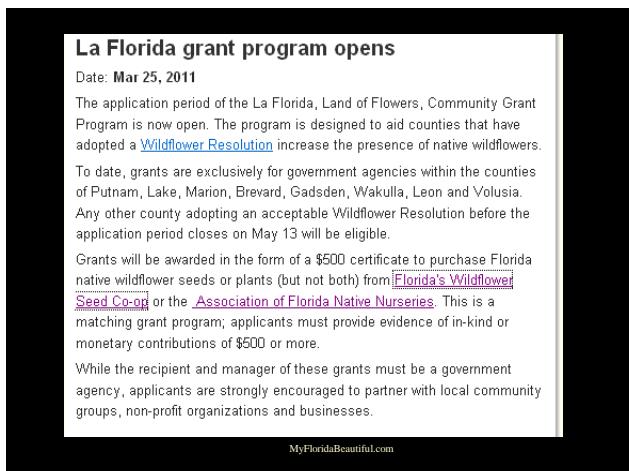
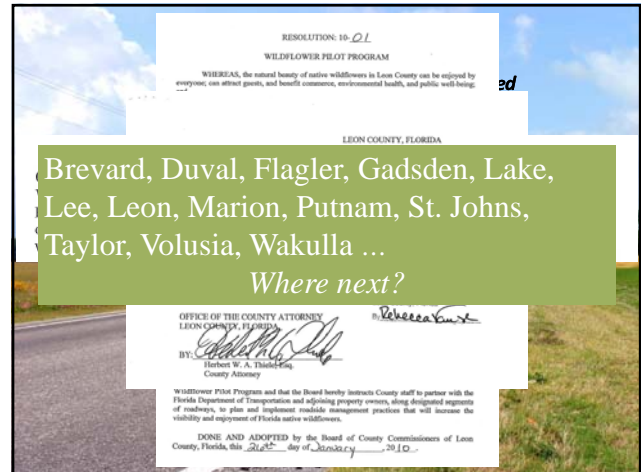
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Establishing Sustainable Plantings of Native Wildflowers

Jeff Norcini, PhD
 Ecological Horticulturist




Jeff Norcini, PhD
 Ecological Horticulturist

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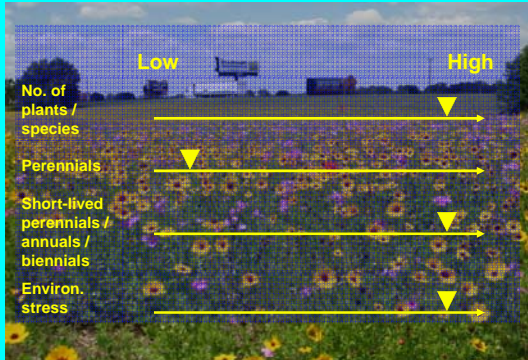
Native Wildflowers

- Roadside, residential, commercial
- Seed and container production

726 Riggins Road
 Tallahassee, FL 32308
 Phone: 850-491-0910
 E-mail: OecoHort@comcast.net

www.OecoHort.com

Meadows, Roadsides



Low High

No. of plants / species

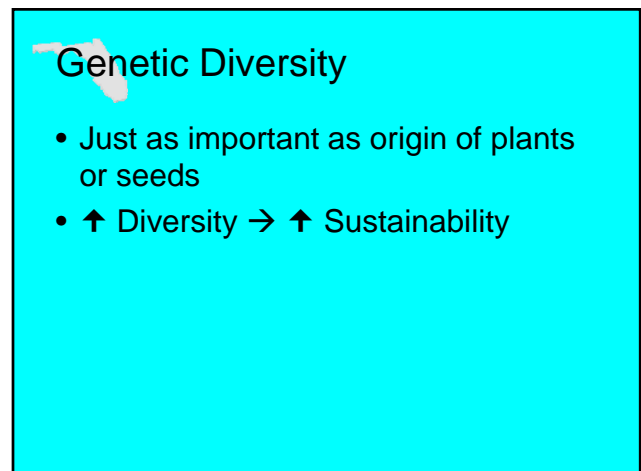
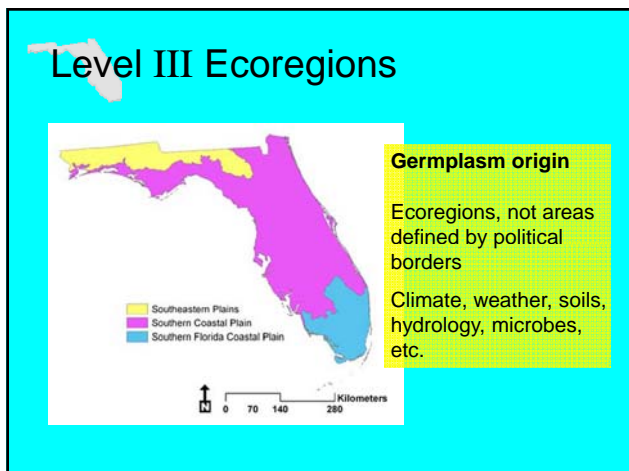
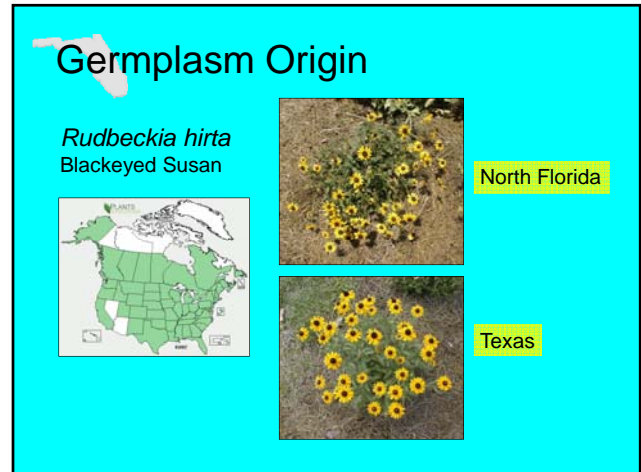
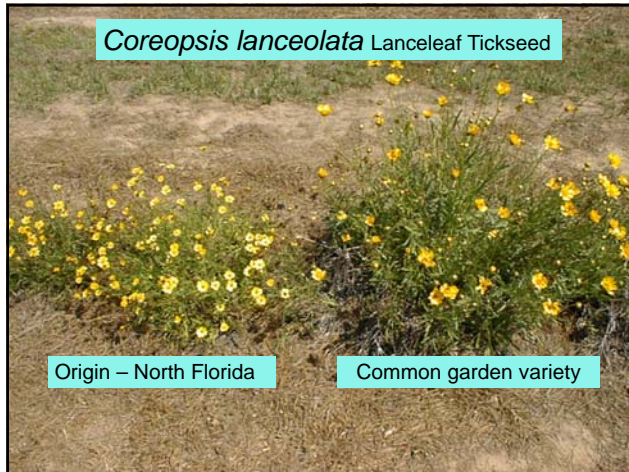
Perennials

Short-lived perennials / annuals / biennials

Environ. stress

Landscape/Roadside/Meadow

- Germplasm origin
- Genetics
 - Diversity
 - Phenotypic plasticity
- Weeds



Phenotypic Plasticity

- Phenotype
 - Appearance, performance, physiology
- Plasticity
 - Ability to adapt or respond
- Variable
 - Species, origin, environment, trait

Phenotypic Plasticity

Sun vs. shade leaves



Phenotypic Plasticity



In the wild

Tridens flavus
Tall Redtop

Phenotypic Plasticity



In the wild



In the garden

Tridens flavus
Tall Redtop

Weed Interference

- Major cause of failures
- Main factors
 - Site selection
 - Site preparation
- Use practices that:
 - Favor wildflowers
 - Minimize weed interference

Weed Management

- Organic mulch or fabric* w/ org. mulch
- Limits reseeding
- Pine straw, nuggets, oak leaves
- Herbicides
 - Pre-emergent
 - Post-emergent



Site Selection

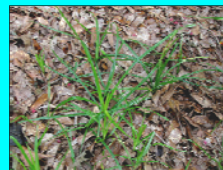
Select site where weed comp. unlikely*

- Sparse to moderate bahiagrass
- Sparse undesirable species

* seed bank
(100s seeds/ft² in
a good site)



Sites to Avoid



Cyperus spp.
Yellow/Purple Nutsedge



Phyllanthus
urinaria
Chamberbitter

Sites to Avoid



Rubus spp.
Blackberry/Dewberry



Smilax spp.
Greenbriers

Sites to Avoid



Imperata cylindrica
Cogongrass

Determine Sowing Date

Opinions vary widely

- N Florida Late Aug. to mid-Oct.
 - NC Florida Mid-Oct. to mid-Nov.
 - C Florida Mid-Oct. to late Nov.
 - S Florida Mid-Oct. to Dec.
- Spring not recommended
- Poor kill of bahiagrass with glyphosate

Site Preparation

- No till methods
- Nonselective herbicides
- Bare soil
- Minimize thatch/clippings



Sowing Seed



Sowing Seed

If seeding manually, ensure soil-to-seed contact.



Minimizing Weed Interference

- Imazapic – day of seeding
 - Plateau, Impose, Panoramic
 - Increase seed rate 10-20%
- Mow in winter
- Beds – hand weeding, esp. 1st year
- Grass herbicides
- Irrigate only as necessary
- Don't fertilize first year

Establishment/Management

- Irrigate only as necessary
- Fertilizer not recommended
 - Especially during establishment
- Mow/string trim 1 to 2X per year
- Time mowing to seed maturation
 - Uneven ripening

Purchasing Native Wildflowers

- Nurseries specializing in natives
 - Plants - Florida Association of Native Nurseries
<http://www.FloridaNativeNurseries.org>
 - Seed - Florida Wildflowers Seed Co-op
<http://www.floridawildflowers.com>
- Select by scientific name
- Inquire about plant or seed origin



blanket flower
Gaillardia



Tickseed
Lance leaved coreopsis
one of many coreopsis species



tickseed
Leavenworth's coreopsis
Leavenworth's tickseed
Another of many coreopsis species



black-eyed Susan
Rudbeckia hirta



powderpuff

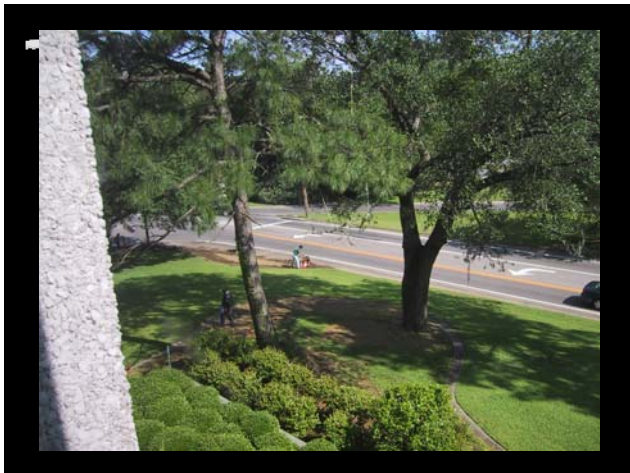


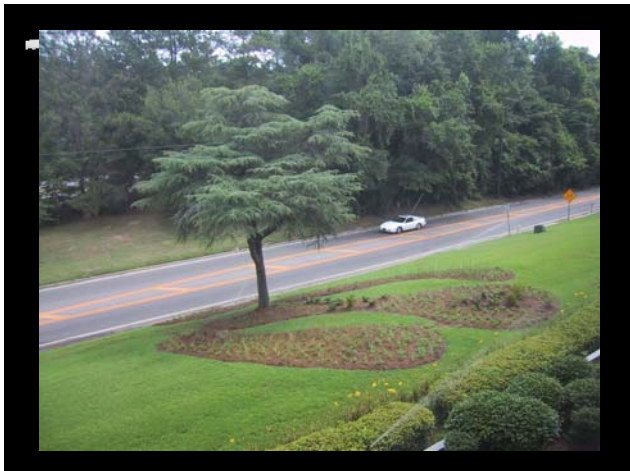
blazing star (or gayfeather)
Liatris gracilis

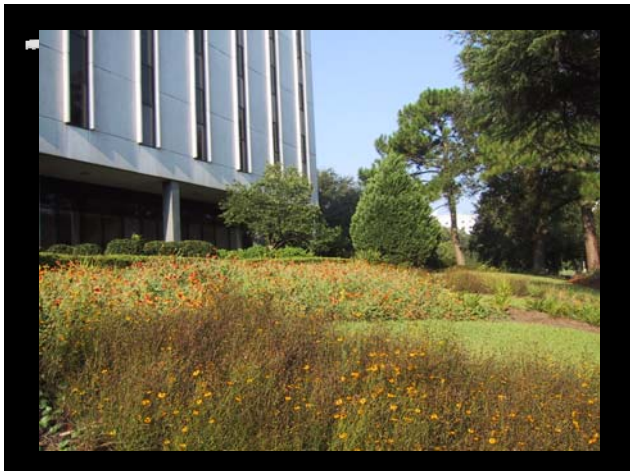


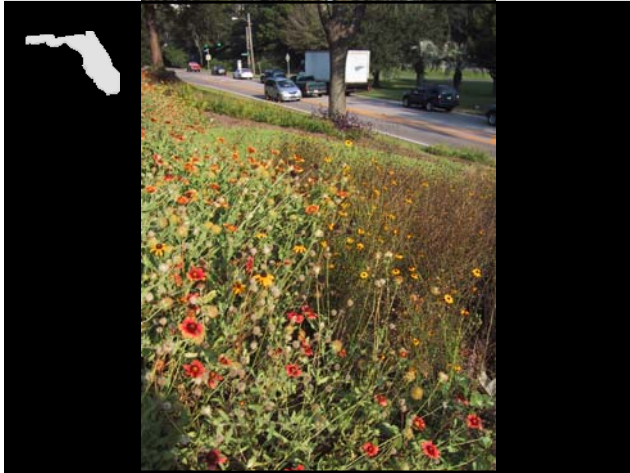
dye flower, goldenmane
coreopsis (or tickseed)
Coreopsis basalis













www.flawildflower.org



FHSP Statewide CME Assessment and Sustainability Evaluation

Findings and Recommendations
June 2011



Keeping the Project Relevant

The byway world has changed dramatically since this project began last year

- No budget proposal yet in which the National Scenic Byways Program survives as a dedicated program
- Decisions about the future of the FSHP are less about what FHWA wants/thinks and more about state priorities and goals
- Byway organizations must accept the realities of this new era not only to be sustainable, but to survive



CME Assessment & Sustainability Evaluation

Individual CME Findings

Sustainability remains elusive, but there is some demonstrated success:

- Capable, experienced leaders
- Strong infrastructure
- Community participation efforts that exceed minimum requirements
- “Shining Stars”
- No lack of passion



CME Assessment & Sustainability Evaluation

Findings in Five Critical Areas

Leadership

- CMEs with little formal structure too dependent on individual leaders
- No process for replacing leader
- Leader less informed than consultants and staff
- No written policies, procedures, job descriptions
- CMEs that transition to nonprofit boards are not demonstrating effective governance



CME Assessment & Sustainability Evaluation

Findings in Five Critical Areas

Finance

- Lack of funding diversity
- Nonprofit boards not fulfilling fiscal responsibility
- Budgets rare
- Grant funds forfeited for lack of match
- CME members not well informed about financial condition of organization
- Obtaining NSBP grants only goal
- Persistent idea that CMEs are not ultimately responsible for funding implementation of the corridor management plan



CME Assessment & Sustainability Evaluation

Findings in Five Critical Areas

Community Participation

- CME member recruitment difficult – never enough people to get the work done
- Community Participation Plans not implemented or are ineffective
- Individuals make assumptions about what others perceive as the CME's purpose/mission
- Failure to see the big picture



CME Assessment & Sustainability Evaluation

Findings in Five Critical Areas

Effectiveness

- Lack of written policies or procedures
- Progress impeded by limited manpower
- Stagnation common with loss of key leaders/members
- When there is paid staff, volunteer members are not as well informed/engaged
- Reluctance to transition from citizen group to effective nonprofit
- Lack of basic communications tools
- No realistic work plan



CME Assessment & Sustainability Evaluation

Findings in Five Critical Areas

Administrative Capacity

- Several do not have dedicated websites
- "Need paid staff."
- Majority do not have dedicated office space or basic office equipment



CME Assessment & Sustainability Evaluation

External Factors Affecting Sustainability

Program Policy

- Were the roles of byway organizations clearly understood as the NSB and FSH Programs were being developed?
- The advent of seed grants caused a shift in focus toward getting money to operate. Did the state program shift to guide/caution CMEs regarding the implications of “free money?”
- Since the mid 1990s, the NSBP has experienced at least three leadership eras. Were the priorities of each leadership era clearly reflected in program materials?



CME Assessment & Sustainability Evaluation

External Factors Affecting Sustainability

Program Communications

- Communication has become murky among the organizations supporting Florida Scenic Highways
- Key policy messages are ambiguous and the intent is diluted by all the messengers byway leaders rely on for advice and counsel
- No clear understanding of the communication chain
- Inconsistent levels of experience and expertise among District Coordinators



CME Assessment & Sustainability Evaluation

Unanticipated Consequences

How do we now address the unanticipated consequences of a program policy focused on designation and not implementation?

- CMEs that struggle with long-term sustainability
- Visitor experience that is inconsistent



CME Assessment & Sustainability Evaluation

Where do we go from here?

Decisions must be made about what the FSHP will be going forward.

- What is the GOAL of the FSHP?
 - Quality visitor experience?
 - Grassroots effort?



CME Assessment & Sustainability Evaluation

Recommendation

Create task team to develop effective post-designation policy for the FSHP.

- Provide clear leadership and communication
- Establish realistic expectations for CMEs that are clearly communicated
- Recognize that the strength of the CME is related to the quality of the visitor experience – set standards for both



CME Assessment & Sustainability Evaluation

Wanda Maloney
wmaloney@corridorsolutions.net



PowerPoints – June 10, 2011

CORRIDOR HOSPITALITY



Why is it needed?

CORRIDOR HOSPITALITY

Target training for anyone who regularly interacts with travelers.

- visitor center volunteers
- hotel staff
- restaurant staff
- retail employees
- members of the community

CORRIDOR HOSPITALITY

Excellent for

- training new staff
- preparing for a new travel season
- re-energizing a management team.

Training can occur any time of the day, any time of the year but more often than not, it is needed every year.

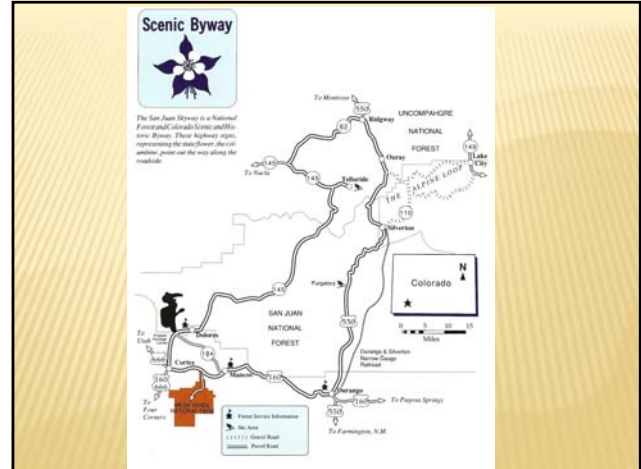
COLORADO GRASSROOTS TRAINING

Hospitality training with a kick

- Interpretation
- Resource Protection
- Traveler Ethics



SAN JUAN SKYWAY



STEP ONE: PRE-TRAINING EVALUATION

Survey of 100 Businesses:

- ✗ Lodging
- ✗ Food/Drink
- ✗ Retail
- ✗ Gasoline
- ✗ Attraction/Recreation

STEP ONE: PRE-TRAINING EVALUATION

Questions

- ✗ 1. What do you know about the San Juan Skyway?
- ✗ 2. How do I get onto the San Juan Skyway?
- ✗ 3. What is there to do on the San Juan Skyway?

STEP ONE: PRE-TRAINING EVALUATION

Our expectations?

Older women are the most forthcoming about information

The reality?

Older males were best, followed by older women.

Younger women were willing but uninformed. Young men?

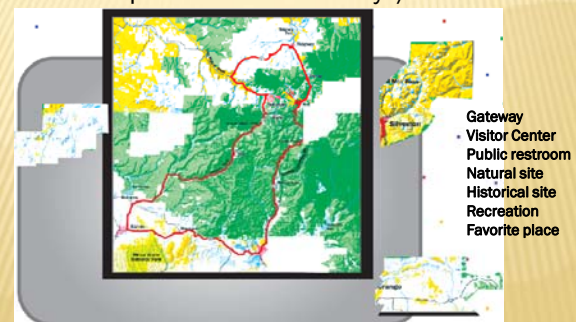


INTERPRETATION

- ✖ I-1 Piece Together The Byway Puzzle
- ✖ I-2 Gateways & Attractions
- ✖ I-3 Utilize Existing Information Tools
- ✖ I-4 Identifying Byway Assets
- ✖ I-5 Defining Unique Assets
- ✖ I-6 Who Can Be A Byway Interpreter ?
- ✖ I-7 Be A Human Bridge
- ✖ I-8 Ears And Lips - Be An Active Listener
- ✖ I-9 Pin The Tail On Maslow's Hierarchy
- ✖ I-10 Fresh Eyes
- ✖ I-11 Board Game - Byway Road Trip

DEFINE THE TERRITORY

- ### ✖ Map Puzzle and Gateways/Attractions



EXISTING INFORMATION TOOLS

- ✗ Brochures, maps, and audio/videotapes are communication tools that are designed to address travelers' most frequently asked questions. Many are free.
- ✗ Create a *Local Interpretive Materials Inventory Sheet* so participants have a full list of available interpretive materials and know whom to contact for supplies.

BE AN ACTIVE LISTENER

Active listening is the process of picking up on one word or phrase and repeating it to the traveler for the purpose of having the traveler clarify their initial inquiry.



"I'm all ears" may be the perfect description for an effective Byway Interpreter. Teach your hosts to not jump quickly to an answer they know, but to "fish" for the core intent or need of the traveler before responding.

MASLOW'S HIERARCHY

Only when a traveler's lower-order needs are satisfied (food, directions, restroom) can their higher-order needs be met (appreciation for beauty, interest in historical places, inspiration).



Teach your hosts to realize that when travelers express several levels of needs at the same time, the lower order needs should be addressed first, then move to higher-order needs.

BYWAY BOARD GAME

- ✗ Recreation
- ✗ Cultural and Historical
- ✗ Code of Ethics
- ✗ Natural History
- ✗ Scenic/Natural
- ✗ Frequently Asked Questions

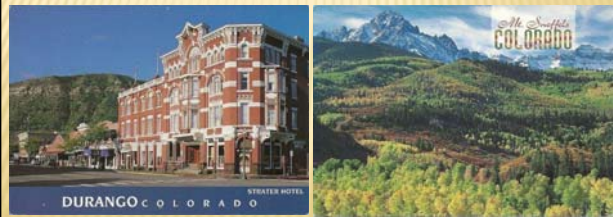


RESOURCE PROTECTION

- ✧ P-1 Solving The History Mystery
- ✧ P-2 Sorting Postcards: Scenic Land & Historic Sites
- ✧ P-3 Puzzle Of Protected Lands
- ✧ P-4 History Of Protected Lands
- ✧ P-5 Ownership : Protecting Lands
- ✧ P-6 Easements: Protecting Lands
- ✧ P-7 Regulation: Protecting Lands
- ✧ P-8 Preservation Lingo Bingo

POSTCARDS: SCENIC LAND & HISTORIC SITES

- ✧ **Step One:** Purchase postcards that show important features along the Byway such as scenic vistas, historic sites or districts
- ✧ **Step Two:** Research the current status of the land or historic site depicted on each postcard.
- ✧ **Step Three:** Sort postcards into two piles: lands, historic sites, or districts that are protected and those that are not protected. Discuss why postcards were sorted as they were.



POSTCARDS: SCENIC LAND & HISTORIC SITES



Hand out blank postcards and have people draw a picture of a place they would like to see protected.

Variations:

Find old postcards or photographs to show landmarks or landscapes that have been changed or lost.



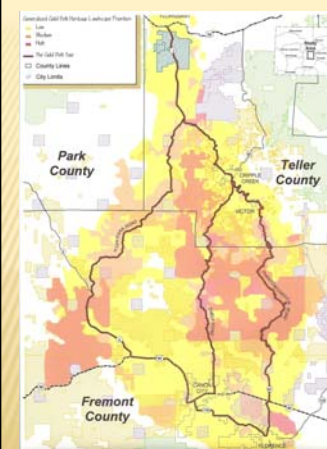
PUZZLE OF PROTECTED LANDS

Puzzle pieces are cut out according to land use

Discuss the meaning of the various colors and what it says about land ownership

Talk about the history of protected lands

Show that property owners manage the land in many different ways to help protect the land



EASEMENTS: PROTECTING LANDS

Puzzle pieces are cut according to land use

Discuss how easements are used to protect land while providing landowners with tax breaks



ETHICS

- ✗ E-1 Define Ethics
- ✗ E-2 Travel Dilemmas
- ✗ E-3 Existing Codes Of Ethics
- ✗ E-4 Communicating Local Ethics To Travelers
- ✗ E-5 Marketing The Local Ethics Message

TRAVEL DILEMMAS

IS IT AN ETIQUETTE, ETHICAL OR LEGAL ISSUE?

- ✓ A local scholar is writing a guidebook to an area rich in Native American heritage. Do you include undisturbed archaeological sites that you have researched but that have not been written about to date?
- ✓ One of the volunteers on your tour never fails to entertain visitors but regularly tells amazing tall tales that most people believe are true. Do you say something or keep quiet?
- ✓ Grandpa Pete takes his grandson Stevie fishing for the first time. Stevie catches his first fish and it is undersized. He cries hysterically when Grandpa tells him he must throw it back.

COMMUNICATING LOCAL ETHICS



Should you clean your boat before traveling from one region to another?



You've been asked not to photograph the interior of an ancient sacred place. If no one sees you, is it right?

CORRIDOR HOSPITALITY



Training can occur any time of the day,
Any time of the year
More often than not, it is needed every year.

CORRIDOR HOSPITALITY

QUESTIONS
OR
COMMENTS?

CONTACT INFORMATION

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Denver, CO 80206

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303-355-4460

www.coloradograssrootstraining.org



Overview

- 2009 Visitation & The Importance of Tourism
 - 5 Ways to Harness the Power of VISIT FLORIDA
 - Recap
 - Questions?
- VISITFLORIDA

2009 State Visitation & Impact

- Largest industry in Florida
 - \$60.9 billion in visitor spending in Florida in 2009
 - Returns \$3.65 billion into the Florida state economy as general revenue through the basic retail sales tax
 - Florida is the #1 destination among domestic vacation travelers in the U.S. and is the #2 international travel destination market in the U.S., trailing only New York
 - 80.9 million out-of-state visitors in 2009
 - Q1 and Q2 (Jan-Jun) of 2010 estimates a 2.5% increase from the same time in 2009
 - Approximately 17 million residents took in-state trips in 2009
 - In-state pleasure travel among Floridians fell 1.8% in 2009
 - Q1 of 2010 estimates in pleasure travel among Floridians is up by 5% as compared to same time in 2009.
 - 968,400 Floridians directly employed by tourism in Florida (the core job sectors)
 - Every 85 visitors to the Sunshine State support 1 Florida job
- VISITFLORIDA

Something for everyone!

WEB

- Basic Web Listing Partner (\$95/year)
- Enhanced Web Listing Partner (\$365/year)

MARKETING

- Premier Partner (\$1,500/year)
- **Small Business Partner* (\$395/year)**

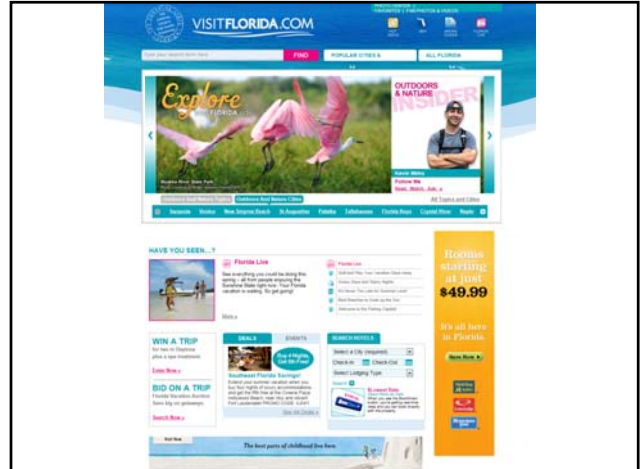
*to qualify, business must be a 501(c)3 non-profit attraction or gross revenues may not exceed \$1.25 million per year

B2B

- Business to Business (\$500/year)
- VISITFLORIDA

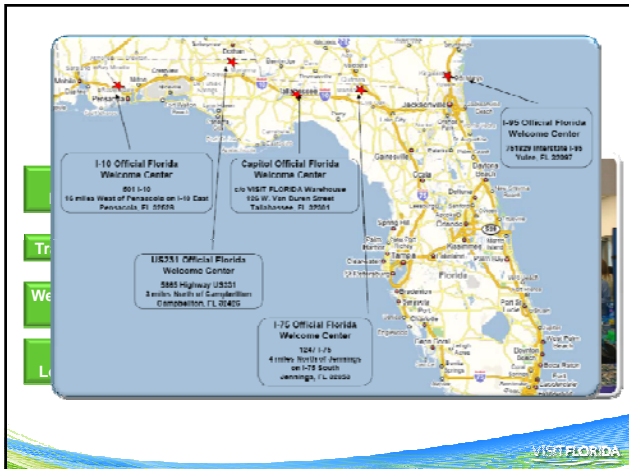
Free Web Listing

- Initiative launched July 7, 2010 in response to Deepwater Horizon
- Sorts below Basic Web and Enhanced Web Partner listings
- Includes a link, description and one photo and logo
- Only posted on VISITFLORIDA.com (not on meetings site)

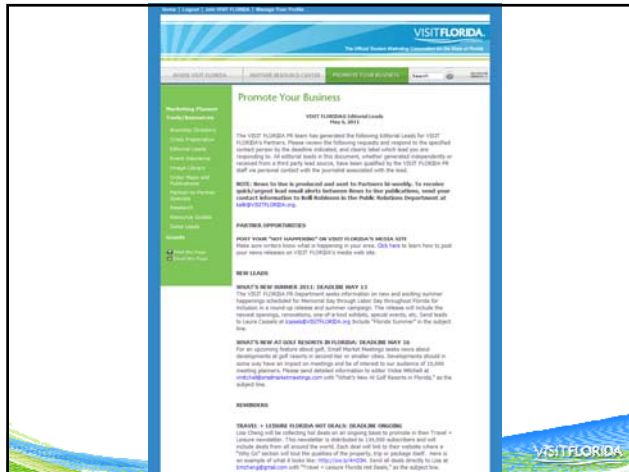


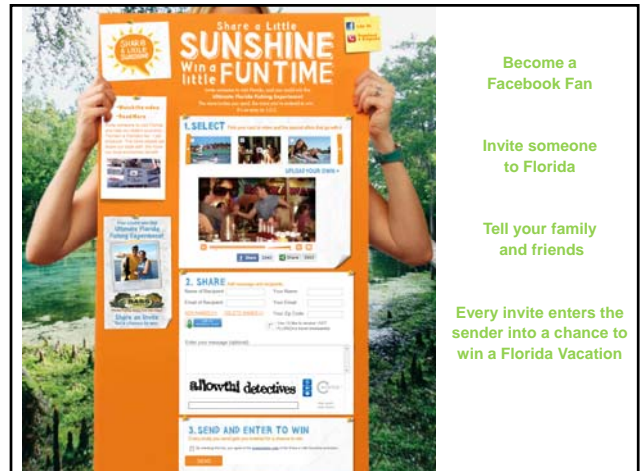


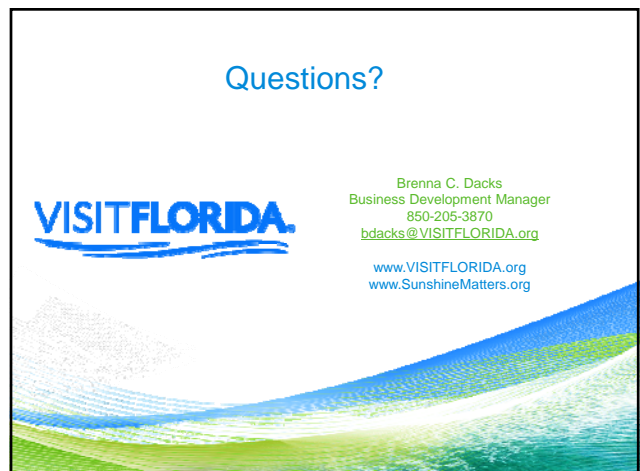
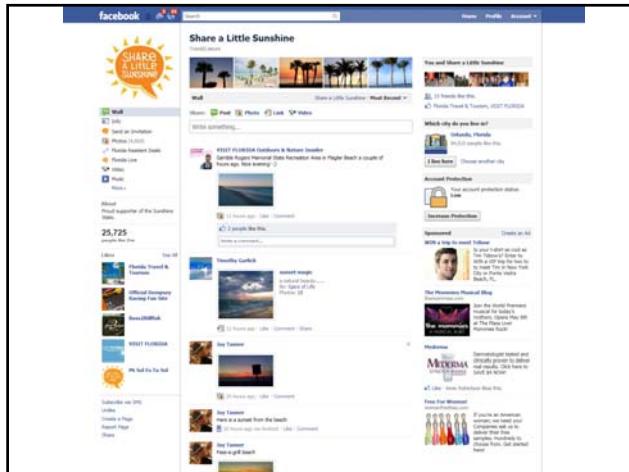
#1 Check & Update Your Free Web Listing



#2 Utilize the Welcome Centers to promote the scenic highways!










After the Grant Deadline

IT'S NEVER TOO EARLY TO START PLANNING



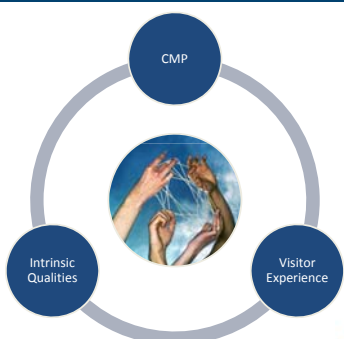



Your True North

What do we need? <ul style="list-style-type: none"> • More funding • More visitors • More participation 	What do we have? <ul style="list-style-type: none"> • Intrinsic Qualities • The Byway Story • Community Connections • What future do we want to create?
---	---




FHWA's Interim Policy for National Scenic Byways Program published in the Federal Register on May 18, 1995, provides **THREE CORE ELEMENTS**:

From Vision to Priorities

- Is your CMP a living document?
- Is the CMP aligned with the strategic plan?
- Has it been updated?
- Which projects will help achieve the vision?



Slow-cookin' Grants



Photo credit, Kentucky Folklife Program,
Historyburgoo.com



- Ingredients
- Equipment
- What else?



Large spoons such as made by Cajun woodworker Bobby Deshotel.



Take the Time

- Scope of the project
- Level of pre-planning required
- What are the phases of the work?
- How long will the project take?
- Who is the audience?
- How will it be sustained?



Capacity



- Will you have help in writing a grant?
- Do you have the right kind of help?
- For administration of a grant?



Expand Your Network

- Who else shares your vision?
- What is their impact to the byway corridor?
- What synergy could you provide them?



2011 Empty Bowls fundraiser in Burien, WA, Photos of Michael @ NW Lens



Project Charter

- Project description
- Who will be responsible?
- Project priorities
- Stakeholders
- Constraints
- Assumptions
- Schedule estimates
- Milestones



Photo by Richard Strauss, Smithsonian Folklife Festival



Business Case



- Cost estimates
- Budget
- Cash flow
- The Flavor of Money
 - Capital vs. Revenue



Matching Ingredients

- What are your "match" reserves?
 - Cash
 - Materials
 - Volunteer labor
- In-kind over-represented?
- Is the valuation credible?
- Where will you come up with more cash?
- What's required to "lock in" the match?



It's That Time of the Year



- Research Cyclical Grant Opportunities
- Grant Calendar
 - Grantor
 - Program Type
 - Solicitation Date
 - Due Date
 - Award Date
 - Lag Time



Your Criteria for Applying



Basic Calendar

October

- State Historic Preservation
- Area Chamber

November

- Jones Family Foundation
- ACME Corporate Grant Program

December

- Home for the holidays: No Applications

January

- Community foundation
- National Endowment for the Arts

February


- IMLS Library Grant
- National Trust Johanna Favrot Fund for Historic Preservation

March

- State Arts Council
- NSB Discretionary Grants



	Solicitation Date	Due Date	Award Date	Grant Period	
NEA	March 1 st	March 30 th	June 1	One year	
Jones Family	November 1 st	Dec. 1 st	January 15	Not specified	
SHPO	July 1	October 31	April	Two Years	
NSB	January*	March*	October*	Varies	



Mmm...It'll Be Worth It



Alabama Foodways Gathering
Photos courtesy of Sylvia Stephens and Bill Allen



FSHP Goal Setting Session

Previous Workshop Goals

1. Continue the Biannual Conference (Workshop)
2. FDOT Coordination/Training
3. CME Sustainability (Success/Failures)
4. Quarterly Scenic Highway Meetings
5. Limit the number of Designations
6. FSHP Branded Materials for Public Outreach
7. Standard Maps for all Byways
8. Enhanced Coordination between State and CMEs (Newsletter, ListServ, etc.)
9. Provide More Statistics/Data on Economic Benefits of Scenic Highways
10. Online Resource Center (samples, information)
11. Networking Tool on Website
12. Knowing what is expected from groups (Grants, Process, Rules, etc.)

2011 Goals – Group 1

1. Create Promotional Material that is standardized with a common theme or template
2. At future FSHP Conferences, have better wayfinding for participants
3. Don't have the Goal Setting Session at the end
4. Create an Action Plan from the Sustainability Session/Presentation
5. Have grant writing help and assistance through trainings
6. Create a Statewide Calendar showing Grant Opportunities – This will allow for better notification/communication
7. Have an Association of CME Groups/Leaders – This will allow for sharing resources, ideas, success stories, and fund raising
8. Have a District Mini-Conference or Workshop annually or bi-annually
9. Include a CME Table at the Conference in the future
10. Create some long range planning for the "Annual Conference"
11. Provide more technical assistance from National Scenic Byways Program
12. Create a contact list with all CME Information and post on website
13. Create a Scenic Highway Map for distribution throughout the state
14. Make all of the Speaker Resources available to share with the participants

2011 Goals – Group 2

1. De-designation of highways should not be allowed
2. In the future, have no concurrent sessions during the Workshop
3. Have more networking roundtables to allow sharing of information and experiences during the Workshop
4. FSHP Staff needs to follow-up and implement suggestions from Corridor Solutions and Sustainability Presentation
5. List contact information for individual CMEs and DSHCs online
6. Create a State Scenic Byway Quarterly Newsletter – especially for relevant legislative actions
7. Having the Workshop every 2 years works good
8. Have more webinars – get information out to more people about when they are
9. Create a Context Sensitive Solutions Manual for Byways and Scenic Highways
10. Make sure there is earlier notification by FDOT of construction planning in scenic highway areas (including tree trimming)

11. Have handouts of slides from presenters (During the workshop) – Possibly have a video recording available for future workshops
12. FSHP Staff did a very good job planning the Workshop – great food, accommodations, locations, and attitudes
13. Everyone liked the variety of meeting rooms and different buildings
14. Everyone liked the bus tour and that it was the entire day also
15. Have coffee and Danishes to start the day instead of during the first break
16. Try to keep to the schedule better in the future
17. Have a map of meeting locations and parking information

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