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# **Florida Scenic Highways Program Guidance**

**July 2016**





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## 1.0 PROGRAM OVERVIEW

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### What is a Scenic Highway?

A scenic highway is a public road that has been designated through an official government agency declaration to protect and promote its special cultural, historic, archaeological, recreational, natural, and scenic resources. Designation is recognition that roads not only pass through places, but that they are places; places that offer exceptional travel experiences. Byways tell stories to visitors about people and places, and empower local communities to promote, enhance, and protect critical resources. Because they tell stories, Scenic Highways offer distinctive and memorable travel experiences. For any given destination, tourism websites list things to do and places to see, but byways tell the story about how and why the people and places are connected. For example, the A1A Scenic & Historic Coastal Byway beckons travelers to experience the history of early tourism and ambiance of “old Florida,” while the Big Bend Scenic Byway reflects on the convergence of coastline and forest, and how these natural resources influenced the lives of early settlers, and create a natural wonderland today.

The term “scenic highway” is used to describe Florida Scenic Highway Program designations, but it is synonymous with the terms “scenic byway” and “byway” used commonly by programs in other states and the National Scenic Byways Program.

### Mission

The mission of the Florida Scenic Highways Program is to help Florida communities deliver high-quality experiences to visitors.

### Vision

The Florida Scenic Highways Program is well known for promoting economic development, enhancing local quality of life, and conserving important resources.

### History of the Florida Scenic Highways Program

The National Scenic Byways Program (NSBP) was established under the **Intermodal Surface Transportation Efficiency Act (ISTEA)** of 1991. Under the Program, the U.S. Secretary of Transportation recognizes certain roads as **National Scenic Byways** or **All-American Roads** based on the presence of archaeological, cultural, historic, natural, recreational and scenic intrinsic qualities. To be designated as a National Scenic Byway, a road should have at least one of the six intrinsic qualities that is regionally significant. To be designated as an All-American Road, the road or highway should meet the criteria for at least two of the intrinsic qualities that are nationally significant. The road or highway should also be considered a destination unto itself.

As of 2016, there are 150 nationally designated byways in 46 States. The Federal Highway Administration (FHWA) promotes the collection as America's Byways®. The program is a voluntary, grassroots program founded upon the strength of the leaders for individual byways.

One of the requirements of the **National Scenic Byways Program** is that roads must first be designated at the state level before being eligible to receive National Scenic Byway or All-American Road status. This condition prompted the enhancement of existing and development of new state scenic byway programs across the country, including in Florida. Prior to the ISTEA legislation, Florida had no official statewide scenic byway program. Although several routes designated by the Florida Legislature as “scenic and/or historic”<sup>1</sup> existed, none of these highways were evaluated independently with uniform criteria.

In 1993, State legislation was passed to enable the State, through the Department, to establish an official program for scenic byways. In 1994, the Department began developing criteria and guidelines for the **Florida Scenic Highways Program**, and in 1996, the program was launched.

Like the NSBP, corridors designated by the Department as Florida Scenic Highways are so designated to influence the preservation, maintenance, protection, and enhancement of cultural, historic, archaeological, recreational, natural, and scenic resources. Designation as a scenic highway increases opportunities for these resources to be experienced and enjoyed by citizens and visitors. Data collected from across the state reveals that communities are using scenic highway designation to help promote and advocate for the protection of important resources, as well as implement projects and programs that improve local quality of life and enhance the experience of travelers.

There are currently 25 designated Florida Scenic Highways, five of which are also designated as National Scenic Byways, and one as an All-American Road.

## **Benefits of Designation**

### **Improved Quality of Life for Florida Communities**

Seeking scenic highway designation can provide a catalyst for the development of a community vision. Nearly twenty years ago, the NSBP and the FSHP were created not just to promote the “scenic route,” but to offer local communities an opportunity to engage in a planning process that helps shape the future of their communities. The designation process allows communities to identify and develop strategies to help manage resources

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<sup>1</sup> A listing of these routes can be found in the Department's publication, *Legislatively Designated Scenic Highways* available on the Florida Scenic Highways Program website.



that are important to maintaining a sense of place, authenticity, and strong tourism economy.

### **Resource Protection**

Resource Protection is also a benefit of Florida Scenic Highway designation. Designation provides the opportunity to preserve, maintain, protect and enhance the intrinsic resources identified by communities as significant, exceptional and distinctive to a particular region. Recognizing the significance of a corridor's resources is essential to any effort to protect these resources for future generations to enjoy.

### **Economic Impact**

The most direct economic benefit for scenic highway communities is through increased tourism. Currently, millions of tourists visit Florida each year. Once here, nearly all will travel on roads. Scenic highways offer these visitors, as well as Florida residents, alternative routes to travel throughout the State. The ability of a visitor to experience a place as if being given a tour by a local resident and hearing the stories behind traditions, foods, and places is what makes visiting a byway a one-of-a-kind travel experience. This is the product that only Florida Scenic Highways can offer! Byway visitors increase the demand for tourist-oriented businesses such as recreational tours, lodging, restaurants, gas stations, bike shops, and outfitters.

### **Promotion**

Florida Scenic Highways are included on statewide maps and promotional materials such as brochures and the program website. The posting of official Florida Scenic Highway logo signage along the designated highways identifies the corridors as "special places" with important resources. The Florida Scenic Highways Program continues to identify ways to effectively promote the state's collection of designated corridors.

### **Responsibilities of Designation**

Each byway in Florida is unique and adds something significant to the collection of Florida Scenic Highways. With designation comes the responsibility of contributing to the collection and the traveler experience. Organizations that manage designated byways respect and protect the integrity of resources and are expected to offer and promote authentic and diverse experiences to travelers of all ages, abilities and interests. Each byway organization is accountable to all the others to create a shared standard of high quality throughout the collection.

### **Seeking Designation as a Florida Scenic Highway**

Participation in the FSHP is voluntary, and efforts to designate roads are initiated at the local level. Before seeking designation, it is important for interested communities to know that the benefits of designation are the result of careful planning and a lot of hard work!

Long-term program success requires clear goals, human and financial resources, partnerships, and the support of residents, businesses, local governments and other stakeholders along the corridor.

Grassroots groups interested in pursuing designation should first contact the appropriate DSHC or the FSHP Coordinator at [info@floridascenichighways.com](mailto:info@floridascenichighways.com).

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## 2.0 PROGRAM INITIATION

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### Pursuing Designation

Pursuing Florida Scenic Highway Program (FSHP) designation requires hard work and the input and commitment of all stakeholders (residents, business owners, local governments, agencies, nonprofits, and other organizations). The designation process usually takes at least two years, and once designated, the byway must be locally managed in perpetuity (see **FSHP Guidance Part 4: Implementation Phase**). The decision to make this commitment should be discussed extensively with all stakeholders responsible for both the designation process and long-term management of the corridor.

The most important criteria to consider when deciding whether or not to seek Florida Scenic Highway designation are:

#### 1. Byway Resources and Byway Story

In order to be eligible for designation as a Florida Scenic Highway, proposed routes must possess **Intrinsic Qualities**: “scenic, historic, recreational, cultural, archaeological or natural features that are considered representative, unique, irreplaceable, or distinctly characteristic of an area” (FHWA Interim Policy, May 18, 1995).

Intrinsic qualities are not single resources, but **arise from a byway’s particular combination of resources that define its character, interest and appeal**. These resources are the special views, places, buildings, sites and other features that residents enjoy and travelers will find interesting. A resource can be natural, such as a beach, mountain or prairie; or it may be the result of human activity, such as a historic building, battle site, or trail.

A **byway story** is the intentional, coordinated message about these resources that the route conveys to visitors. This message may be interpreted through written materials, signs, information kiosks, guides, smart phone apps and other media. Most importantly, the byway story is conveyed through the direct experiences that the visitor encounters along the trip, and retold by visitors as they remember and share their experiences again and again.

#### 2. Byway Organization

As stated earlier, it will likely take at least two years to obtain a new Florida Scenic Highway designation. The designation process is managed by the Byway Organization which should include residents, business owners, and representatives of local governments, agencies, nonprofits, and other organizations. Once designated, the Byway Organization is responsible for the

long-term implementation of all scenic highway management plans, and complying with FHSP requirements *in perpetuity*. Although it is not required that a new formal organization be created, there must exist at all times broad-based support from a diverse group of stakeholders and individuals willing to accept this responsibility.

The National Scenic Byway Program's Byways 101 website offers the following advice for byway leaders considering pursuit of a state designation:

As a test of how prepared you are to make your case to other people, try to complete the following two sentences:

1. It is important for our community that we create this byway because...
2. I believe that we will benefit from a byway in the following ways...

If you cannot complete these sentences in a convincing manner, step back and reconsider whether a byway makes sense. Byways are not the answer for every community.

In summary, scenic highways must possess resources that are representative, unique, irreplaceable, or distinctly characteristic of an area in order to be designated, but designation is just the first step. In order for byway communities to realize the benefits of designation, an effective Byway Organization must exist for the long-term management of the corridor.

## **Process Overview**

The Florida Scenic Highways Program (FSHP) is comprised of two phases: Eligibility and Implementation.

### **Eligibility Phase**

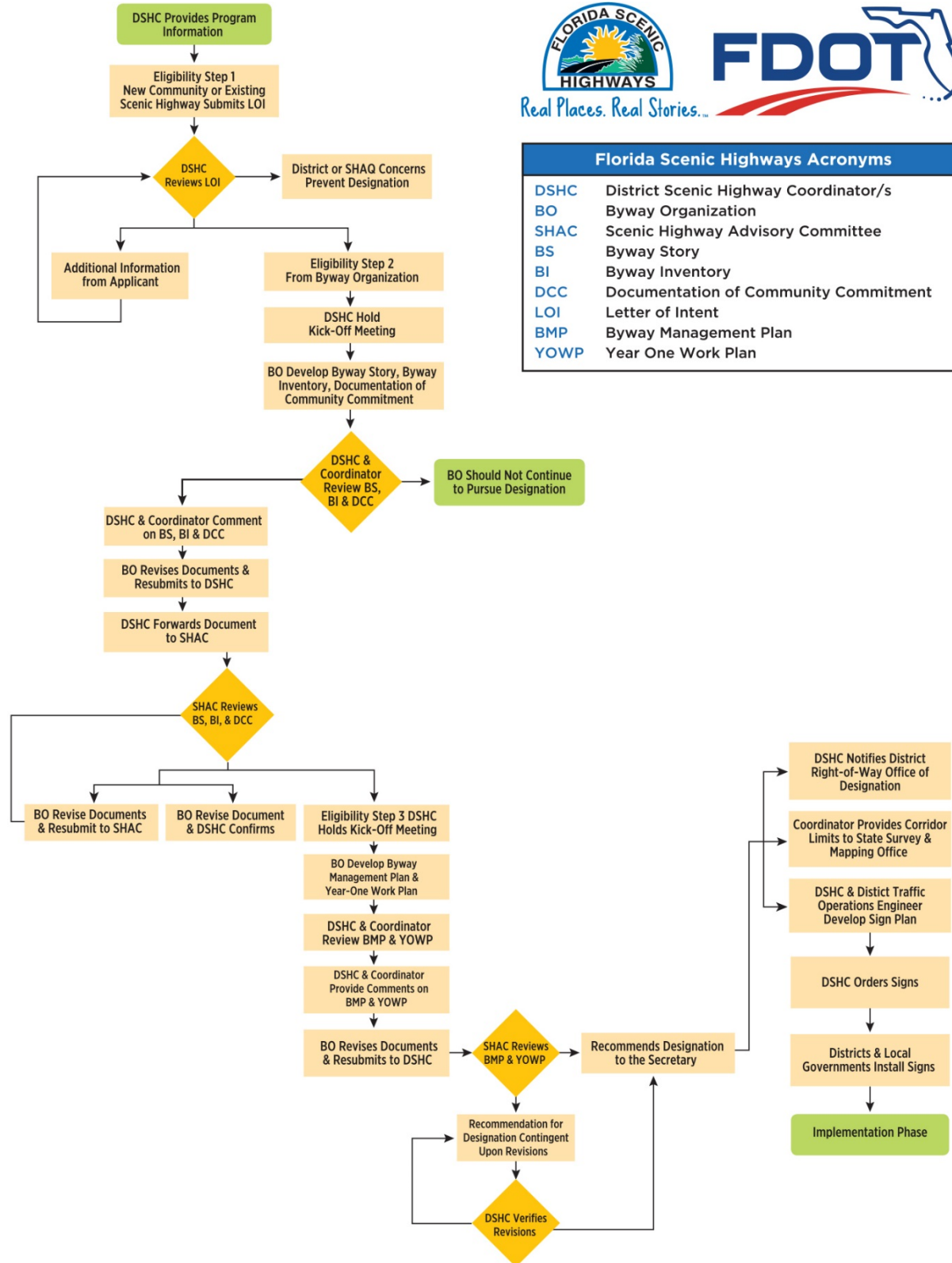
- A. Any person or group seeking designation or the extension of an existing corridor, must contact the appropriate DSHC to initiate the Eligibility Phase. During the Eligibility Phase, a Byway Organization of volunteers is formed to develop and deliver the following:
  1. A Letter of Intent to the appropriate Department District Office(s);
  2. The Byway Story, Byway Inventory, and Documentation of Community Commitment;
  3. A Byway Management Plan and Year-One Work Plan.
- B. Upon the review and acceptance of the above materials by the DSHC, FSHP staff, and Scenic Highway Advisory Committee (SHAC), the candidate corridor will be recommended to the Department Secretary for designation as a Florida Scenic Highway.

See **Figure 2-1** on the following page for a detailed description in (flow chart format) of each step in the Eligibility phase.

### **Implementation Phase**

Upon written notice of designation from the Secretary, the Byway Organization is responsible for:

- A. Implementing the Byway Management Plan and updating as necessary;
- B. Developing, implementing, and keeping current an Annual Work Plan;
- C. Providing a Byway Annual Report to the FSHP.



**Figure 2-1: Eligibility Phase Flow Chart**

## Definitions and Acronyms

Common terms used in this program include:

**Annual Work Plan** – A document required to be completed by all Byway Organizations in Florida that specifies the projects, activities, and/or programs a Byway Organization will undertake for the calendar year, along with a timeframe for completion, responsible party, and funding source (if applicable).

**Byway** - A public road or highway that has been designated through an official declaration for its special qualities. The term “scenic highway” is used to describe FSHP designations, but is synonymous with the terms “scenic byway” and “byway.”

**Byway Annual Report (BAR)** – A standard report required to be completed by all Byway Organizations in Florida annually. The primary purpose of the report is to collect information about how the FSHP is benefitting Florida communities, and to identify training and technical assistance needs.

**Byway Inventory** - A survey of the intrinsic qualities and resources within the byway corridor. It should contain a series of photographs and descriptions of the resources that contribute to the byway’s intrinsic qualities, and maps that illustrate the location of these sites and views. The inventory should focus on the intrinsic qualities known to exist along the byway, and focus on recording and describing the resources and features that relate to those qualities and support the byway’s story.

**Byway Management Plan (BMP)** – A multi-year plan required by the FSHP to be completed by all Byway Organizations in Florida that describes actions to be taken by the Byway Organization which will result in benefits to the Scenic Highway community, a high-quality visitor experience, and compliance with FSHP requirements.

**Byway Organization** - A group of individuals and organization representatives committed to implementing the plans of a designated Scenic Highway and meeting the requirements of the FSHP.

**Byway Story** – The intentional, coordinated message that the byway conveys to visitors about the resources and qualities that it promotes. This message may be interpreted through written materials, signs, information kiosks, guides, videos and other media. The byway story is conveyed through the direct experiences that the visitor encounters along the trip, and refers to the inherently interesting and valuable tale that roadways can tell about the history, culture and environment of the surrounding landscape and communities.

**Department** - Florida Department of Transportation.

**District** - One of the eight Florida Department of Transportation Districts within the State.

**District Scenic Highway Coordinator (DSHC)** - A person who has been appointed to implement the Florida Scenic Highways Program within the District.

**Documentation of Community Commitment** – Tangible evidence that substantial support for designation exists from a diverse group of stakeholders, and a documented assessment of available resources for implementing the Byway Management Plan.

**Eligibility Phase** - The first phase of the designation process where the Department determines whether or not a roadway is eligible for designation as a Florida Scenic Highway.

**Federal Highway Administration (FHWA)** - The federal agency which oversees all highway transportation issues for the nation.

**Florida Scenic Highway** - Any public road that is so designated by the Secretary pursuant to Section 335.093, Florida Statutes. These roadways have been designated for their unique cultural, historic, archeological, recreational, natural, or scenic intrinsic qualities.

**Florida Scenic Highways Program (FSHP)** - Establishes and implements the process and criteria available to anyone desiring to have a public road designated as a Florida Scenic Highway. Participation in the FSHP is entirely voluntary and grassroots in nature. There are no penalties attached for local general purpose governments not participating in the program.

**Implementation Phase** - The second phase of the designation process. Following designation, a Byway Organization implements the actions agreed upon by the community, and meets the annual requirements of the FSHP.

**Letter of Intent (LOI)** - The initial written notification submitted by an applicant to the Department stating the applicant's desire to pursue designation for a roadway as a Florida Scenic Highway, or extension of an existing scenic highway.

**National Scenic Byway** - A scenic highway which is recognized by the federal government as satisfying the criteria for the National Scenic Byways Program.

**Public Road** - A road which is open and available for use by the public and dedicated to the public use, according to law or by prescription.



**Scenic Highway Advisory Committee (SHAC)** - A committee consisting of representatives from several state agencies and organizations as authorized by the Secretary.

**State Scenic Highway Coordinator (Coordinator)** – Person appointed by the Secretary to implement the Florida Scenic Highways Program statewide. The Coordinator will be assisted by all of the DSHC in this role.

**Secretary** - The Secretary of the Florida Department of Transportation.

**Stakeholders** - Individuals, businesses, organizations, agencies, and government entities who support the designation of a scenic highway, who value the byway enough to commit resources, who may benefit from the success of the byway, and who have contacts and can influence others in the community.

**State Highway System** - As defined in Section 334.03(24), Florida Statutes.

**Year-One Work Plan** – A document required in Step 2 of the Eligibility Phase that specifies the projects, activities, and/or programs a Byway Organization will undertake in the first year after designation, along with timeframes for completion, responsible parties, and funding sources (if applicable).



### **3.0 ELIGIBILITY PHASE**

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The Florida Scenic Highways Program is comprised of two phases: **Eligibility** and **Implementation**. Any person or group interested in pursuing a new designation or corridor extension must contact the appropriate DSHC to initiate the Eligibility Phase.

The **Eligibility Phase** consists of the following three primary steps:

- Step 1:** Develop and submit a **Letter of Intent (below)**;
- Step 2:** Develop and submit the **Byway Story (see page 3-4)**, **Byway Inventory (see page 3-4)**, and documentation of **Community Commitment (see page 3-6)**;
- Step 3:** Develop a **Byway Management Plan (see page 3-9)** and **Year-One Work Plan (see page 3-17)**.

Upon the review and acceptance of the above materials, the candidate corridor will be recommended to the FDOT Secretary of Transportation for designation as a Florida Scenic Highway. Once the corridor is designated, the Byway Organization enters the Implementation Phase which lasts for the duration of the designation.

#### **Step 1: Letter of Intent**

The Letter of Intent should be prepared for and submitted to the appropriate DSHC. Use this [link](#) to access a map of FDOT Districts and current list of DSHC. If the potential route lies in multiple Districts, all DSHC affected should receive the LOI. The LOI will also be distributed to all SHAC members.

The purpose of the LOI is for the DSHC to investigate District design and maintenance issues related to the potential route, and for SHAC member agencies to identify any potential concerns regarding state resources or programs. The LOI should also demonstrate community understanding of and support for the designation. The applicant will be made aware of the Department's concerns within 30 days. In extreme cases, District concerns might preclude the route from designation.

If the proposed route is on non-state roads or includes non-state roads, the applicant must provide evidence that the entity with jurisdiction over the road(s) has been notified and has no objections.

All applicants should be aware that the State will not issue permits for any new billboards on designated Florida Scenic Highways on the Interstate system or Federal-aid primary highway system.

### **What to Submit: LOI**

The LOI should contain, at minimum, the following components:

1. A map and detailed description of the precise route of the proposed scenic highway. The map should be of sufficient scale and quality to allow the DSHC to follow the route based on the description.
2. A compelling explanation as to why scenic highway designation is being considered for the route. This explanation should avoid broad generalizations such as “economic development” or “resource protection,” and describe specific ways in which this program is a good fit for the communities along the route.
3. A detailed description of who will be involved in managing the designation process and what financial and human resources are available for the Implementation Phase. The letter should demonstrate that financial and human resources will be made available from diverse sources including, but not limited to, residents, the business community, local government(s), and local tourism agencies.
4. For corridor extensions, the applicant must also provide strong evidence of support for the extension from the existing corridor’s Byway Organization.

### **Eligibility Phase: Step 1 Program Review**

Once the LOI has been submitted, the DSHC and SHAC members will respond to the applicant within 30 days. The response will indicate one of the following:

- (A) The LOI is found acceptable and the applicant may form a Byway Organization and proceed to Step 2 in the Eligibility Phase.
- (B) The applicant needs to provide additional information to the DSHC or SHAC before a determination can be made. If this additional information is not provided within six months of notification, the applicant must submit a new LOI and adhere to the program requirements in effect at the time of restart.
- (C) The LOI is complete, but the proposed route cannot be considered for FSHP designation at this time.

The LOI response letter will be sent electronically from the DSHC to the applicant, with original to follow via US mail. The DSHC will forward the approved LOI electronically to the Coordinator for file and future reference.

For approved LOIs, the DSHC will work with the Byway Organization to establish a designation schedule and arrange a kick-off meeting.

## **Step 2: Develop and Submit the Byway Story, Byway Inventory, and Documentation of Community Commitment**

For the designation to be meaningful, and for the community to benefit, the designation process will require a significant commitment of resources from all involved – byway stakeholders as well as the FDOT. Byway supporters will volunteer a great deal of time, the FSHP will provide technical assistance, and funding will be required if a consultant is desired. To help ensure that all involved fully understand the commitment, **Eligibility Phase Step 2** begins with a kick-off training session led by the DSHC and FSHP staff. All stakeholder groups should be invited to this meeting. A detailed overview of the Eligibility and Implementation Phases of the program will be presented, and attendees will be given helpful tips, examples, and the opportunity to ask questions. Once this kick-off meeting has been completed, the final decision to move forward with designation should be weighed carefully.

Eligibility Phase Step 2 required documents must be submitted together to the DSHC **within 18 months** of the kick-off meeting.

### **Byway Organization**

A decision to proceed should be followed by the creation of a **Byway Organization**. The Byway Organization is comprised of individuals as well as representatives of local governments, nonprofits, business owners, and other organizations committed to managing the designation process, developing and implementing the plans of the designated scenic highway, and meeting the requirements of the FSHP in perpetuity. The FSHP does not require a specific organizational structure. Byway organizations are not required to become nonprofits. More information about options for structuring a Byway Organization is available on the [National Scenic Byway Foundation's Byways 101 website](#).

Although no specific, formal structure is required, scenic highway candidates must be able to demonstrate at any given time that a viable, broad-based organization exists for the purpose of managing the designated corridor, implementing adopted plans, and meeting the requirements of the FSHP.

Characteristics of a strong, viable Byway Organization:

- Brief and concise mission statement that is clearly articulated by members
- Clearly defined roles and responsibilities
- Multiple and diverse sources of funding
- Stakeholders that are routinely updated about accomplishments and project impacts
- Routine discussions about the organization's budget and financial position

- Rigorously implemented Community Participation Strategy (CPS) (detailed description in “What to Submit: Byway Management Plan”)
- Recruitment strategies and succession plans
- Strong partnerships that benefit not only the Byway Organization, but businesses and other organizations in the byway community

## **Byway Story and Byway Inventory**

The ultimate success of the scenic highway as a community planning, resource protection, or economic development tool hinges on the Byway Story and Byway Inventory. Scenic Highways offer distinctive travel experiences because they tell stories about people and places, and empower local communities to promote, enhance, and protect the resources that define the intrinsic qualities that are critical to telling the story.

The recommended reference for developing the Byway Story and Byway Inventory is [Part 2 of Byways 101](#) available on the National Scenic Byway Foundation website. The “Intrinsic Quality” definitions and criteria included in Byways 101 are used by the National Scenic Byways Program and adopted by the FSHP.

In addition, a good example of a Byway Story can be found in the [Florida Black Bear National Scenic Byway’s corridor management plan](#).

Another good “mini” example is the following excerpt from a corridor extension application for the Indian River Lagoon National Scenic Byway:

*“...the Extension passes through some of the rarest and most significant natural communities remaining in coastal Florida. Merritt Island National Wildlife Refuge and the Canaveral National Seashore are located on a natural barrier island system that has been protected from development activity common elsewhere in Florida, and offers peace and tranquillity for dozens of threatened and protected species, serving as a location to fish, bird or stroll a trail along Florida’s longest remaining expanse of pristine shoreline. Amazingly, these types of experiences can take place on the doorstep of America’s “Byway to the stars”. This extension’s proximity to the John F. Kennedy Space Center allows visitors to explore the world around them whether it is the manatees resting peacefully in Haulover Canal or rockets heading toward the heavens.”*

In essence, the Byway Story for the Indian River Lagoon National Scenic Byway corridor extension is “where science and nature meet.” The coexistence of these resources is what makes this corridor unique, and why it offers experiences that travelers cannot find anywhere else. It is the thing that will entice travelers to visit!

Remember, byways tell stories to visitors about people and places, and empower local communities to promote, enhance, and protect the resources that are critical to telling the story. From **Byways 101**:

*“That is why simply inventorying potentially interesting features and then promoting a byway are not sufficient. These intrinsic qualities must be pulled together into a cohesive and engaging story that serves as a unifying experiential tool.”*

### **What to Submit: Byway Story**

The purpose of developing the Byway Story is to articulate what is inherently interesting and valuable about the history, culture, and environment of the surrounding landscape and communities along the proposed route.

The Byway Story should be submitted as a written narrative. The length of the narrative will vary due to many factors including:

- Length of the proposed corridor
- Concentration of resources that contribute to the byway’s Intrinsic Qualities (as defined by FHWA)
- Number of themes and/or subthemes

### **What to Submit: Byway Inventory**

The purpose of the Byway Inventory is to identify and demonstrate that there are resources present on the proposed corridor that meet at least one of the Intrinsic Quality definitions (detailed in **Byways 101: Part 2, [Objective #1](#)**). The six intrinsic qualities are archeological, cultural, historic, natural, recreational and scenic.

The Byway Inventory should include the following at minimum:

1. A catalog of resources arranged by Intrinsic Quality. The following information should be included for each resource identified:
  - a. Name/Description
  - b. Intrinsic Quality(s) to which the resource contributes
  - c. How the resource helps to tell the Byway Story
  - d. How the resource is linked to other resources along the byway corridor
  - e. How the resource is linked to the roadway
  - f. If the resource has been recognized by any regional or national program, or organization

g. Owner of the resource

2. An assessment of each intrinsic quality to include its context within the surrounding areas, and an evaluation of which qualities are of local, regional or national significance. This should require at least one substantive paragraph for each intrinsic quality identified.

3. A map with resource locations identified. It is helpful if the resources are coded by intrinsic quality.

4. At least one high-resolution photo of each resource.

### Community Commitment

The benefits of designation are realized through careful planning and the hard work of many, not upon installation of the FSHP logo signs. In order to receive designation as a Florida Scenic Highway, substantial support for designation from a diverse group of stakeholders must be demonstrated, as well as an assessment of available human and financial resources for implementation. Together, this is referred to as Community Commitment.

The **purpose** of the Community Commitment documentation is to:

- Demonstrate that all stakeholders have been notified and involved in the designation process.
- Identify who has committed to doing the work, and that the commitment is adequate.
- Identify what human and financial resources are being made available from stakeholders to ensure the success of the byway.
- Identify how partnerships will be developed that benefit byway stakeholders.

### What to submit: Community Commitment

There are many ways to demonstrate diverse stakeholder involvement and support in the designation process, but the following is a **requirement**:

**A letter of support (or statement that there is no objection) must be submitted from every local government entity with jurisdiction over the proposed route.**

Documentation to demonstrate stakeholder engagement:

- Public meetings:
  - Meeting announcements and/or public notices



- Sign-in sheets
- Follow-up newspaper articles
- Meeting agenda(s)
- Feedback (comments from meetings, follow-up emails, etc.)
- List of stakeholders the Byway Organization communicates with routinely. Also describe the frequency and content of communication, and provide examples.
- Documentation of other ways the Byway Organization is getting the word out and collecting input. This might include meetings with homeowner associations, garden clubs, historical societies, etc.
- Documentation of potential partnerships that will benefit not only the Byway Organization, but businesses and other organizations in the community.
- Letters of support and/or objection from interested parties (keep in mind that template letters are far less meaningful than those in which a stakeholder uses his/her own words to express support and/or to commit resources).

**The human and financial resources available to a Byway Organization for completing the designation process, and for the long-term management of the byway need to be identified in advance to the extent possible.**

Examples of ways to document available human and financial resources include:

- List of Byway Organization members with their association (resident, business owner, etc.), area of expertise, and geographic representation.
- List of Byway Organization members who not only routinely attend meetings, but also commit time outside of meetings to complete tasks. If possible, list the approximate number of hours committed per month.
- Describe cash and/or in-kind commitments from business owners, local government, agencies, foundations, etc.
- List partners, agencies, or other organizations that have agreed to be responsible for specific administrative tasks or projects in the byway management plan.
- Describe partnerships with other organizations or agencies that have been established for mutual benefit.

### **Eligibility Phase: Step 2 Program Review**

All of the **Eligibility Phase: Step 2** documents (**Byway Story, Byway Inventory, and Community Commitment**) should be submitted together to the DSHC **within 18 months**

of the kick-off meeting, and can be combined into a single electronic document. The DSHC will coordinate a review of the documents by FSHP staff and other DSHC to be completed within 30 days of receipt. Based on this review, one of the following will occur:

- The DSHC will notify the Byway Organization that the documents are complete and will be submitted to the SHAC during the next scheduled meeting that allows at least a 30-day review period for SHAC members.
- The DSHC from the originating District will compile and provide written comments to the Byway Organization and instruct the organization to revise and resubmit the documents. The Program review process will be repeated until the FSHP staff agrees that the documents meet all Step 2 Program requirements. Final versions of the documents must be submitted to the DSHC at least 45 days prior to the SHAC meeting at which the documents will be reviewed by the SHAC.
- The Byway Organization will be advised that the proposed designation should not continue for reasons identified in comments provided by the DSHC.

The SHAC is scheduled to meet quarterly in Tallahassee. Byway Organizations need to be aware that for each meeting the agenda is limited. At any time, Byway Organizations can ask their DSHC to determine the next opening on the SHAC agenda.

During the SHAC meeting in which the **Eligibility Phase: Step 2** documents are reviewed, SHAC members will provide comments on the documents, and may ask questions or seek clarification. Though attendance is not required, members of the Byway Organization are always welcome to attend the meeting. SHAC meetings are public, and access is provided via an online meeting service.

The purpose of the SHAC review is to determine if the scenic highway documents identify new or expanded opportunities available through (or in cooperation with) SHAC agencies that will make the proposed scenic highway designation mutually beneficial to the byway organization and SHAC agencies. The SHAC must also review the byway documents to identify, avoid or eliminate any conflicts with existing SHAC agency programs within the scenic highway documents.

The State Scenic Highway Coordinator (Coordinator) chairs all SHAC meetings, and at the conclusion of each **Eligibility Phase: Step 2** document review, will ask the SHAC to make one of the following recommendations:

- The Byway Organization should proceed to Eligibility Phase: Step 3.
- The documents need to be revised as directed in the SHAC comments. The SHAC will stipulate if the revised documents either:
  1. Need to be reviewed again by the SHAC, or

2. Will be confirmed upon review by the DSHC to have adequate revisions. Once the revisions have been accepted by the SHAC or DSHC, the Byway Organization can proceed to Eligibility Phase: Step 3.

If revisions to Step 2 documents requested by Program staff or the SHAC are not made **within 12 months**, the Byway Organization must start again at Step 1 of the Eligibility Phase, provide a new LOI and adhere to the program requirements in effect at the time of restart.

SHAC members will provide written comments to the Coordinator after the meeting. The Coordinator will forward the comments to the DSHC. These comments will be made available by the DSHC to the Byway Organization no later than 30 days after the SHAC meeting.

### **Step 3: Develop a Byway Management Plan (BMP) and Year One Work Plan**

#### **Byway Management Plan**

During this step, the DSHC will provide a kick-off meeting for the Byway Organization with assistance from the Coordinator. The DSHC will describe how to create a Byway Management Plan and a Year-One Work Plan to the Byway Organization.

A **Byway Management Plan** is a multi-year plan that describes actions to be taken by the Byway Organization and its stakeholders which will result in benefits to the scenic highway community and compliance with FSHP requirements. All byway stakeholders should be involved in developing plans to maintain the organization, protect and promote resources, and deliver a quality experience to visitors. Byway plans can grow locally owned businesses by helping attract visitors to spend more time and money along the byway.

A long-range plan for a byway is traditionally referred to as *Corridor Management Plan* (CMP). Guidelines for developing a CMP were developed for the National Scenic Byways Program in the early 1990s. This guidance remains valuable and is available through [Part 4](#) of Byways 101. Over time, the FSHP has determined that the traditional CMP format should be modified to also:

- Address a byway/Byway Organization's specific rather than generic needs. CMPs have proven to be too formulaic and perceived by Byway Organizations as a requirement rather than a true planning tool.
- Take into consideration the actual capacity of the Byway Organization. Goals should be realistically attainable. Over time, the goals can grow as the organization grows.

- Fully engage all byway stakeholders in every stage of the planning process. A consultant may be utilized to provide an outside perspective, effectively manage the process, etc., but also work in true partnership with the Byway Organization so that there is a sense of ownership in the final product.
- Determine how success will be measured for programs and projects when feasible.

The FSHP has modified traditional CMP guidance to incorporate the critical elements above into the BMP. Byway Organizations are encouraged to think of the BMP as a “Users Guide” for the byway. It should clearly convey to Byway Organization members, local elected officials, business owners, potential funders, and other stakeholders exactly why designation was sought and what is hoped to be accomplished over time. The document should also serve as an orientation tool that helps new Byway Organization members and volunteers quickly get up to speed. Since the primary audience for the document is not the FDOT, but others less familiar with the FSHP, jargon should be kept to a minimum, and the writing should be clear and concise.

## **What to submit: Byway Management Plan**

### **Introduction**

If you think of the BMP as a user’s guide or orientation tool, it makes sense to begin by telling the reader why scenic highway designation was sought and by whom. This provides a historical context for anyone not involved from the beginning. The introduction might also include a brief overview of what the Byway Organization hopes to accomplish through designation.

The following sections are not required to appear in any particular order in the BMP. In addition to the elements described below, the Byway Organization should also include any other information they believe is relevant or necessary for the successful implementation of the BMP and long-term success of the organization.

## Vision

### **Adapted from Byways 101:**

A vision statement defines where you're ultimately trying to go...so you'll know, in the future, whether you've arrived or not. The vision statement captures the destination of your planning and implementation process, and provides your byway stakeholders with an inspiring glimpse of where you are trying to lead them. To motivate others, the vision statement must be clear and compelling, creative yet realistic, and, most important, connected to the desired future for the community. The idea is to reflect the broad and sweeping aspirations your community has for its byway. Vision statements will be different for every byway.

Writing your vision statement is the time to think big. Lay out everything that your ideal byway will accomplish for your community and the visitors. Involve others in this process; it's a good activity to create common ground among your byway team.

Your vision statement should be based on ideal yet possible circumstances.

### **Good Vision Statements:**

- Inspire; they are compelling and bold, raising your actions to a higher purpose
- Embody your values and give your group courage to express those values to your community
- Use vivid language, word pictures and metaphors to communicate enthusiasm and excitement
- Reflect the byway's unique and special character
- Verbalize the Byway Organization's highest aspirations
- Conjure a similar picture for each group member of the destination of the group's work together
- Come from the heart
- Describe a desired future

### **Three Vision-Writing Tips:**

1. Ask "What If?"

Keep the statement general and even a little grand – it should inspire. Think into the future and imagine what the byway could be like and what it could do for the community and region. Ask "what if" questions. What if the byway attracts more people? What if more land is developed along the byway? What if the landscape is managed so as to provide exceptional scenic vistas for future generations?

## 2. Communicate A Single Vision

While initially people may come to the table having somewhat different ideas of what the byway could accomplish, with some work, the group should be able to reach consensus on a byway vision.

## 3. Consider All Influential Factors

Address all of the factors that will likely influence your route. This is where it is important to bring all potentially interested and affected parties to the table so that the broad implications of scenic byway designation can be considered.

### Maps

Maps are an important visual tool for understanding your byway, and your BMP should contain several. A complete map of the byway located at the beginning of the document that is easy for the reader to refer back to is very helpful. Maps should also be included in the Intrinsic Quality Inventory and Visitor Experience sections, as well as any other sections in which this visual aid would be helpful for the user.

### Roadway Conditions

If safety concerns that may cause problems for drivers who are not familiar with the route have been identified along the proposed scenic highway, safety and accident data should be analyzed. There should be a substantive discussion of these concerns in the BMP including possible corrections for which the Byway Organization can advocate, or work with transportation officials to accomplish.

### Intrinsic Quality Inventory and Assessment

The Byway Inventory submitted in Step 2 of the Eligibility Phase should be inserted for this section of the BMP, but should be edited to include any existing or potential management or protection strategies for identified resources. In other words, the Byway Organization should consult local government comprehensive plans and other documents to see what protections already exist for resources contributing to the byway's intrinsic qualities. Existing protections might include zoning, overlay districts, listing on the National Register of Historic Places, conservation easement, or public ownership.

If there are byway resources that are not currently protected, the Byway Organization should document in the BMP what strategies the organization will employ to either seek

or advocate for the protection of these resources during the implementation phase. A description of potential protection techniques can be found [here](#).

## Byway Story

The byway story developed for Eligibility Phase Step 2 should be inserted for this section. Remember that photos are an important enhancement to the narrative.

## Goals and Objectives

The **goals** developed for the BMP by the Byway Organization should describe how the byway vision will be achieved. Unlike the broad, sweeping language of the vision statement, goals address point-by-point issues that can be dealt with through policy, management or voluntary action. They are broad statements providing more definitive direction, although not detailing any specific action. Goals are important because they express a consensus view on where the byway is headed. Even if people don't agree on how to reach the goal, they should at least agree on the goal's intention.

Whereas goals are statements of the general direction the organization wants to pursue, **objectives** should narrow the goal and provide a sense of how it will move in the desired direction.

Those familiar with strategic planning know that goals and objectives are oftentimes accompanied by strategies. Strategies are specific measurable activities and techniques that are implemented to achieve objectives. Strategies may be included in the BMP, but are not required because strategies are very resource dependent, (i.e., how a Byway Organization achieves an objective will depend on what human and financial resources are available at the time). Many of the goals and objectives included in the BMP will be long term or ongoing. Depending on available resources, a Byway Organization may not address every goal and objective each year. Therefore, it is more practical to develop strategies annually depending on available resources. The **Year-One Work Plan** (Eligibility Phase: Step 3 requirement) and **Annual Work Plan** (Implementation Phase requirement) should contain specific strategies (or tasks) that will achieve the objectives.

When developing goals and objectives, it is important to keep in mind the following:

- All byway stakeholders should be fully engaged. Their varied expertise and insights will enrich the planning process, and create a sense of ownership in the final product.

- Goals should not be “pie in the sky.” The actual capacity of the Byway Organization should be taken into consideration, in addition to the political climate, realistic funding opportunities, and other practical considerations.
- When goals are being developed, byway stakeholders should also begin to discuss how progress toward goals will be measured.

### Byway Organization

The BMP should contain an extensive discussion of the Byway Organization that addresses the following:

**Purpose** – In addition to Byway Organization members, the audience for the BMP will include new byway supporters, potential funders, and others unfamiliar with the FSHP. Therefore, this section should begin with an explanation of why the Byway Organization exists. Yes, it will be redundant to some, but important to new members. All involved need to understand that the FSHP requires a viable organization committed to implementing the BMP and meeting all other requirements of the FSHP in perpetuity.

**Mission Statement** - The absolute foundation of a sustainable Byway Organization is a clear mission. An organization’s Mission Statement is a clear, concise articulation of the organization’s fundamental purpose. It describes who you are, what you do, and why what you do is important.

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 and how it reflects community goals and priorities. This statement is what organization members communicate in order for someone else to say “I get it.”

Remember, 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.

More information about crafting a mission statement for a Byway Organization (including examples) can be found [here](#).

**Structure** – The FSHP requires no formal structure for Byway Organizations. It is not a requirement to create a new nonprofit organization. The Byway Organization could be a collaboration or partnership of existing organizations. Although no formal structure is



required, scenic highways must be able to demonstrate at any given time that a viable, broad-based organization exists for the purpose of managing the designated corridor, implementing adopted plans, and meeting the requirements of the FSHP.

Community Commitment – Documentation from Eligibility Phase: Step 2 should be updated and included.

Community Participation Strategy (CPS) - A CPS is a communication plan that helps ensure that a Byway Organization is routinely updating byway stakeholders about programs, projects and accomplishments. It requires that a Byway Organization first identify all byway stakeholders including residents, business owners, local government officials and agencies, tourism agencies, and nonprofit organizations (a complete list of byway stakeholders can be found [here](#)). The Byway Organization should then assign specific communication methods for each stakeholder. Methods of communication might include speaking engagements, participation in events (like festivals), or email updates. For example, a presentation could be made once each year to garden clubs or homeowners associations.

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

Implementation of the CPS is also one of the best ways to recruit new Byway Organization members and volunteers. Your Byway Organization'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, and helps to identify ways the Byway Organization can assist its partners and others in the community.

A CPS that is rigorously implemented will also help identify potential partners for byway projects, and help the Byway Organization stay in touch with the needs and priorities of stakeholders. Byway Organizations that work in isolation may pursue goals that are not relevant, and struggle to find support.

A consistently implemented CPS will build trust for your Byway Organization in the community. If there is a clear understanding of your mission in the community, there is less likely to be opposition to Byway Organization projects or programs.

A spreadsheet is usually the easiest way to organize and track implementation of the CPS. Detailed information about developing and implementing a rigorous CPS can be found [here](#).

## Visitor Experience

Increased tourism provides a direct economic benefit to byway communities. Therefore, visitor experience planning is an important part of any BMP. Please see **FSHP Guidance Part 5: Visitor Experience** for a detailed explanation of the byway visitor experience model. The required elements of the BMP related to the byway visitor experience are outlined below.

### Stage 1: Trip Planning

#### Website

If a website for the scenic highway has not been launched at the time of designation, the BMP should estimate when the website will be available. The website should contain the following visitor experience elements:

- A map that has been field tested for accuracy and effectiveness.
- The byway story and/or themes prominently showcased.
- Travel considerations prominently displayed that help visitors plan their trip and also reinforce that the experience is built around the road. For example, a “Quick Facts” box might include information such as number of miles, travel time, and considerations like the best time of the year to view wildflowers, special weather concerns, or sections of the route that have limited visitor services. Reading visitor reviews of byway trips on sites like Trip Advisor will help to understand the kind of information that is relevant to byway travelers.

There should also be a discussion about tracking website use and how its effectiveness as a trip-planning tool will be measured.

#### Social Media

If a Byway Organization is not yet using social media at the time of designation, the BMP should outline when the Byway Organization will develop and maintain at least one social media platform and how the effectiveness of social media will be measured.

#### Marketing Plan

The BMP should contain a narrative describing how the scenic highway will be marketed and publicized, including what actions are in place and what is planned.

There should also be a discussion of how the effectiveness of marketing efforts will be measured, and how the Byway Organization intends to partner with local and regional tourism agencies.

## Stage 2: Traveling and Experiencing

### Wayshowing

Upon designation, the Byway Organization will work with the DSHC to develop a sign plan and install FSHP logo signs on the route. The BMP should include a discussion of how the Byway Organization will continually monitor the condition and presence of the signs.

### Map

A printed, printable or downloadable map of the scenic highway that has been field tested should be available to byway travelers.

### Interpretation

The BMP should provide a description of the methods that are in place, or are planned to interpret the significant intrinsic qualities of the scenic byway (for example, kiosks, guidebooks, brochures, festivals, website, and smart phone apps). The timeframe for making materials available should be included for items that need to be developed. At a minimum, the BMP should include plans to make interpretive material available on the byway website, and at least one printed or downloadable brochure should be developed as soon as possible. The BMP should also discuss how printed materials will be distributed (if applicable).

## Stage 3: Remembering and Sharing

### Social Media

The BMP should contain strategies that encourage visitors to share their experiences and photos from the byway on social media. This could include requests on the byway website and in printed materials for visitors to share their experiences, or possibly contests with prizes announced via social media. There are a multitude of resources available online for increasing social media presence. A recent article detailing more than thirty strategies for increasing social media followers is available [here](#).

### \*Important note regarding **Visitor Experience**:

All byway materials (printed, website, smart phone apps, kiosks, maps, etc.) should be accurate and up to date - always. Materials should also be tested for accuracy and effectiveness by individuals or groups not involved in the development of the materials.

It is very easy for supporters familiar with the byway to omit information critical to those new to the area or region!

\*Important note about **National Scenic Byway** designation:

Any scenic highway wishing to seek National Scenic Byway designation will be required to develop a corridor management plan (CMP) based on federal guidelines found [here](#). It is important to note that these requirements are not identical to BMP requirements, and therefore would require additional planning and document development.

## **Year-One Work Plan**

The planning process is ongoing for successful Byway Organizations. In addition to the BMP, Byway Organizations may eventually adopt marketing, interpretive, fundraising, wayfinding, and other plans. But for organizations with limited resources, implementing these plans can feel overwhelming. Developing an Annual Work Plan is a FSHP Implementation Phase requirement intended to help byway leaders commit to a realistic set of tasks and/or projects, and avoid over-commitment. For these same reasons, a **Year-One Work Plan** is required in the Eligibility Phase.

Year-One Work Plans specify:

- Projects, activities, and/or programs a Byway Organization will undertake the first year after designation
- A timeframe for completion of each task and/or project
- A lead or responsible party for each task, project, activity, and/or program
- The funding source (if applicable) for each project, activity, and/or program

The Year-One Work Plan helps keep new Byway Organizations on track by:

- Clarifying the roles and responsibilities of individuals and committees. This ensures 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 during the first year, the work plan should be consulted to determine if resources are available for a new project before the organization makes a commitment.
- Tracking the progress of byway projects and program tasks, as well as organizational development tasks (those related to increasing the capacity of the organization and sustainability).
- Ensuring that everyone within the organization understands the financial condition of the Byway Organization. Total transparency regarding how much is being spent, from what sources, and what the outstanding funding needs are, is a must. The Byway Organization's budget should be discussed routinely.

- Ensuring 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 organization will routinely add to its list of accomplishments. This growing list of accomplishments will help motivate organization members, and demonstrate success to byway stakeholders, volunteers, financial supporters, and potential funders.

Tips for developing an effective Year-One Work Plan:

- Be realistic. Take into consideration the actual human and financial resources of the Byway Organization.
- Include both long- and short-term tasks and/or projects. Keep in mind that more complex projects may take longer to complete than the timeframe of the work plan, but completion of small “chunks” each year demonstrates progress.
- Include both simple and complex tasks and/or projects.
- Include tasks and/or projects that produce both tangible and intangible results; tasks that are meaningful and beneficial to the community, to businesses, and other organizations.
- Assign specific responsibility for tasks, but try to make sure that the work is shared evenly among organization members.
- Do not include projects or programs for which no one will commit to take the lead.

### **Sample Year-One Work Plan**

There is no standard form required for the Year-One Work Plan. Byway Organizations may adapt a work plan already in use to contain the required elements. The Sample Year-One Work Plan, **Figure 3-1**, was developed in Word, and the template is available [here](#).

Program/Project (Expenses)	Expense Amount	Lead	Estimated Date of Completion	Funding Source(s)
Website	\$ 500	Nicole	Ongoing	Business Sponsor Program
Map Printing	8,000	Bob	March/October	Business Sponsor Program/Grant
Kids Ocean day	1,500	Dani	May	Special Events/Sponsors
Cell phone app	1,700	Jim	Ongoing	Business Sponsor Program
Kiosks	6,000	Mark H.	May	Sponsors
International coastal clean up	250	Mary Ann	September	Special Events
Adopt a Highway	0	Madeline	Ongoing	N/A
Overhead Expenses	\$ 1,500	N/A	N/A	N/A
<b>Total Expenses</b>	<b>\$ 19,450</b>			
Fundraising Strategies (Revenue)	Projected Revenue	Lead	Estimated Date Revenue Available	
Garage Sale	\$ 1,500	Marge	4 <sup>th</sup> quarter	
Business Sponsor Program	5,000	Brian B.	Ongoing	
Major Donor Program (Sponsors)	6,500	Charlie	Ongoing	
Cycling Event	2,500	Bill	2 <sup>nd</sup> quarter	
Tourism Grant	5,000	Cindy	1 <sup>st</sup> quarter	
<b>Total Revenue</b>	<b>\$ 20,500</b>			
<b>Total Expense</b>	<b>\$ 9,450</b>			
<b>Projected Annual Net</b>	<b>\$ 1,050</b>			

**Figure 3-1: Sample Year-One Work Plan**

The top half of the sample above contains all of the elements required by the FSHP. The “Funding Strategies” or revenue section is not required, but inclusion is encouraged. It is always beneficial for Byway Organization members to know as much as possible about the financial position of the organization.

It is important to keep in mind that all Byway Organizations are different, therefore no two work plans will look the same. Some may be more sophisticated than the sample, some less.

#### **What to submit: Year-One Work Plan**

Using the sample template provided, or one already in use by the Byway Organization, a Year-One Work Plan specifying the following should be submitted with the BMP to the DSHC:

- Projects, tasks, activities, and/or programs the Byway Organization will undertake during the first year of designation.
- A timeframe for completion of each.
- A lead or responsible party for each project, task, activity, and/or program.
- The funding source (if applicable) for each project, task, activity, and/or program.

#### **Eligibility Phase: Step 3 Program Review**

When the Byway Management Plan and Year-One Work Plan are submitted by the Byway Organization to the DSHC, the DSHC will distribute the documents to the FSHP

Coordinator and remaining DSHC. Written comments must be forwarded to the originating DSHC within 30 days of receipt of the documents. The DSHC from the originating District will compile and provide written comments to the Byway Organization with instructions to revise and resubmit the documents. The above Program review process will be repeated until the DSHC and FSHP staff agree that the documents meet all Step 3 Program requirements.

Final Step 3 documents must be submitted to the DSHC at least 45 days prior to the SHAC meeting at which the documents will be reviewed.

The BMP and Year-One Work Plan will be forwarded by the DSHC through the Coordinator to members of the SHAC at least thirty (30) days prior to the meeting at which the documents will be reviewed. SHAC members will review the BMP and Year-One Work Plan documents, prepare written comments, and offer oral comments during the specified SHAC meeting. The purpose of the SHAC review is to determine if the scenic highway documents identify new or expanded opportunities available through (or in cooperation with) SHAC agencies that will make the proposed scenic highway management plan mutually beneficial to the byway organization and SHAC agencies. The SHAC must also identify, avoid or eliminate any conflicts with existing SHAC agency programs within the scenic highway documents.

At the conclusion of the discussion during the SHAC meeting, the SHAC will:

- Recommend to the Secretary designation of the proposed route as a Florida Scenic Highway.
- Recommend designation of the proposed route as a Florida Scenic Highway contingent upon specific revisions to the Byway Management Plan and/or Year-One Work Plan as outlined in the SHAC comments. The SHAC comments will be made available to the Byway Organization no later than 30 days after the SHAC meeting, and will stipulate required revisions in addition to any recommended changes or actions. Revisions must be verified by the DSHC and Coordinator before there is a recommendation to the Secretary that the proposed route be designated as a Florida Scenic Highway.

When one of the above conditions has been met, the FSHP Coordinator will prepare a designation letter for the Secretary's signature. The letter will be addressed to the Byway Organization, and copy the appropriate District Secretary and DSHC, the State Outdoor Advertising Office, and State Scenic Highway Coordinator. The signed letter, accompanied by a byway map, will be sent electronically with the original to follow via US mail.

If revisions to Step 3 documents requested by Program staff or the SHAC are not made **within 12 months**, the Byway Organization must start again at Step 1 of the Eligibility Phase and adhere to the program requirements in effect at the time of restart.



## **4.0 IMPLEMENTATION PHASE**

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### **Implementation Phase Program Requirements**

Once a scenic highway has been designated, the Byway Organization is responsible for meeting the Implementation Phase requirements of the FSHP in perpetuity in order to maintain the designation. The requirements are as follows:

1. Implement the Byway Management Plan (see below)
2. Update the Byway Management Plan as necessary (see below)
3. Develop and submit an Annual Work Plan (see page 4-7)
4. Submit a Byway Annual Report (see page 4-10)

The purpose of the Implementation Phase requirements is to help Byway Organizations maintain the ongoing planning and stakeholder engagement necessary to effectively implement Byway Management Plans and realize the benefits of scenic highway designation.

### **Implement the Byway Management Plan**

It is the responsibility of the Byway Organization to implement the Byway Management Plan. Progress will be tracked each year by the FSHP through the **Annual Work Plan** and **Byway Annual Report**. Unless otherwise specified, it is also the responsibility of the Byway Organization to implement any additional plans adopted by the organization (marketing, interpretive, fundraising, etc.).

### **Update the Byway Management Plan**

The Florida Scenic Highways Program does not require mandatory updates of BMPs. Not because updates aren't necessary, but because many factors other than time influence the need to update including the following:

- Any significant change in the condition of intrinsic qualities. Changes are rare, and could be negative or positive. An example might be a significant loss of open space or viewshed due to development.
- A significant change in the Byway Organization. If the capacity of the organization changes drastically, the BMP may need to be updated. An example would be if an organization loses funding for a full-time staff person, which necessitates a change to an all-volunteer organization, or vice versa.
- Most, or all of the objectives in the BMP have been accomplished. This is a great problem to have, but does not mean that the byway is "finished." Many programs are ongoing, and the visitor experience should always be improved upon.
- The scenic highway is extended. In some cases, this may only require an addendum to the existing BMP, but if significant mileage is added, the extension may warrant a comprehensive update to the BMP. This decision can be made in consultation with the DSHC.

- The needs of byway stakeholders change. This can occur for a myriad of reasons. For example, a community that was once focused primarily on resource protection may begin to care more about increased tourism during an economic downturn. The Byway Organization needs to be flexible and respond to the needs of its stakeholders. If not, support for byway programs and projects may diminish.

### **What to submit: BMP Update**

There are two sections not found in original BMPs that appear in BMP Updates: 1) Accomplishments and Impacts, and 2) Changes to Intrinsic Qualities. With the exception of these two sections, a BMP Update is likely composed of revised sections of the original (or previous) BMP, or unaltered sections from the original (or previous) BMP included for reference purposes (example: the Byway Story). Please be mindful that BMP updates often become confusing for users and FSHP reviewers, when it is not clearly noted whether materials are “old” (from a previous BMP) or new (original to the update). Careful consideration should be given to how the document is formatted in order to prevent confusion. One approach might be to distinguish unaltered sections from previous versions by a border, background color, and/or font. A reader could then easily discern, for example, that all content with a yellow background is unedited material taken directly from a previous or original BMP.

The following considerations should be made when revising or developing components for inclusion in a BMP update (or making a decision whether to include):

### **Introduction**

As with the original BMP, it is recommended that the BMP update contain an introduction that explains the purpose of the document for new Byway Organization members and others outside the organization. This introduction could take the form of a letter from the byway leader or chair.

### **Accomplishment and Impacts**

Although BMP Update components may be arranged in any order, it is recommended that the section detailing accomplishments appears near the beginning. Don't be shy! Brag about your hard work, and use photos, graphs and tables to demonstrate progress and impacts. One approach is to create a “scorecard” for the original set of goals and objectives that shows the status of each shown in **Figure 4-1**.

To the extent possible, discuss any impacts that have been documented as a result of byway projects or programs. Examples might include increased use of a recreation site

after parking improvements, or a dramatic increase in business during a byway event as reported by local business owners.

	Goals				Total	
	Resource Protection	Increased Tourism	Community Education	Regional Cooperation		
<b>Objectives</b>	<b>6</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>18</b>	
<b>Strategies</b>	<b>27</b>	<b>17</b>	<b>12</b>	<b>19</b>	<b>75</b>	
Completed	22	16	10	9	57	76%
In Progress / Ongoing	2	0	2	8	12	16%
No Action	3	1	0	2	6	8%

**Figure 4-1 Sample “Scorecard” of Accomplishments**

The scorecard, like a list of accomplishments, demonstrates progress in implementing the BMP not only to byway organization members, but also to supporters and funders. The example above identifies the Byway Organization’s goals, and breaks down the strategies by status. Tracking the status of strategies also helps the byway organization monitor when it might be time to update the BMP, although 100% completion is not necessary for an update.

### Changes to Intrinsic Qualities

There should be a detailed description of any negative or positive changes to resources that contribute to the byway’s intrinsic qualities. It is particularly important to note any changes that can be attributed to scenic highway designation. Any involvement by the Byway Organization in saving or enhancing an important resource should be documented as an accomplishment.

### Vision

Review **FSHP Guidance Part 3** regarding vision statements to determine if the Byway Organization should consider revising this section. An important question to be considered is whether the Vision is compelling and appealing to persons outside of the byway organization. Does the vision continue to reflect the goals and priorities of byway communities?

## Maps

Maps are an important visual tool for understanding your byway. A complete map of the byway located at the beginning of the BMP update that is easy for the reader to reference is very helpful. Other maps should be included as needed to assist the user.

## Roadway Conditions

As in the original BMP, safety and accident data should be analyzed if safety concerns have been identified that may cause problems for travelers who are not familiar with the route. There should be a substantive update (or discussion, if new) of these concerns in the BMP update, including possible corrections for which the Byway Organization can advocate, or work with transportation officials to accomplish.

## Intrinsic Quality Inventory and Assessment and the Byway Story

These two sections are less likely than others to change over time, but are critical to understanding why the byway was designated originally, and what intentional, coordinated message the byway conveys to visitors about the resources and qualities it promotes. All members of the Byway Organization should be familiar with this information, and it should be readily available for other stakeholders and supporters. If the byway story and intrinsic quality inventory remain unchanged at the time of the BMP update, both should be included and noted as such. Another option is to create a stand-alone document containing the byway story and intrinsic quality inventory. This document can be referenced in BMP updates, and used alone as a training tool. An example is the A1A Scenic & Historic Coastal Byway Field Guide available [here](#).

## Goals and Objectives

A good place to start with this section is a review of **FSHP Guidance Part 3**. Oftentimes, goals and objectives from previous documents are carried over, which is perfectly acceptable, but it should be clearly noted which goals are “brand new” versus ongoing. Users need to be able to clearly distinguish between old and the new in this section.

If gaining and/or maintaining stakeholder support is an issue for the Byway Organization, it is important to discuss whether the group’s goals are still relevant to the byway community(s). If no one is eager to roll up their sleeves and get involved, this is a good sign that the goals need to be revised.

## Byway Organization

It is important to approach the update of this section from the perspective of supporters or stakeholders outside of the Byway Organization. Important information includes how the organization is currently structured (volunteer citizen group, 501(c)(3), etc.). If the structure has changed since the last BMP update, an explanation for that change should be provided. For more complex organizations, an organization chart might be helpful for the user, along with a description of committees if applicable (names of individuals can be omitted). It is also important to report about the impacts of projects, programs, or training undertaken to increase the effectiveness or sustainability of the Byway Organization. The ultimate goal is to communicate how the work of the organization is being accomplished, and the ongoing efforts to maintain a sustainable organization.

## Visitor Experience

Increased tourism provides a direct economic benefit to byway communities. Therefore, visitor experience planning is an important part of any BMP. Please see **FSHP Guidance Part 5: Visitor Experience** for a detailed explanation of the byway visitor experience model and requirements. BMP updates prepared during the Implementation Phase should include a realistic plan for continuing to enhance the byway visitor experience and address the following:

### Stage 1: Trip Planning

The BMP update should include a thorough description of the information currently made available to visitors in the trip-planning stage, as well as what is planned.

### Website

The byway website should contain the following visitor experience elements:

- A map that has been field tested for accuracy and effectiveness.
- The byway story and/or themes prominently showcased.
- Information prominently placed that helps visitors plan their trip, and also reinforces the idea that the experience is built around the road. For example, a “Quick Facts” box might include information such as number of miles; travel time by various modes; facilities for seniors, children, and bicyclists; and considerations like the best time of the year to view wildflowers, special weather concerns, or sections of the route that have limited visitor services. Reading visitor reviews of byway trips on sites like Trip Advisor will help to understand the kind of information that is relevant to byway travelers.

- A mobile-friendly format option.

There should be a discussion in the BMP about what strategies the Byway Organization uses to track website usage and measure its effectiveness as a trip-planning tool.

#### Social Media

The BMP update should discuss the Byway Organization's current social media presence, and outline its plans to engage in all major social media platforms. A discussion of how the effectiveness of social media is being measured should also be included.

#### Marketing Plan

The BMP update should contain a narrative describing how the scenic highway is being marketed and publicized, and what actions are planned based on available data to the targeted market. There should also be a discussion of how the effectiveness of marketing efforts are being measured, and how the Byway Organization is partnering with local and regional businesses and tourism agencies.

### Stage 2: Traveling and Experiencing

#### FSHP Directional Signs

The BMP update should include a discussion of how the Byway Organization is monitoring the condition and presence of FSHP logo and directional signs.

#### Map

The BMP update should include a review of the printed, printable or downloadable maps of the scenic highway that have been field tested and are available to byway travelers. If a GPS enabled map has not yet been created, there should be a timeframe for development.

#### Interpretation

The BMP update should provide a description of the methods in place to interpret the byway story and significant resources of the scenic byway (kiosks, guidebooks, brochures, festivals, website, smart phone apps, etc.), and an assessment of the effectiveness of each to date. There should also be a discussion of planned interpretive methods, and how each will enhance the visitor experience. The timeframe for making new materials available should also be included.

### Stage 3: Remembering and Sharing

The BMP update should discuss what strategies are being implemented that provide visitors an opportunity to share their byway experiences. Are these strategies being utilized to help identify visitors who can offer feedback on their byway experience? Are the strategies helping to identify the byway's target audience?

#### Testimonials and Trip Reviews

Byway Organizations should discuss strategies to encourage visitor feedback in the form of testimonials or trip reviews. These reviews could be posted on the byway website, or on travel sites like Trip Advisor.

#### Social Media

The BMP update should contain strategies that encourage visitors to share their experiences and photos from the byway on social media (where people planning trips are highly engaged in travel content). This could include requests on the byway website and in printed materials for visitors to share their experiences, or possibly contests with prizes announced via social media. There are a multitude of resources available online for increasing your social media presence. A recent article detailing more than thirty strategies for increasing social media followers is available [here](#).

#### \*Important note regarding **Visitor Experience**:

All byway materials (printed, website, smart phone apps, kiosks, maps, etc.) should be accurate and up to date - always. Materials should also be tested for accuracy and effectiveness by individuals or groups not involved in the development of the materials. It is very easy for supporters familiar with the byway to omit information critical to those new to the area or region!

### **Byway Management Plan Update Program Review**

Byway Management Plan Updates should be submitted by the Byway Organization to the DSHC. The DSHC will distribute the documents to the FSHP Coordinator and remaining DSHC. Written comments must be forwarded to the originating DSHC within 30 days of receipt of the documents. The DSHC from the originating District will compile and provide written comments to the Byway Organization with instructions to revise and resubmit the documents. The above Program review process will be repeated until the DSHC and FSHP staff agree that all major concerns have been addressed.

The final BMP Update document must be submitted to the DSHC at least 45 days prior to the SHAC meeting at which the documents will be reviewed.

The BMP Update will be forwarded by the DSHC through the Coordinator to members of the SHAC at least thirty (30) days prior to the meeting at which the documents will

be reviewed. SHAC members will review the BMP Update, prepare written comments, and offer oral comments during the specified SHAC meeting. The purpose of the SHAC review is to determine if the BMP Update identifies new or expanded opportunities available through (or in cooperation with) SHAC agencies that will make the scenic highway management plan mutually beneficial to the byway organization and SHAC agencies. The SHAC must also identify, avoid or eliminate any conflicts with existing SHAC agency programs within the scenic highway documents. SHAC comments will be made available to the Byway Organization no later than 30 days after the SHAC meeting. The DSHC will follow up with the Byway Organization **within six months** to ensure that SHAC comments have been incorporated into the document.

### **Annual Work Plan**

The planning process is ongoing for successful Byway Organizations. In addition to the BMP, Byway Organizations may also adopt marketing, interpretive, fundraising, wayfinding, and other plans. But for organizations with limited resources, implementing these plans can feel overwhelming. Developing an Annual Work Plan is a way for byway leaders to commit to a realistic set of tasks and/or projects, and avoid over-commitment.

Annual Work Plans specify:

- Projects, activities, and/or programs a Byway Organization will undertake for the calendar year
- A timeframe for completion of each task and project
- A lead or responsible party for each task, project, activity, and/or program
- The funding source (if applicable) for each project, activity, and/or program

Annual Work Plans for the upcoming calendar year are required to be submitted by all Byway Organizations no later than **November 15th** of the current year. They are to be submitted to the DSHC and will be reviewed by the State Scenic Highway Coordinator and the DSHC. If necessary, the DSHC will compile and provide written comments to Byway Organizations within 30 days of receipt of the Annual Work Plan.

An Annual Work Plan can help keep a Byway Organization on track by:

- Clarifying the roles and responsibilities of individuals and committees. This ensures 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 during the year, the work plan should be consulted to determine if resources are available for a new project before the organization makes a commitment.
- Tracking the progress of byway projects and program tasks, as well as organizational development tasks (those related to increasing the capacity of the organization and sustainability).



- Ensuring that everyone within the organization understands the financial condition of the Byway Organization. Total transparency regarding how much is being spent, from what sources, and what the outstanding funding needs are, is a must. The Byway Organization's budget should be discussed routinely.
- Ensuring 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 organization will routinely add to its list of accomplishments. This growing list of accomplishments will help motivate organization members, and demonstrate success to byway stakeholders, volunteers, financial supporters, and potential funders.

Tips for developing an effective Annual Work Plan:

- Be realistic. Take into consideration the actual human and financial resources of the Byway Organization.
- Include both long- and short-term tasks and/or projects. Keep in mind that more complex projects may take longer to complete than the timeframe of the work plan, but completion of small "chunks" each year demonstrate progress.
- Include both simple and more challenging tasks and/or projects.
- Include tasks and/or projects that produce both tangible and intangible results.
- Assign specific responsibility for tasks, but try to make sure that the work is shared evenly among organization members.
- Do not include projects or programs for which no one will commit to take the lead.

### **Sample Annual Work Plan**

There is no standard form required for the Annual Work Plan. Your Byway Organization may adapt a work plan you are already using to contain the required elements. The sample Annual Work Plan shown in **Figure 4-2** was developed in Word, and the template can be accessed through this [link](#).

Program/Project (Expenses)	Expense Amount	Lead	Estimated Date of Completion	Funding Source(s)
Website	\$ 500	Nicole	Ongoing	Business Sponsor Program
Map Printing	8,000	Bob	March/October	Business Sponsor Program/Grant
Kids Ocean day	1,500	Dani	May	Special Events/Sponsors
Cell phone app	1,700	Jim	Ongoing	Business Sponsor Program
Kiosks	6,000	Mark H.	May	Sponsors
International coastal clean up	250	Mary Ann	September	Special Events
Adopt a Highway	0	Madeline	Ongoing	N/A
Overhead Expenses	\$ 1,500	N/A	N/A	N/A
<b>Total Expenses</b>	<b>\$ 19,450</b>			
Fundraising Strategies (Revenue)	Projected Revenue	Lead	Estimated Date Revenue Available	
Garage Sale	\$ 1,500	Marge	4 <sup>th</sup> quarter	
Business Sponsor Program	5,000	Brian B.	Ongoing	
Major Donor Program (Sponsors)	6,500	Charlie	Ongoing	
Cycling Event	2,500	Bill	2 <sup>nd</sup> quarter	
Tourism Grant	5,000	Cindy	1 <sup>st</sup> quarter	
<b>Total Revenue</b>	<b>\$ 20,500</b>			
<b>Total Expense</b>	<b>\$ 9,450</b>			
<b>Projected Annual Net</b>	<b>\$ 1,050</b>			

**Figure 4-2: Sample Annual Work Plan**

The top half of the sample above contains all of the elements required by the FSHP. The “Funding Strategies” or revenue section is not required, but inclusion is encouraged. It is always beneficial for Byway Organization members to know as much as possible about the financial position of the organization.

It is important to keep in mind that all Byway Organizations are different, therefore no two work plans will look the same. Some may be more sophisticated than the sample, some less.

### What to Submit: Annual Work Plan

Using the sample template provided, or one already in use by the Byway Organization, and Annual Work Plan specifying the following should be submitted to the DSHC by **November 15<sup>th</sup>** each year:

- Projects, tasks, activities, and/or programs a Byway Organization will undertake for the calendar year
- A timeframe for completion of each
- A lead or responsible party for each project, task, activity, and/or program

The funding source (if applicable) for each project, task, activity, and/or program

### Byway Annual Report

The **Byway Annual Report (BAR)** is a standard report required to be completed by all Byway Organizations in Florida by **February 1** each year. The primary purpose of the report is to collect information about how the FSHP is benefitting Florida communities,

and to help identify the training and technical assistance needs of Byway Organizations. It is also a way to ensure that a viable Byway Organization exists for each scenic highway and that BMPs are being implemented.

Information provided in the BAR is also used to produce the **Florida Scenic Highways Program Annual Report** which highlights program and Byway Organization accomplishments for the year. The most recent FSHP Annual Report can be found [here](#).

The DSHC will review all Byway Annual Reports submitted within their respective Districts by April 1, summarize the reports, and deliver a District report during the next scheduled SHAC meeting.

The BAR is a series of questions regarding the activities of Byway Organizations from previous years in the areas of: completed projects, funding, marketing, and the Byway Organization itself. In the months leading up to the deadline for submitting the report, the questions are made available to Byway Organizations, as well as written guidance for completing the report, frequently asked questions, and live training sessions. The most recent guidance and frequently asked questions for the BAR are available [here](#).

Tips for completing the Byway Annual Report:

- Keep the contact information for your byway leader up to date with your DSHC in order to receive important announcements and updates.
- Don't wait until the last minute. The type of information requested in the report does not change significantly from year-to-year. It is a good idea to compile information throughout the year based on the previous year's report (see link above).
- Create a committee to track or collect the required information. It is usually not a good idea to expect one person to do all the work required.
- Attend a BAR training session hosted online using GoToMeeting. Those who have attended in the past report that the training is helpful.
- Remember to take photos throughout the year to submit with the BAR. The photos might be published in the FSHP Annual Report or elsewhere within the FSHP, therefore high resolution photos are preferred. Great landscape photos are always useful, but don't forget that photos with people are important too. Photos of visitors enjoying the byway and Byway Organization members engaged in the community can illustrate the impact of the Program.

It is important to remember that although the BAR is a FSHP requirement, the Byway Organization should take full advantage of the information collected. The accomplishments and impacts documented in the BAR are exactly the type of information needed to gain support from new members, volunteers, local elected officials, and others. Although not required, Byway Organizations could even use the information to produce their own annual report. More information about doing so can be found [here](#).

**What to submit: Byway Annual Report (BAR)**

In the fall of each year, the BAR for the current year will be made available to byway leaders, with a due date of February 1 of the next year (for example, the 2016 BAR will be distributed fall 2016 and due February 1, 2017). A link to the previous year's BAR is included above.

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## 5.0 BYWAY VISITOR EXPERIENCE

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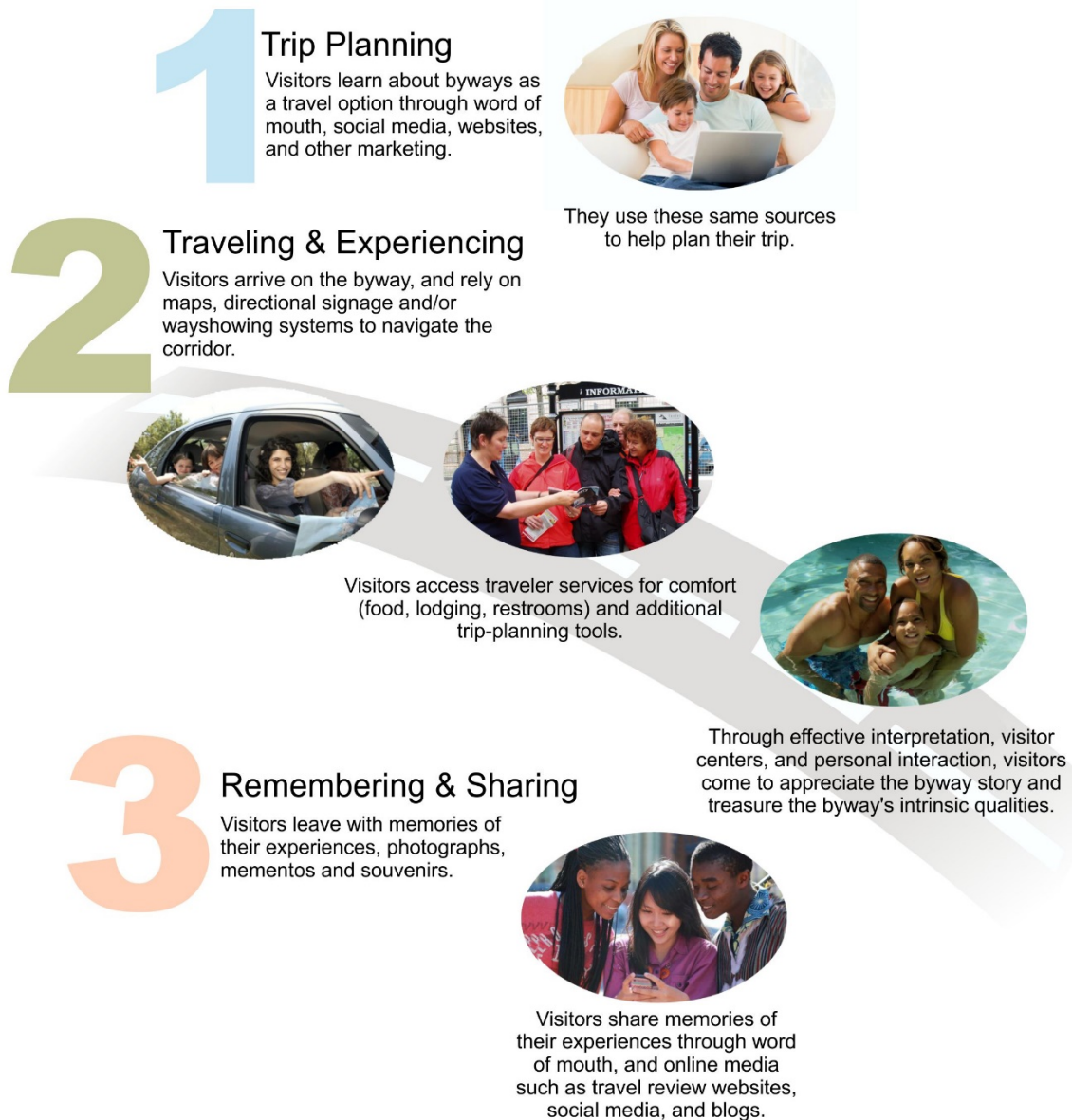
The “visitor experience” of a place involves both tangible elements like scenic views and historic buildings, and intangible elements like authenticity and hospitality all working together to meet travelers’ needs and expectations. A good scenic byway accommodates these needs and interests to create a rewarding experience. When planning for the purpose of providing a quality visitor experience, think about the places visitors should go and the people they could meet. How will you provide and enhance that experience? What do visitors need and desire? What intrudes on the visitor experience, and how can those intrusions be handled?

Increased tourism provides a direct economic benefit to byway communities. Therefore, visitor experience planning is an important part of any Byway Management Plan (BMP) or update. Effective interpretation, visitor information centers, design elements, marketing, and wayshowing (the communication of information that helps travelers find their way to and along byways) are among the many variables that influence how travelers discover and remember your byway and its story. By understanding the visitor experience, Byway Organizations can offer a safe, rewarding and authentic experience that travelers will want to repeat and share, resulting in economic impact for byway communities. Every BMP should include a realistic plan for enhancing and delivering a quality visitor experience on the byway that will be continually improved over time.

Visitor experience models developed for places like interpretive sites, visitor centers, and museums tell us that the byway visitor experience begins long before a traveler arrives on a byway and continues well after the visit ends. These models suggest that the visitor experience generally has three stages: *before*, *during*, and *after* the visit. The idea that a byway visit occurs in three stages was first introduced in the *Wayshowing for Byways* reference manual produced by the America’s Byways Resource Center in 2011. Although primarily focused on signage, this manual touches on many critical elements of the byway visitor experience.

The FSHP has adopted the Byway Visitor Experience model shown in **Figure 5-1** which identifies the three stages of the byway visitor experience: **Trip Planning, Traveling and Experiencing** and **Remembering and Sharing**. Each stage has multiple components.

# The Byway Visitor Experience



**Figure 5-1: Byway Visitor Experience Model**

## Stage 1: Trip Planning

Stage 1 begins as soon as a traveler decides to visit a byway, and ends when they arrive somewhere along the route. Their decision to visit might be influenced by word of mouth, the byway website, a brochure, or an advertisement, but a traveler's decision is also highly

motivated by their personal interests. Research indicates that people are actually more drawn to having an experience related to something they “sort of know already” versus learning something new. What this means for byways is that it is important to create materials that communicate themes of experiences to capture interests. In other words, marketing the strong themes related to the byway story is more likely to appeal to potential visitors’ personal interests than marketing that says, “We have everything.” Visitor experience research suggests that defining a target visitor is better than trying to market everything to everyone.

A 2014 social media study asserts that posts about travel receive 40% more engagement than other types of shares. In addition, those who are in the process of planning a trip are even more likely to share and engage in travel content. What this means is that people planning trips engage more with travel-related posts than other social media users, making social media an important way to provide trip-planning information.

Please keep in mind, though, that social media is also a very important reason to set realistic expectations about the experience a byway delivers. If the trip planning information provided for a byway over promises, visitors will share their disappointment on social media and in reviews on sites like Trip Advisor. Word-of-mouth recommendations are highly effective, and negative reviews will be shared.

## **Stage 2: Traveling and Experiencing**

Stage 2 of the visitor experience begins when a traveler arrives on the byway. While driving, visitors must be able to navigate the route safely and have consistent reassurance that they are still on the byway. Getting lost creates strong negative emotions that can become the lasting memories of a trip. Navigation of most byways will be provided by road signs, but could also be assisted by phone apps, maps (printed or mobile), or a comprehensive wayshowing system.

**Wayshowing** is the job of the Byway Organization and includes preparing travel information, designing maps and travel brochures, planning or installing signs, or providing other navigational help in person or by electronic means. This includes providing visitors access to traveler services for comfort (food, lodging, restrooms) and additional trip-planning tools.

**Wayfinding** is the job of travelers. They look for clues to reassure them they are where they planned to be, and they look for information and amenities to make their experience pleasant and enjoyable.

*Wayshowing for Byways: A Reference Manual* ([Link](#)) is a comprehensive resource for understanding, designing, planning, implementing, and maintaining effective wayshowing features for byways. It is designed for those seeking an introduction to the concepts of



wayfinding and wayshowing, as well as those seeking to plan and implement a comprehensive wayshowing system along a byway.

Visitors also experience the byway outside of the car at stops along the route. Through effective interpretation, visitor centers and personal interaction, visitors come to appreciate the byway story and treasure the byway's intrinsic qualities.

Although visitors may not always stop at locations where interpretation is available, by providing effective trip-planning tools, Byway Organizations can influence where visitors do stop and get out of the car. Keep in mind though, that byway visitors may seek information about the byway anywhere they stop along the route, including hotels, restaurants and attractions. A rigorously implemented Community Participation Plan will help ensure that front-line workers like restaurant servers, hotel front-desk personnel, and staff at major attractions, can answer questions about the byway. This is also a compelling reason to implement hospitality training as soon as resources are available.

Keep in mind that visitors begin sharing their experiences and memories while still on the byway with others they meet along the way or on social media.

### **Stage 3: Remembering and Sharing**

Stage 3 begins when the traveler leaves the byway. Visitors will leave with memories of their experiences, and often photographs, mementos and souvenirs. What visitors remember and for how long is linked to many factors including the tendency for visitors to talk about their experiences among those in their travel party, and later with friends, family and co-workers.

Current research indicates that 90% of Americans consider word-of-mouth recommendations from friends the most worthwhile form of promotion. Word-of-mouth promotion is seven times more effective than newspapers and magazines. This has important implications for the priority and emphasis placed on social media, and the importance of what happens after the byway visit.

### **Visitor Experience and Byway Management Plans**

Delivering a quality visitor experience on a byway requires careful planning, is ongoing, and should be continually enhanced over time. Visitor Experience is a required component of all BMPs and updates, but the requirements are progressive. Basic elements are required in the Eligibility Phase BMP, but BMP updates should contain plans that continue to develop and enhance the visitor experience over time. **FSHP Guidance Parts 3 & 4** contain detailed information for addressing visitor experience in BMPs. The chart shown in **Figure 5-2** contains a summary of those elements with the Eligibility Phase requirements in bold.



## **Stage 1: Trip Planning**

### **Website**

- Map
- Story/themes
- Driving considerations
- Mobile friendly

### **Social Media**

- At least one major (Facebook, Twitter, Instagram, etc.)
- All major (Facebook, Twitter, Instagram, etc.)

### **Marketing Plan**

- Methods and measurements
- Regional partnering
- Based on available data, targeted, measurable

## **Stage 2: Traveling & Experiencing**

### **Wayshowing**

- FSHP directional signs
- Wayshowing system
- Phone apps

### **Map**

- Printed and/or downloadable
- GPS enabled

### **Interpretation**

- Description of what already exists
- Website
- Printed and/or downloadable brochure
- Kiosks
- Phone App
- Field Guide
- Bus Tours
- Personal interaction

### **Hospitality Training**

- Hotels, restaurants, primary attractions

### **Visitor Center(s)**

## **Stage 3: Remembering & Sharing**

### **Website**

- Testimonials

### **Social Media**

- At least one major (Facebook, Twitter, Instagram, etc.)
- All major (Facebook, Twitter, Instagram, etc.)

### **Travel Sites**

- Reviews (example: Trip Advisor)

### **Souvenirs/Keepsakes**

- Branded merchandise

**Figure 5-2: Visitor Experience Elements within the Eligibility Phase Requirements**



***APPENDIX A***  
***REFERENCES***

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- Dierking, L. D., & Faulk, J. H. (2013). *The Museum Experience Revisited*. Walnut Creek: Left Coast Press.
- Gilmore, J. H., & Pine, B. J. (2011). *The Experience Economy*. Boston: Harvard Business Review Press.
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***APPENDIX B***  
***HYPERLINK INDEX***

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## Hyperlink References

1. **Page 3-1** - Access to a map of FDOT Districts and a current list of District Scenic Highway Coordinators:  
[http://floridascenichighways.com/wp-content/uploads/2016/09/02\\_District-Map-List-of-Coordinators.docx](http://floridascenichighways.com/wp-content/uploads/2016/09/02_District-Map-List-of-Coordinators.docx)
2. **Page 3-3** - Information about options for structuring a Byway Organization:  
<http://www.byways101.org/byways101/public-community-involvement/organizational-options>
3. **Page 3-4** - Recommended reference for developing the Byway Story and Byway Inventory:  
<http://www.byways101.org/byways101/intrinsic-qualities-the-byway-story/the-six-intrinsic-qualities/cultural-quality>
4. **Page 3-4** – Example of a Byway Story:  
<http://floridascenichighways.com/wp-content/uploads/2017/11/FBBSB-Byway-Story.pdf>
5. **Page 3-5** – Identification and demonstration of resources present on the proposed corridor that meet at least one of the Intrinsic Quality definitions (detailed in Byways 101: Part 2):  
<http://www.byways101.org/byways101/intrinsic-qualities-the-byway-story/the-six-intrinsic-qualities>
6. **Page 3-9** - Guidelines for developing a Corridor Management Plan, developed for the National Scenic Byways Program:  
<http://www.byways101.org/byways101/planning-action-nomination/the-cmp-s-14-points>
7. **Page 3-13** Description of potential protection techniques for byway resources:  
[http://floridascenichighways.com/wp-content/uploads/2017/02/Protect-Techniques\\_11.13.15.pdf](http://floridascenichighways.com/wp-content/uploads/2017/02/Protect-Techniques_11.13.15.pdf)
8. **Page 3-14** – Examples for crafting a mission statement for a Byway Organization:  
[http://corridorsolutions.net/AE\\_FDOT5/1-6.htm](http://corridorsolutions.net/AE_FDOT5/1-6.htm)

9. **Page 3-15** – A complete list of byway stakeholders including residents, business owners, local government officials and agencies, tourism agencies, and nonprofit organizations:  
<http://floridascenichighways.com/wp-content/uploads/2017/02/Stakeholder-List.pdf>
10. **Page 3-16** - Detailed information about developing and implementing a rigorous Community Participation Strategy:  
[http://corridorsolutions.net/AE\\_FDOT5/1-4.htm](http://corridorsolutions.net/AE_FDOT5/1-4.htm)
11. **Page 3-17** - A recent article detailing more than thirty strategies for increasing social media followers:  
<http://www.inc.com/jayson-demers/39-ways-to-get-more-social-media-followers.html>
12. **Page 3-18** - Federal guidelines to develop a corridor management plan (CMP) for any scenic highway wishing to seek National Scenic Byway designation:  
<http://www.byways101.org/byways101/planning-action-nomination/the-cmp-s-14-points>
13. **Page 3-19** – The Byway Sample Year-One Work Plan template:  
<http://floridascenichighways.com/wp-content/uploads/2017/02/Annual-Work-Plan-Template.docx>
14. **Page 4-4** – An example of a stand-alone document containing the byway story and intrinsic quality inventory, which can be referenced in the Byway Management Plan updates, and used alone as a training tool. An example is the A1A Scenic & Historic Coastal Byway Field Guide:  
[http://floridascenichighways.com/wp-content/uploads/2017/11/A1A\\_FieldGuide\\_Draft\\_Final-reduced.pdf](http://floridascenichighways.com/wp-content/uploads/2017/11/A1A_FieldGuide_Draft_Final-reduced.pdf)
15. **Page 4-7 (second mention)** - A recent article detailing more than thirty strategies for increasing social media followers  
<http://www.inc.com/jayson-demers/39-ways-to-get-more-social-media-followers.html>
16. **Page 4-9 (second mention)** – The Byway Sample Year-One Work Plan template:  
<http://floridascenichighways.com/wp-content/uploads/2017/02/Annual-Work-Plan-Template.docx>

17. **Page 4-11** - The most recent FSHP Annual Report:  
<http://floridascenichighways.com/wp-content/uploads/2017/04/FSHP-2016-Program-Annual-Report.pdf>
18. **Page 4-11** - The most recent guidance and frequently asked questions for the Byway Annual Report:  
<http://floridascenichighways.com/wp-content/uploads/2017/11/2017-BAR-Guidance-v-1.pdf>
19. **Page 4-11** – Information that Byway Organizations could use to produce their own annual report:  
[http://corridorsolutions.net/AE\\_FDOT5/2-1.htm](http://corridorsolutions.net/AE_FDOT5/2-1.htm)
20. **Page 5-3** - This Reference Manual is a comprehensive resource for understanding, designing, planning, implementing, and maintaining effective wayshowing features for byways:  
[http://floridascenichighways.com/wp-content/uploads/2017/02/wayshowing\\_for\\_byways\\_reference\\_manual.pdf](http://floridascenichighways.com/wp-content/uploads/2017/02/wayshowing_for_byways_reference_manual.pdf)



