

Byway Strategic Plan



FINAL
September 2008



SR A1A Scenic & Historic Coastal Byway Strategic Plan



PRESIDENT'S LETTER

To the A1A Community:

The U.S. Department of Transportation designated the A1A Scenic and Historic Coastal Highway as a National Scenic Byway in 2002. Our 72-mile corridor spans two counties from the Volusia/Flagler County Line to the St. Johns/Duval County Line. This portion of SR A1A is 1 of 126 National Scenic Byways in the country and 1 of only 3 National Scenic Byways in the state of Florida.

Our Byway is filled with history, archaeology, nature, scenic views, culture, and recreational resources. The Friends of A1A is a talented and diverse group of individuals with great passion, and deep pride, for the Byway and its amazing resources. We are an organization of over 300 volunteers united behind a common mission:

To preserve, protect, promote, and enhance the outstanding resources of the A1A Scenic and Historic Coastal Byway in a manner that provides a unique experience for visitors, and maintains an unhurried lifestyle and "Old Florida" ambiance for all.

This *Byway Strategic Plan* will help us focus on this mission that we share and allow the Friends of A1A to move forward with a unified set of goals over the next five years. Recognizing the strengths and weaknesses of our corridor, we are now equipped with an action plan to take our organization and the corridor that we cherish to a new level. The *Byway Strategic Plan* is more than a book on a shelf; it is a roadmap to success, and a powerful state of mind.

I would like to thank the Florida Department of Transportation for sponsoring this strategic planning effort and express my appreciation to the Friends of A1A Board and volunteers that participated in the strategic visioning process. Completion of this process would not have been successful without your thoughtful consideration and valuable input.

Our *Action Plan* (as outlined in the attached plan) is extensive, so our volunteers are of utmost importance! We are excited about our future and invite you to join us in the quest to fulfill our mission and enhance our local community. If you are proud of your community and are passionate about keeping it just the way it is, then please consider lending your talents and strengths to the Friends of A1A cause. We hope to see you soon!

Sincerely,

Barbara Jenness
President
Friends of A1A





SR A1A Scenic & Historic Coastal Byway Strategic Plan



EXECUTIVE SUMMARY

The U.S. Department of Transportation designated the A1A Scenic and Historic Coastal Highway as a National Scenic Byway in 2002. The 72-mile corridor covers both St. Johns and Flagler counties, spanning from the Volusia/Flagler County Line to the St. Johns/Duval County Line on the east coast of Florida. The Byway is 1 of 126 National Scenic Byways in the country and 1 of only 3 in the state of Florida.

The A1A Scenic and Historic Coastal National Byway consists of three state scenic highways, A1A Ocean Shore (Flagler-south), A1A River to Sea Trail (Flagler-north), and Scenic and Historic A1A (St. Johns). Each state scenic highway has its own Corridor Management Entity (CME), with their own executive board, volunteers, and subcommittees. Designated a National Scenic Byway in 2002, the A1A Scenic and Historic Coastal Byway is a marriage of these entities. Bringing these three CMEs together offers a strength that the little CMEs are unable to offer individually. It is important that the Friends of A1A board reflects representation from all of the CMEs and that those representatives embrace the corridor-wide mission and strategic plan. Chapter 1 provides a brief organizational profile and history of the A1A Scenic and Historic Coastal Byway.



The Florida Department of Transportation (FDOT) District Five, in coordination with the Friends of A1A organization, initiated a strategic planning process in February 2008. The purpose of the project was to develop a Byway Strategic Plan (BSP) for the 72-mile A1A Scenic and Historic Coastal Byway (Byway) and unite the three individual CMEs through a collaborative, consensus building process. The strategic planning process was designed to help the Byway board and members focus on a shared mission and work toward a unified set of goals over the next five years.

As detailed in Chapter 2, this strategic planning process consisted of four phases: data collection, strategic visioning, action planning, and documentation. The data collection phase consisted of building an inventory of existing plans and reports, interviewing stakeholders, and establishing the Byway Visioning Committee (BVC). The BVC included the Friends of A1A Board members and staff, and at least two other representatives from each CME. The strategic planning team, in conjunction with the BVC, conducted five strategic visioning sessions to develop the mission, core values, goals, objectives, and strategies. To prepare for implementation of the action plan, the BVC also identified priorities, assigned roles and



responsibilities, and developed a corridor vision. The results of this strategic visioning process are documented in this Byway Strategic Plan.

The mission, core values, goals, objectives, and strategies are the basic elements of the strategic plan. The mission of the organization is:

To preserve, protect, promote, and enhance the outstanding resources of the A1A Scenic and Historic Coastal Byway in a manner that provides a unique experience for visitors, and maintains an unhurried lifestyle and “Old Florida” ambiance for all.

The core values include: Resource Protection, Transportation Planning and Safety, Community and Government Support and Participation, Education and Communication, Economic Development and Tourism, and Organizational Development and Sustainability. Each core value has a goal statement and several objectives and strategies. The mission, core values, goals, objectives, and strategies are listed in Chapter 4.

Once the core elements of the strategic plan were in place, the strategic planning team began to prepare the action plan, or roadmap (Chapter 5). First, the BVC assigned long-term, short-term, and on-going priorities. Next, the BVC assigned roles and responsibilities by initiating a new committee structure and assembling volunteers to serve on the committees. Finally, the BVC developed a corridor vision that provided an artist's rendition of what the A1A corridor will look like once they achieve their mission and accomplish their goals (Chapter 3).

Implementation of this plan is reliant on sound leadership, numerous volunteers, and dedicated staff. The strategic plan builds on the successes of the individual CMEs, as well as recent accomplishments of Friends of A1A. This Byway Strategic Plan consolidates the corridor's goals, objectives, and strategies and enables the Friends of A1A to take immediate action to solidify its future together. The individual CMEs are not forgotten, but are transcended by the needs of the Byway corridor as a whole.





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SR A1A Scenic & Historic Coastal Byway Strategic Plan



1.0 ORGANIZATIONAL PROFILE AND HISTORY

The U.S. Department of Transportation designated the A1A Scenic and Historic Coastal Highway as a National Scenic Byway in 2002. The 72-mile corridor covers both St. Johns and Flagler counties, spanning from the Volusia/Flagler County Line to the St. Johns/Duval County Line on the east coast of Florida. The Byway is 1 of 126 National Scenic Byways in the country and 1 of only 3 in the state of Florida. The following sections provide a brief organizational profile and history of the A1A Scenic and Historic Coastal Byway.

1.1 ORGANIZATIONAL PROFILE

1.1.1 Organizational Chart

As revealed early in the strategic planning process, the greatest strength of the Friends of A1A organization is their people. The current organization consists of several components including the board of directors, staff, volunteers, programs, and technical advisors. These entities will work together to achieve the Byway mission.



The board of directors is comprised of ten representatives from throughout the Byway corridor, each serving 3-year terms. The purpose of the board is to implement the goals as outlined in the Corridor Management Plan for the A1A corridor including promote conservation, preservation, and beautification of its resources and to promote positively managed development. The board is fiscally responsible for and liable for Friends of A1A actions. The board participates in monthly meetings on the fourth Wednesday of every month to discuss accomplishments, ongoing projects, and upcoming efforts.

Received In 2005 and implemented in 2006, the Friends of A1A board used a National Scenic Byways grant to hire a part-time administrator to manage the Byway program. In 2007, they were also able to fund an additional part-time staff member. The Byway staff manages all aspects of the Byway program, including special projects, volunteer programs, website development, and fundraising efforts. The Byway staff is assisted by approximately 225 volunteer members from 13 different communities along the corridor. The Byway staff is also assisted by 12 technical advisors, 6 from Flagler County and 6 from St. Johns County.



Through this strategic planning process, the Friends of A1A has adopted a new committee structure. These programs, or committees, will be essential to the fulfillment of the Byway mission. This simplified organizational structure will allow the Friends of A1A increase efficiency by focusing efforts on fewer and better-defined areas of interest. There is one program for each core value, which includes the following:

- Resource Protection Program
- Transportation Planning and Safety Program
- Community and Government Support Program
- Education Program
- Economic Development Program
- Organizational Management Program

Each committee should have a minimum of three members, including a program leader, alternate leader, and active committee members. The programs should meet regularly and report back to the board at appropriate monthly meetings. The program responsibilities include execution of the goals, objectives, and strategies associated with their respective core value.

1.1.2 Geography and Resources



The A1A Scenic and Historic Coastal Byway encompasses 2 counties, Flagler and St. Johns; 3 cities, St. Augustine, St. Augustine Beach, and Flagler Beach; and 2 towns, Marineland and Beverly Beach. The corridor also passes through the communities of Ponte Vedra Beach, South Ponte Vedra Beach, Vilano Beach, Crescent Beach, Summer Haven, the Hammock, and Painters Hill. The corridor contains numerous state parks and preserves, including Guana Tolomato Matanzas National Estuarine Research Reserve (GTMNERR)-Guana River Site and Wildlife Management Area (WMA), Anastasia State Park, Varn Park, Silver Lake Park, Washington Oaks

Gardens State Park, and Gamble Rogers Memorial State Recreation Area, along with several local parks and preserves including: St. Johns County Ocean Pier, two Frank Butler Parks, Bird Island Park, Mickler's Beach Public Access, South Ponte Vedra Beach, Surfside Park, Nease Oceanfront Beach Park, Fiddler's Green Park, Vilano Pier, North Beach Park, Windswept Acres Park, SE Intracoastal Waterway Park, Rattlesnake Island Park, The River to Sea Preserve, Bings Landing/Mala Compra Road Beachfront Park, Flagler Beach Pier, and Flagship Harbor Preserve. There are also several nationally acclaimed historic sites, including Fort Matanzas, Fort Mose, Castillo de San Marcos, the City of St. Augustine, Marineland Oceanarium, and Flagler Beach Historical Museum. Other corridor highlights include: pristine estuaries, archaeological sites, live oak canopies, abundant bird life, sea animals, sand beaches with coquina outcroppings, Old Florida communities, greenways, trails, bike paths, boardwalks, and dune walkovers. Refer to Figure 1-1 for a corridor location map.

1.1.3 Accomplishments

Designated a National Scenic Byway by the U.S. Secretary of Transportation in 2002, the A1A Scenic and Historic Coastal Byway is part of a distinctive collection of American roads. In just six years of existence, the Friends of A1A has achieved, individually or in partnership with other agencies and organizations, the following list of accomplishments:

- Awarded over \$3 million in federal grant funds for improvements to parks, picnic areas, trails, fishing piers, dune crossovers, parking, and other special projects.
- Creation of the A1A Scenic and Historic Coastal Byway website at www.scenicA1A.org.
- A full-color brochure for the Byway that provides a map, points of interest, and information about the Byway's natural resources.
- "Best Practice" award from the Federal Highway Administration for establishing guidelines for development that will preserve the "Old Florida" character of the region as well as protect its abundant natural resources.
- Nomination for Paths of Sunshine Award for wildflower planting and scenic beautification
- National recognition for improving site protocols for development restrictions. Established local zoning protection through corridor overlay districts in some areas. Most plans for new development along the route are submitted voluntarily to the Friends of A1A for review and comment.
- Over 2,000 acres of land along the corridor have been acquired and permanently protected because of the efforts of Byway supporters.
- Identified funding to increase organizational capacity by adding two contracted staff
- Established volunteer bank of 2,000+, including over 500 volunteers involved with community education.
- Represented organization in 23 community events.
- Successful Adopt a Highway Program
- Received 501(c) (3) status.

All of these accomplishments have been made possible through thousands of volunteer hours. This committed community has used award-winning techniques to enhance and protect its resources, as well as maintain the unhurried lifestyle and ambiance of "Old Florida."



**FIGURE 1-1
A1A SCENIC AND HISTORIC COASTAL BYWAY LOCATION MAP**



1.2 HISTORY

The A1A Scenic and Historic Coastal National Byway consists of three state-designated scenic highways, A1A Ocean Shore (Flagler-south), A1A River to Sea Trail (Flagler-north), and Scenic and Historic A1A (St. Johns). Each state scenic highway has its own CME, with their own executive board, volunteers, and subcommittees. Designated a National Scenic Byway in 2002, the A1A Scenic and Historic Coastal Byway is a marriage of these entities. The board reflects representation from all of the CMEs. It is important that board members embrace the corridor-wide mission and strategic plan.

FDOT designated A1A Ocean Shore as state scenic highway in 2000. The corridor is seven miles long and spans from Flagler/Volusia County Line to Beverly Beach. Local governments include: Flagler County, Beverly Beach, and Flagler Beach. Corridor highlights include: Flagler Beach Pier; Tomoka Marsh Aquatic Preserve; Gamble Rogers State Park; Flagler Beach Historic Museum; bike paths, trails, boardwalks, and dune walkovers; and a vision to preserve the Old Florida atmosphere.

FDOT also designated A1A River and Sea Trail as a state scenic highway in 2000. The corridor is 12 miles and spans from St. Johns/Flagler County Line to Beverly Beach (northern town limit). Local governments include: Flagler County, Marineland, and Palm Coast. Corridor highlights include: Whitney Laboratory; Marineland Oceanarium; Sea Grant Marine Education Center; Guana-Tolomato-Matanzas Estuarine Research Reserve; Washington Oaks Gardens State Park; Silver Lake Park, Matanzas River; Bings Landing Park; Mala Compra Plantation Greenway; Coastal Greenway; Florida Agricultural Museum; Princess Place Lodge; Pellicer Creek; numerous other parks, greenways, and trails; and Old Florida atmosphere.

FDOT designated the St. Johns Scenic and Historic A1A as a state scenic highway in 2002. The corridor is 52 miles and spans from Duval/St. Johns County Line to St. Johns/Flagler County Line. Local governments include: St. Johns County, St. Augustine, and St. Augustine Beach. Corridor highlights include: St. Augustine Lighthouse and Museum, Guana-Tolomato-Matanzas Estuarine Research Reserve, St. Augustine Historic District, Castillo de San Marcos, Cathedral Basilica of St. Augustine; Bridge of Lions, Colonial Spanish Quarter, Lightner Museum, and Flagler Hotel; in addition to pristine estuaries, world's first oceanarium, archaeological ruins, live oak canopies, abundant bird life, sea animals, and sand beaches with coquina outcroppings, and Old Florida communities.





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2.0 STRATEGIC PLANNING PROCESS

FDOT District Five, in coordination with the Friends of A1A organization, initiated a strategic planning process in February 2008. The purpose of the project was to develop a Byway Strategic Plan (BSP) for the 72-mile A1A Scenic and Historic Coastal Byway (Byway) and unite the three individual corridor management entities (CMEs), A1A Ocean Shore (Flagler-south), River to Sea Trail (Flagler-north), and Scenic and Historic (St. Johns), through a collaborative, consensus building process. The strategic planning process was designed to help the Byway board and members focus on a shared mission and work toward a unified set of goals over the next five years. The Byway Strategic Plan was designed to:

- Consolidate and prioritize corridor-wide goals, objectives, and strategies.
- Eliminate redundancies among the four CMEs.
- Create an action plan to allow board members and volunteers to focus and take action on specific projects and areas of interest.
- Assign roles and responsibilities to implement the plan.
- Develop commitments and generate sense of pride in corridor-wide resources, talents, and expertise.

The strategic planning process consisted of the following four phases: data collection, strategic visioning, preparation for implementation, and documentation.

2.1 DATA COLLECTION

The intent of this step was to establish a baseline of knowledge on each of the individual CMEs and the overall vision of the Byway. The project team collected and reviewed corridor-specific information for the Byway and its three CMEs. This data included the existing Corridor Management Plans (CMPs) from the individual CMEs, particularly the goals, objectives, and strategies. Data collection also included end of year reports, along with coordination with other consultants and the District Scenic Highway Coordinator(s).

In March 2008, the strategic planning team participated in a kick-off meeting with each of the individual CMEs (see Table 2-1). These meetings set the tone for a national Byway mindset, as opposed to individual CME thinking. Through these meetings, the project team developed a better understanding of the existing corridor and identified accomplishments, as well as goals yet to be completed. The project team distributed a kick-off newsletter (see Appendix A), interviewed stakeholders, and conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) exercise during each CME kick-off presentation (see Appendix B for overall survey and results). Each CME also identified at least two delegates (in addition to the Friends of A1A Board members) to serve on the Byway Visioning Committee (BVC) for the strategic visioning process.



**TABLE 2-1
CME KICK-OFF MEETINGS**

ORGANIZATION	DATE	TIME	PLACE
Scenic & Historic A1A (St. Johns)	March 10, 2008	3:00pm	Guana Tolomata Matanzas NERR
A1A Ocean Shore	March 11, 2008	9:30am	Flagler Beach City Hall
A1A River to Sea Trail (PRIDE)	March 13, 2008	10:00am	Hammock Community Center

2.2 STRATEGIC VISIONING

The strategic visioning process was the heart and soul of the planning effort. The process consisted of five strategic planning sessions that were held during the regularly scheduled Friends of A1A meetings (4th Wednesday of the month) from March through July 2008. The project team created the BVC, which consisted of the Friends of A1A Board and staff, and at least two other delegates from each CME. The project team designed the BVC sessions to foster collaborative brainstorming with direction and purpose. The project team used workshop-style techniques to encourage interactive participation on specific topics. The results of these exercises formed the basis of the BSP and will guide future decisions regarding the Byway. The strategic planning sessions are listed in Table 2-2, and are described in more detail later in this chapter.

**TABLE 2-2
BVC STRATEGIC PLANNING SESSIONS**

DATE	TIME	PLACE
March 26, 2008	3:00pm	University of Florida-Whitney Lab Auditorium; Marineland, Florida
April 23, 2008	3:00pm	University of Florida-Whitney Lab Auditorium; Marineland, Florida
May 28, 2008	3:00pm	University of Florida-Whitney Lab Auditorium; Marineland, Florida
June 24, 2008	3:00pm	University of Florida-Whitney Lab Auditorium; Marineland, Florida
July 23, 2008	3:00pm	University of Florida-Whitney Lab Auditorium; Marineland, Florida

The desired outcome of these planning sessions was to prepare a comprehensive BSP that successfully evokes action. Through the strategic visioning process, the BVC approach evolved from a simple mission statement (conceptual plan) to an action plan (real tasks, deadlines, and measurable responsibilities). As shown in Figure 2-1, the strategic planning process built on the foundation of a strong mission statement. The mission is a broad statement of purpose. The mission explains who the organization is and what they exist to do.

Once the foundation was established, the project team divided the mission into manageable pieces called core values. Core values are the common ideals that are shared across the entire organization. They provide the framework within which the organization will operate and define how the organization expects to travel where it wants to go. The goal statements further



elaborate on the core values and began to translate the mission into more specific end results. Goals are the building blocks used to construct the action plan.

Next, the BVC formulated objectives for each goal. These objectives further articulated and defined how the vision will become a reality and how to achieve each goal. And, finally, the BVC developed strategies. The strategies are measurable activities, techniques, and projects that will be implemented to achieve each objective. The strategies are the actions taken toward fulfilling the mission.

The mission, core values, goals, objectives, and strategies are the key elements of the action plan.

**FIGURE 2-1
STRATEGIC PLANNING PROCESS**



2.3 ACTION PLANNING

Although having a roadmap is important, it is impossible to take a big trip without a travel itinerary, willing driver, and good sense of direction. With the roadmap in place, the project team conducted several other exercises to fully equip the Friends of A1A for successful implementation of the strategic plan. First, the strategic plan needed a schedule. The BVC began this task by prioritizing their objectives over the next few years. Assigning priorities identified which objectives should be executed in the short-term, long-term, and ongoing timeframes.

Although the Friends of A1A organization is very fortunate to have paid staff to assist in the operations of this organization, the execution of this plan must be a group effort. The project team also assisted the group in assigning roles and responsibilities. Execution begins with the board members and ends with every member of the organization. The BVC developed a new committee structure, and even recruited leaders, alternate leaders, and volunteers for each committee.

The final phase of the action planning effort was to develop a corridor vision. If the mission statement/strategic plan serves as blueprint (the what, why, and for whom), then the vision is an artist's rendering of the realization of that mission/plan. The mission describes who the organization is and what the organization intends to do. The vision will help the group visualize what success will look like as the organization achieves the mission. The vision will be a guiding image of success. It is a guide for plan implementation rather than plan formulation; that is why the project team chose to conduct the exercise at the end of the planning process, just prior to implementation. The corridor vision is presented in Chapter 3 of this plan.

2.4 DOCUMENTATION

This BSP summarizes the strategic planning process, action plan, findings, and recommendations. The BSP was provided to the Friends of A1A and BVC members for review and concurrence. This BSP will serve as a guide for the Friends of A1A for the next five years, but will need to be implemented, monitored, and reported during that time. The elements of the plan, such as the Action Plan, can serve as a stand-alone checklist to monitor progress.

2.5 BYWAY VISIONING COMMITTEE (BVC)

The Byway Visioning Committee (BVC), which consisted of the Friends of A1A board and staff, and at least two other delegates from each CME, was created to participate in the strategic planning sessions. In addition to the BVC members listed in Table 2-2, staff members and consultants from FDOT Districts Five and Two, as well as the Federal Highway Administration (FHWA) National Byway Resource Center, attended the strategic planning sessions.

**TABLE 2-3
BYWAY VISIONING COMMITTEE**

BVC MEMBER NAME	ORGANIZATION
Tony Bosco	Scenic & Historic A1A
Rob Byrd	Ormond Loop Trail
Dennis Clark	A1A River to Sea
Kathy Feind	A1A Ocean Shore
Bernie Gay	Friends of A1A
George Harnden	A1A River to Sea Trail
Charles Helm	A1A Ocean Shore
Barbara Jenness	Scenic & Historic A1A
Irene Kaufman	Scenic & Historic A1A
Gordon Lohman	South Anastasia
Christina Massa	A1A River to Sea Trail
Jim Netherton	Scenic & Historic A1A
Sallie O'Hara	Friends of A1A
Donna Richardson	A1A River to Sea
Mary Ann Ruznecki	A1A Ocean Shore
Bob Samuels	Scenic & Historic A1A
Tom Scofield	Scenic & Historic A1A
Anne Wilson	A1A River to Sea Trail
David Wiles	South Anastasia
Sonja Zander	A1A River to Sea Trail

2.6 STRATEGIC PLANNING SESSION #1

The first strategic planning session was held on March 26, 2008. The purpose of this session was to



confirm the mission and present core values, goal statements, and begin to develop objectives. The Friends of A1A developed a mission statement several years ago; this mission was used as a starting point. Based on the individual CMPs and FDOT's Scenic Highway Manual, the strategic planning team presented five core values and five goal statements. The strategic planning team captured the BVC's feedback on the core values and goals and conducted a snowball exercise to develop themes that would later be captured as objectives and strategies. The meeting materials, including a meeting summary, are included in Appendix C.

2.7 STRATEGIC PLANNING SESSION #2

The second strategic planning session was held on April 23, 2008. The purpose of this session was to reconfirm the mission, core values, and goal statements, and develop the objectives and strategies. The BVC discussed the mission statement at length and opted to alter it slightly. The BVC concurred with the six core values and minor revisions to the goal statements. To further discuss the goals, objectives, and strategies, the strategic planning team divided the participants into five small groups. Each group was assigned a core value and respective goal, objectives, and strategies. Time expired before the BVC could reconvene and present the small discussions to the whole group. The meeting materials, including a meeting summary, are included in Appendix D.

2.8 STRATEGIC PLANNING MEETING #3

The third strategic planning session was held on May 28, 2008. The purpose of this session was to continue the development of the goals, objectives, and strategies; identify priorities; and discuss roles and responsibilities. The BVC confirmed the revised mission statement and the core values. The BVC reconvened the small group discussions from the previous month to further discuss the goals, objectives, and strategies. The Resource Protection and Transportation Planning and Safety small groups presented their thoughts to the whole group. Time expired before the BVC could present the remainder of small discussions to the whole group and before the group could identify priorities or discuss roles and responsibilities. The meeting materials, including a meeting summary, are included in Appendix E.



2.9 STRATEGIC PLANNING MEETING #4

The fourth strategic planning session was held on June 24, 2008. The purpose of this session was to identify priorities and discuss roles and responsibilities. The project team summarized the small group discussions for Community and Government Support and Participation, Education and Communication, and Economic Development and Tourism. The BVC participated in another

snowball exercise to prioritize their objectives over the next few years. Assigning priorities helped create a schedule of short-term, long-term, and on-going objectives.

The project team also assisted the group in assigning roles and responsibilities, and briefly discussed the sixth core value, Organizational Development and Sustainability, and then discussed the existing projects list, existing committee structure, and future needs. The BVC concurred that a new organizational structure is necessary. The role of the individual CMEs is still

extremely important to the Friends of A1A organization. The project team encouraged each member to consider how they (or someone they know) could lend their talents to furthering the organization's mission. The meeting materials, including a meeting summary, are included in Appendix F.

2.10 STRATEGIC PLANNING MEETING #5

The fifth and final strategic planning session was held on July 23, 2008. The purpose of this session was to assign roles and responsibilities and develop a corridor vision. The project team presented the draft action plan, which included the mission, core values, goals, objectives, and strategies, combined with the priorities, roles and responsibilities, and indicators. As the discussion shifted to roles and responsibilities, the BVC decided that there should be one program, or committee, for each core value and the associated goals, objectives, and strategies. Each program would have a leader, alternate leader, and active committee members. At the completion of this discussion on program structure, numerous volunteers filled the necessary roles for each program.



To finish out the strategic planning process, the BVC participated in a visioning exercise to help visualize what success will look like as they achieve their mission. Participants prepared headlines to describe the A1A corridor and Friends of A1A in 2013. The corridor vision is included in Chapter 3. The meeting materials, including a meeting summary, are included in Appendix G.



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3.0 CORRIDOR VISION



A hard-working, young couple, flanked with two bright-eyed children, hops into the car for a much-needed weekend retreat. “Where are we going?” the children ask. The wise parents just wink and reply, “We’re going back in time...to search for treasure.” For the weary parents, this nostalgic journey will offer rejuvenation, peace, and simplicity in an idyllic place that preserves the beauty of nature and captures the essence of an unhurried, Old Florida lifestyle. The trials of the demanding workweek will soon disappear into the endless horizon as easily as the sandcastles melt into the Atlantic Ocean’s high tide. For the children, treasures will be revealed in

the exploration of pristine sand and sea and observing native species in undisturbed habitats. They will unveil unexpected adventures and relive history through the eyes of a Native American, Spanish explorer, and early American settler. It doesn’t take long for the “are we there yet?” to begin. Their excitement is hard to contain and for good reason; A1A is a treasure box overflowing with jewels for all to enjoy.

An elderly gentleman gathers up his fishing gear and heads out his back door for a leisurely stroll alongside SR A1A to the local pier. Stepping outside, he inhales a slow deep breath taking in the uninterrupted view of an azure blue sky, the aroma of fresh wildflowers, and the delightful squeals of children responding to each crashing wave. On his way, he drops by his favorite local diner to have a cup of coffee and see if the fish are biting. Afterward, he says his goodbyes and heads on over to the pier, waving to several friends he sees along the way. As he finds his usual spot and settles in, he smiles at the parade of joggers and bicyclists along the shoreline and the scattering of kayaks, eco-tour boats, and deep sea fishing excursions on the water. He realizes that he is surrounded by one of the last remaining coastal vestiges where the community unifies in the spirit of Old Florida. Yep, after all these years, A1A is still a little slice of heaven.



Whether you are a first-time visitor or a long-time resident, it is easy to see that the sun rises and sets on the preservation of A1A’s unique resources. The river to sea journey along A1A becomes the destination allowing anyone to enjoy a slow walk through St. Augustine’s Historic District, long bike-rides through the majestic oak-covered Hammock, climbing on the coquina outcroppings



at the Rocks, and floating down the Matanzas River for an exciting eco-adventure. State and local parks, such as Washington Oaks Gardens, Bings Landing, Mala Compra, and the Flagler Beach Pier tell the A1A story and allow visitors to experience the varied A1A culture. The coastal ecosystems throughout the A1A corridor provide lush habitat for salt-tolerant plants such as sea oats, beach daisies, and prickly pear cactus. Seasonally, protected species, such as the least tern and sea turtles make the A1A beaches their home. Likewise, the estuaries and aquatic preserves, such as the Guana River Marsh and the Tomoka Marsh Aquatic Preserves, are filled with osprey, bald eagles, pelicans, owls, fiddler crabs, and raccoons. History, archaeology, nature, scenic views, culture, and recreation...these are our treasured jewels.

Throughout the Byway corridor, all of the local governments have adopted the Corridor Overlay District into their comprehensive plans as a means of offering special protection of these resources. There are no overhead utilities or unsightly billboards to impede the scenic splendor. Business owners and developers are attracted to the beauty and charm of A1A and prepare plans that complement the natural surroundings and enhance the Old Florida atmosphere. Developers submit plans to the Friends of A1A regularly to ensure smart, low-impact development and context sensitive solutions.

Residents of the area take great pride in their treasured scenic and historic corridor are united in efforts to protect A1A's magnificently colored beaches from erosion, to implement recycling programs throughout the corridor, and to keep the corridor safe and inviting. The entire community works diligently to keep A1A well maintained in terms of litter control and landscaping. There is a distinct Old Florida flavor in the few remaining signs that tell the Byway story. The built and natural environments exist harmoniously in the Old Florida ambiance.

This is truly the treasured Florida coast as Ponce de Leon discovered it. It is an unpaved, non-condo Florida adorned with bountiful oak canopies, miles of ocean perched on multi-colored sandy beaches, and acres of pristine wildlife sanctuaries. History and nature are unveiled in a community that has held true to its roots despite the rapid development of the rest of the state. Step back in time to a place where Old Florida meets new Florida and tradition is still our most valued resource.





4.0 MISSION, CORE VALUES, GOALS, OBJECTIVES, AND STRATEGIES

4.1 MISSION

To preserve, protect, promote, and enhance the outstanding resources of the A1A Scenic and Historic Coastal Byway in a manner that provides a unique experience for visitors, and maintains an unhurried lifestyle and “Old Florida” ambiance for all.

4.2 CORE VALUES

- √ Resource Protection
- √ Transportation Planning and Safety
- √ Community and Government Support and Participation
- √ Education and Communication
- √ Economic Development and Tourism
- √ Organizational Development and Sustainability

4.3 GOALS, OBJECTIVES, AND STRATEGIES

Goal 1.0 Protect and Enhance the Unique Resources along the Byway Corridor

Objective 1.1 Develop and implement a comprehensive corridor resource inventory that will identify the Byway’s unique resources.

Strategies

- 1.1.1 Identify the scenic, historic, cultural, archaeological, natural, and recreational resources throughout the corridor.
- 1.1.2 Identify protected and non-protected resources along the corridor.
- 1.1.3 Identify and prioritize corridor needs and opportunities.
- 1.1.4 Match corridor needs with availability of resources.
- 1.1.5 Identify costs and funding opportunities associated with needed improvements.
- 1.1.6 Partner with appropriate organizations that support the Byway’s mission to strategize acquisition opportunities.

- 1.1.7 Educate local government and community about the value of the Byway's resources.
- 1.1.8 Partner with local government to protect existing access and provide additional access to the Byway's resources.

Objective 1.2 Encourage creation of special protection measures for the Byway corridor's resources through the local government comprehensive planning and development review processes.

Strategies

- 1.2.1 Educate local governments of the importance of view shed and protective measures by coordinating with municipality at the staff level and meeting with elected officials individually.
- 1.2.2 Draft a Master Plan and/or Corridor-wide Design Guidelines to ensure that development plans provide context sensitive solutions that are compatible with Byway vision.
- 1.2.3 Advocate for incorporation of the Master Plan and/or Corridor-wide Design Guidelines into the local government comprehensive plans.
- 1.2.4 Identify existing Corridor Overlay Districts along the Byway corridor to help strategically manage development along the Byway while respecting the diverse needs of the Byway community and create new districts as necessary to fill in the gaps.
- 1.2.5 Advocate for incorporation of the Corridor Overlay District into the local zoning codes throughout the corridor.
- 1.2.6 Support continued use and enforcement of special protection measures currently in place along the corridor.
- 1.2.7 Advocate for sensible use of beach management areas.
- 1.2.8 Partner with local organizations to protect A1A from the effects of beach erosion.

Objective 1.3 Increase coordination with local, state, and federal agencies to ensure the protection of the Byway's resources.

Strategies

- 1.3.1 Maintain electronic database and utilize email distribution list to communicate with the agencies.
- 1.3.2 Generate awareness of corridor projects by distributing short, one-page briefing papers or newsletters to agency staff.
- 1.3.3 Participate and encourage agency involvement in Byway-related studies and plans.



Objective 1.4 Promote community partnerships for litter control.

Strategies

- 1.4.1 Identify areas where there is no existing recycling program.
- 1.4.2 Advocate for the implementation of recycling programs in areas where no programs currently exist.
- 1.4.3 Identify shortcomings and advocate necessary improvements to existing recycling programs.
- 1.4.4 Strengthen Adopt-a-Highway and Adopt-a-Shoreline sponsorship for the entire length of the corridor.
- 1.4.5 Identify and partner with Ocean Conservancy to support their bi-annual coastal cleanup efforts.
- 1.4.6 Monitor local municipalities' efforts to identify sites for additional trash container sites along the corridor and ensure that all are kept in good repair and emptied frequently enough to minimize debris.

Objective 1.5 Support the use and proper maintenance of native Florida landscape along the Byway.

Strategies

- 1.5.1 Identify, for future removal and eradication, locations of exotic infestation.
- 1.5.2 Work with the FDOT and local landscapers to identify native varieties of vegetation, including salt and drought tolerant species that can be used along the corridor.
- 1.5.3 Draft recommendations for municipalities on desirable species to be used for future planting efforts.
- 1.5.4 Partner with local agencies and environmental advocates on implementation strategies that could include funding and/or in-kind services.
- 1.5.5 Support local government enforcement of appropriate landscape guidelines, including site development activities and landscape maintenance.
- 1.5.6 Support the minimization of development impacts on ground water quality by advocating xeriscape and drought tolerant materials.
- 1.5.7 Advocate for master plan.



Objective 1.6 Develop a Scenic Conservation Plan to eliminate overhead utility lines, communication towers, and non-conforming signs from the corridor view shed.

Strategies

- 1.6.1 Define the corridor view shed.
- 1.6.2 Identify locations and ownership of existing overhead utilities, communication towers, and non-conforming signs.
- 1.6.3 Initiate dialog with local utilities to identify alternatives, costs, and potential funding opportunities for the elimination of overhead utilities from the view shed.
- 1.6.4 Advocate for communication tower alternatives with elected officials.

Goal 2.0 Encourage Comprehensive Transportation Planning of the Byway Corridor

Objective 2.1 Support smart and comprehensive planning initiatives for adjacent land use, access, acquisition, and development decisions along the corridor.

Strategies

- 2.1.1 Foster good relationships with elected officials.
- 2.1.2 Monitor and participate in Review Board activities (DRB and SRB).
- 2.1.3 Acknowledge and reward good development practices.
- 2.1.4 Establish representation on Future Land Use Committees and Planning Boards.
- 2.1.5 Attend Board of County Commissioner, City Council, and Planning and Zoning Board meetings and invite them to Byway meetings and activities.
- 2.1.6 Partner with FDOT, MPO, and local governments to identify acceptable level of service throughout the Byway corridor.
- 2.1.7 Advocate low impact development through coordination with local government zoning boards.
- 2.1.8 Identify scheduled comprehensive plan updates for each local government.
- 2.1.9 Work with local governments to integrate Corridor Management Plan (CMP), and other Byway plans, into local government comprehensive plans.
- 2.1.10 Partner with local governments and FDOT to identify publicly-owned land and environmentally sensitive lands throughout the Byway corridor that is available for targeted uses by the Byway.



Objective 2.2 Encourage aesthetic enhancements that reinforce the unique nature of the Byway.

Strategies

- 2.2.1 Identify unique features of the local communities along the Byway.
- 2.2.2 Incorporate plans to preserve the identity of the adjacent communities into the Master Plan and/or Corridor-wide Design Guidelines.
- 2.2.3 Work with FDOT and local agencies to support sensible highway sign placement and along the Byway corridor.
- 2.2.4 Work with FDOT and local agencies to support outdoor advertising controls and cell tower controls along the Byway corridor.
- 2.2.5 Develop and support programs that provide incentives to businesses to replace or eliminate non-conforming signs.

Objective 2.3 Encourage multi-modal transportation alternatives throughout the Byway corridor.

Strategies

- 2.3.1 Identify and partner with other interest groups to promote alternative modes of transportation.
- 2.3.2 Identify opportunities for enhancements to pedestrians and bike facilities.
- 2.3.3 Encourage the incorporation of bike paths and multi-use trails into the local government plans.
- 2.3.4 Identify opportunities for water taxis.

Objective 2.4 Improve highway safety and pedestrian safety by encouraging comprehensive engineering solutions.

Strategies

- 2.4.1 Partner with FDOT and local planning agencies to adopt policies that maintain the current two-lane form and function of A1A.
- 2.4.2 Partner with FDOT and local agencies to establish attractive and consistent wayfinding signs along the Byway corridor.
- 2.4.3 Identify areas with potential safety hazards and accident-prone locations.
- 2.4.4 Identify safety enhancements that are needed along the corridor.
- 2.4.5 Prioritize safety needs throughout the corridor.
- 2.4.6 Partner with FDOT to incorporate safety features, like pedestrian crosswalks, at key points throughout the Byway corridor.
- 2.4.7 Encourage design of scenic pull-outs along the Byway corridor, where feasible.
- 2.4.8 Encourage safe access to existing and future roadside facilities, scenic turnouts, and other Byway resources.
- 2.4.9 Work with local governments and FDOT to create and implement traffic control measures that decrease speeding throughout the corridor.



- 2.4.10 Partner with local government and FDOT to ensure that traffic control measures are enforced.
- 2.4.11 Partner with FDOT and MPOs to ensure Byway road and bridge improvements are prioritized in the work program.
- 2.4.12 Partner with MPOs to ensure highway connectivity to alternate traffic routes and major highways from Byway for emergency evacuation.

Goal 3.0 Initiate and leverage the continued support and participation of government agencies, community residents, and local businesses in Byway program activities and corridor planning decisions.

Objective 3.1 Generate support and establish collaborative partnerships with the local, state, and federal government agencies, including elected officials and staff.

Strategies

- 3.1.1 Communicate regularly with elected officials by attending meetings including: Board of County Commissioners, City Councils, Planning and Zoning Boards, Technical Review Boards, Parks and Recreation, and Design Review Boards.
- 3.1.2 Join and participate in government committees that are in the know about scenic byway concerns, such as the Long Range Planning Committee, Zoning Boards, Wetlands Committee, etc.
- 3.1.3 Write to elected officials regularly regarding issues of concern and addressing the governing bodies at least once per year.
- 3.1.4 Provide briefing packages and scenic highway “tool box” to elected officials.
- 3.1.5 Invite candidates to participate in regular Byway meetings and special events.

Objective 3.2 Generate support and establish collaborative partnerships with the community residents.

Strategies

- 3.2.1 Increase community awareness of Byway meetings and events by using Email, website, newsletter, and news releases.
- 3.2.2 Increase opportunities for residents and businesses to participate in planning decisions for the Byway by opening meetings to all.



3.2.3 Establish presence in local communities by participating in local events.

3.2.4 Establish presence in local communities through local media involvement, press releases, and public access television.

Objective 3.3 Generate support and establish collaborative partnerships with the private sector.

Strategies

3.3.1 Identify and demonstrate the Byway value and benefits to businesses and developers by communicating successes via briefing packages, email, website, newsletters, and news releases.

3.3.2 Establish partnerships with Chambers of Commerce and Tourism Development Councils.

3.3.3 Establish partnerships and gain support from local civic, environmental, and like-minded organizations.

3.3.4 Establish partnerships with local schools and colleges.

3.3.5 Develop course in volunteerism and encourage students, teachers, and classes to join the Friends of A1A.

Goal 4.0 Increase awareness of the beauty, ambiance, and uniqueness of the Byway's resources and promote the Byway as a traveling experience

Objective 4.1 Develop an education program to educate travelers and residents about uniqueness of Byway corridor and its resources.

Strategies

4.1.1 Develop interpretive brochures and informational materials.

4.1.2 Develop corridor video and distribution/viewing plan.

4.1.3 Develop cell phone tour of Byway corridor.

4.1.4 Soliciting funding and sponsorships from public and private entities to support placement of a series of Byway-related kiosks or information centers throughout the Byway corridor.

4.1.5 Enhance community knowledge on natural wildlife, habitats, and native vegetation.

4.1.6 Utilize news media to gain public support.

4.1.7 Participate in formal speaking engagements and in local events.

4.1.8 Ensure that the Byway appears on local and regional maps.



Objective 4.2 Maintain and enhance the Friends of A1A website.

Strategies

- 4.2.1 Refine and maintain links from search engines and other important sites.
- 4.2.2 Refine and maintain printable location map to the website.
- 4.2.3 Refine and maintain calendar of events to the website.
- 4.2.4 Update mission and goals on the website.

Objective 4.3 Educate builders, developers, and contract workers to foster appreciation for beauty of A1A.

Strategies

- 4.3.1 Encourage responsible development by informing builders, developers, and contract workers of the Corridor Overlay District and Corridor Design Guidelines.
- 4.3.2 Participate in builders associations and committees.

Objective 4.4 Develop “quick notes” brochure targeted to government officials to assist in the decision making process.

Goal 5.0 Encourage sustainable economic development and tourism activities that preserve and enhance the Byway

Objective 5.1 Ensure compatible, low-impact development takes place along the Byway.

Strategies

- 5.1.1 Define “Old Florida” through development of design guidelines.
- 5.1.2 Initiate a comprehensive approach to planning commercial development, land use, and transportation improvements to reduce negative impacts to the Byway's intrinsic resources through the development of Corridor Overlay District and Corridor Design Guidelines.
- 5.1.3 Encourage and reward businesses that blend frontages with natural surroundings by creating a “Development of the Year” or other similar program.
- 5.1.4 Encourage strong and active town centers that will increase the tax base and enhance the quality of life.
- 5.1.5 Encourage “green” and salt tolerant development.



Objective 5.2 Support marketing plans that promotes the Byway as a tourist destination.

Strategies

- 5.2.1 Develop a comprehensive Byway story.
- 5.2.2 As a part of the marketing plan, develop an eco-tourism plan that will promote the unique coastal ecosystem along the Byway, including guided tours by water and kayak rentals.
- 5.2.3 As a part of the marketing plan, develop a heritage-tourism plan that will preserve the Byway's existing historical resources, identify opportunities for restoration and enhancement of other potential historical resources, and promote these resources to the public.
- 5.2.4 Initiate advertising and public relations through the local Tourism Development Council and Chambers of Commerce.
- 5.2.5 Identify and improve tourism infrastructure needs along the corridor, including parking, restrooms, and information kiosks.
- 5.2.6 Encourage regional partnerships in tourism promotion and development.
 - i. Partner with AAA and other travel agencies.
 - ii. Partner with Visit Florida.
 - iii. Participate in a regional travel agent workshop.
- 5.2.7 Take full advantage of National Scenic Byway designation by working with FHWA marketing staff and resources, and identifying marketing best practices for byways.
- 5.2.8 Partner with emerging heritage area and other similar programs.

Objective 5.3 Encourage development of destination-based businesses.

Strategies

- 5.3.1 Identify and interview existing destination-based businesses to determine how A1A can benefit their business.
- 5.3.2 Incorporate findings of interviews into an action plan.
- 5.3.3 Partner with local planning agency to identify and evaluate business nodes along the Byway corridor.
- 5.3.4 Partner with local chambers of commerce and similar organizations to enhance business nodes with tourism support elements, such as lodging, restaurants, and retail.



Goal 6.0 Ensure the long-term sustainability and success of the Friends of A1A organization.

Objective 6.1 Develop an organizational structure that organizes the Friends of A1A into functional areas to assist the Board and Byway Administrator in meeting needs of the corridor.

Strategies

- 6.1.1 Clearly define roles and responsibilities of Board, staff, volunteers, and committees.
- 6.1.2 Identify functional areas, or programs, such as special projects, volunteer program, education, marketing, etc.
- 6.1.3 Establish leader for each functional area (program).
- 6.1.4 Establish committees under each functional area (program) that empower the Byway membership to take action on specific tasks and projects.
- 6.1.5 Identify long-term and short-term priorities.

Objective 6.2 Continue to enhance the Friends of A1A organization through its membership.

Strategies

- 6.2.1 Develop and implement a plan to actively recruit new members (Goals 3 and 4).
- 6.2.2 Promote mentorship of new members through sharing of existing membership's institutional knowledge, passion, and diligence.
- 6.2.3 Provide new volunteer training orientation at least four times per year.
- 6.2.4 Provide formal training for board members at least once a year.

Objective 6.3 Develop and implement a business plan to establish a long-range plan (inclusive of a financial budget) for implementing the Byway's priorities.

Strategies

- 6.3.1 Identify and secure grants and other funding opportunities through the local, state, and federal sources.
- 6.3.2 Identify and secure funding opportunities through the economic development organizations, such as local Tourism Development Councils and Chambers of Commerce and Visit Florida.
- 6.3.3 Implement the Friends of A1A Fundraising Plan, including the Crew of 72 and other strategies.



Objective 6.4 Increase visibility and political clout of the Byway organization.

Strategies

- 6.4.1 Identify, build, and maintain strategic corridor-wide political partnerships that may further the Byway mission.
- 6.4.2 Identify, build, and maintain strategic corridor-wide partnerships with similar civic organizations that may further the Byway mission.
- 6.4.3 Recognize potential expansion of the A1A corridor further south and begin strengthening alliances between managing entities by sharing pilot projects.
- 6.4.4 Recognize value in seeking additional corridor-wide or national designations such as the All American Road or National Heritage Area designations and support feasibility only if return on investment is warranted.

Objective 6.5 Fulfill administrative duties to maintain the Byway designation.

Strategies

- 6.5.1 Provide annual reports and periodic updates.
- 6.5.2 Prepare CMP updates.
- 6.5.3 Monitor and Update the Strategic Plan.





SR A1A Scenic & Historic Coastal Byway Strategic Plan



5.0 ACTION PLAN

The project team conducted several exercises to equip the Friends of A1A for successful implementation of the strategic plan. First, the BVC prioritized their short-term, long-term, and ongoing objectives over the next few years. The project team also assisted the group in assigning roles and responsibilities. The BVC developed a new committee structure, and even recruited leaders, alternate leaders, and volunteers for each committee. The results of these exercises were incorporated into this action plan. The action plan provides a stand alone checklist to monitor progress of the Friends of A1A accomplishments over the next five years.



**SR AIA SCENIC AND HISTORIC BYWAY
ACTION PLAN**

Resource Protection	1.0 Protect and enhance the unique resources along the Byway corridor.				
	1.1 Develop and implement a comprehensive corridor resource inventory that will identify the Byway's unique resources.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	1.1.1 Identify the scenic, historic, cultural, archaeological, natural, and recreation resources throughout the corridor.	Special Program Projects	Short Term		
	1.1.2 Identify protected and non-protected resources along the corridor.	Special Program Projects	Short Term		
	1.1.3 Identify and prioritize corridor needs and opportunities.	Special Program Projects	Short Term		
	1.1.4 Match corridor needs with availability of resources.	Special Program Projects	Short Term		
	1.1.5 Identify costs and funding opportunities associated with needed improvements.	Special Program Projects	Short Term		
	1.1.6 Partner with appropriate organizations that support the Byway's mission to strategize acquisition opportunities.	Special Program Projects	Short Term		
	1.1.7 Educate local government and community about the value of the Byway's resources.	Special Program Projects	Short Term		
	1.1.8 Partner with local government to protect existing access and provide additional access to the Byway's resources.	Special Program Projects	Short Term		
	1.2 Encourage creation of special protection measures for the Byway corridor's resources through the local government comprehensive planning and development review processes.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	1.2.1 Educate local governments of the importance of view shed and protective measures by coordinating with municipality at the staff level and meeting with elected officials individually.	Special Program Projects	Short Term		
	1.2.2 Draft a Master Plan and/or Corridor-wide Design Guidelines to ensure that development plans provide context sensitive solutions that are compatible with Byway vision.	Special Program Projects	Short Term		
	1.2.3 Advocate for incorporation of the Master Plan and/or Corridor-wide Design Guidelines into the local government comprehensive plans.	Special Program Projects	Short Term		
	1.2.4 Identify existing Corridor Overlay Districts along the Byway corridor to help strategically manage development along the Byway while respecting the diverse needs of the Byway community and create new districts as necessary to fill in the gaps.	Special Program Projects	Short Term		
	1.2.5 Advocate for incorporation of the Corridor Overlay District into the local zoning codes throughout the corridor.	Special Program Projects	Short Term		
	1.2.6 Support continued use and enforcement of special protection measures currently in place along the corridor.	Special Program Projects	Short Term		
	1.2.7 Advocate for sensible use of beach management areas.	Special Program Projects	Short Term		
	1.2.8 Partner with local organizations to protect A1A from the effects of beach erosion.	Special Program Projects	Short Term		
	1.3 Increase coordination with local, state, and federal agencies to ensure the protection of the Byway's resources.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	1.3.1 Maintain electronic database and utilize email distribution list to communicate with the agencies.	Special Program Projects	On-Going		
	1.3.2 Generate awareness of corridor projects by distributing short, one-page briefing papers or newsletters to agency staff.	Special Program Projects	On-Going		
1.3.3 Participate and encourage agency involvement in Byway-related studies and plans.	Special Program Projects	On-Going			



**SR AIA SCENIC AND HISTORIC BYWAY
ACTION PLAN**

1.4 Promote community partnerships for litter control.				
Lead Responsibility:		Indicator 2008:		
Strategies	Lead Staff	Timeline	Status	Indicator 2008
1.4.1 Identify areas where there is no existing recycling program.	Special Program Projects	On-Going		
1.4.2 Advocate for the implementation of recycling programs in areas where no programs currently exist.	Special Program Projects	On-Going		
1.4.3 Identify shortcomings and advocate necessary improvements to existing recycling programs.	Special Program Projects	On-Going		
1.4.4 Strengthen Adopt-a-Highway and Adopt-a-Shoreline sponsorship for the entire length of the corridor	Special Program Projects	On-Going		
1.4.5 Identify and partner with Ocean Conservancy to support their bi-annual coastal cleanup efforts.	Special Program Projects	On-Going		
1.4.6 Monitor local municipalities' efforts to identify sites for additional trash container sites along the corridor and ensure that all are kept in good repair and emptied frequently enough to minimize debris.	Special Program Projects	On-Going		
1.5 Support the use and proper maintenance of native Florida landscape along the Byway.				
Lead Responsibility:		Indicator 2008:		
Strategies	Lead Staff	Timeline	Status	Indicator 2008
1.5.1 Identify, for future removal and eradication, locations of exotic infestation.	Special Program Projects	On-Going		
1.5.2 Work with the FDOT and local landscapers to identify native varieties of vegetation, including salt and drought tolerant species that can be used along the corridor.	Special Program Projects	On-Going		
1.5.3 Draft recommendations for municipalities on desirable species to be used for future planting efforts.	Special Program Projects	On-Going		
1.5.4 Partner with local agencies and environmental advocates on implementation strategies that could include funding and/or in-kind services.	Special Program Projects	On-Going		
1.5.5 Support local government enforcement of appropriate landscape guidelines, including site development activities and landscape maintenance.	Special Program Projects	On-Going		
1.5.6 Support the minimization of development impacts on ground water quality by advocating xeriscape and drought tolerant materials.	Special Program Projects	On-Going		
1.5.7 Advocate for master plan.	Special Program Projects	On-Going		
1.6 Develop a Scenic Conservation Plan to eliminate overhead utility lines, communication towers, and non-conforming signs from the corridor view shed.				
Lead Responsibility:		Indicator 2008:		
Strategies	Lead Staff	Timeline	Status	Indicator 2008
1.6.1 Define the corridor view shed.	Special Program Projects	Short Term		
1.6.2 Identify locations and ownership of existing overhead utilities, communication towers, and non-conforming signs.	Special Program Projects	Short Term		
1.6.3 Initiate dialog with local utilities to identify alternatives, costs, and potential funding opportunities for the elimination of overhead utilities from the view shed.	Special Program Projects	Short Term		
1.6.4 Advocate for communication tower alternatives with elected officials.	Special Program Projects	Short Term		



**SR AIA SCENIC AND HISTORIC BYWAY
ACTION PLAN**

Transportation Planning and Safety	2.0 Encourage comprehensive transportation planning of the Byway corridor.				
	2.1 Support smart and comprehensive planning initiatives for adjacent land use, access, acquisition, and development decisions along the corridor.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	2.1.1 Foster good relationships with elected officials.	Special Program Projects	On-going		
	2.1.2 Monitor and participate in Review Board activities (DRB and SRB).	Special Program Projects	On-going		
	2.1.3 Acknowledge and reward good development practices.	Special Program Projects	On-going		
	2.1.4 Establish representation on Future Land Use Committees and Planning Boards.	Special Program Projects	On-going		
	2.1.5 Attend Board of County Commissioner, City Council, and Planning and Zoning Board meetings and invite them to Byway meetings and activities.	Special Program Projects	On-going		
	2.1.6 Partner with FDOT, MPO, and local governments to identify acceptable level of service throughout the Byway corridor.	Special Program Projects	On-going		
	2.1.7 Advocate low impact development through coordination with local government zoning boards.	Special Program Projects	On-going		
	2.1.8 Identify scheduled comprehensive plan updates for each local government.	Special Program Projects	On-going		
	2.1.9 Work with local governments to integrate Corridor Management Plan (CMP), and other Byway plans, into local government comprehensive plans.	Special Program Projects	On-going		
	2.1.10 Partner with local governments and FDOT to identify publicly-owned land and environmentally sensitive lands throughout the Byway corridor that is available for targeted uses by the Byway.	Special Program Projects	On-going		
	2.2 Encourage aesthetic enhancements that reinforce the unique nature of the Byway.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	2.2.1 Identify unique features of the local communities along the Byway.	Special Program Projects	On-going		
	2.2.2 Incorporate plans to preserve the identity of the adjacent communities into the Master Plan and/or Corridor-wide Design Guidelines.	Special Program Projects	On-going		
	2.2.3 Work with FDOT and local agencies to support sensible highway sign placement and along the Byway corridor.	Special Program Projects	On-going		
	2.2.4 Work with FDOT and local agencies to support outdoor advertising controls and cell tower controls along the Byway corridor.	Special Program Projects	On-going		
	2.2.5 Develop and support programs that provide incentives to businesses to replace or eliminate non-conforming signs.	Special Program Projects	On-going		
	2.3 Encourage multi-modal transportation alternatives throughout the Byway corridor.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	2.3.1 Identify and partner with other interest groups to promote alternative modes of transportation.	Special Program Projects	Long Term		
	2.3.2 Identify opportunities for enhancements to pedestrians and bike facilities.	Special Program Projects	Long Term		
	2.3.3 Encourage the incorporation of bike paths and multi-use trails into the local government plans.	Special Program Projects	Long Term		
2.3.4 Identify opportunities for water taxis.	Special Program Projects	Long Term			



**SR AIA SCENIC AND HISTORIC BYWAY
ACTION PLAN**

	2.4 Improve highway safety and pedestrian safety by encouraging comprehensive engineering solutions.					
	Lead Responsibility:		Indicator 2008:			
	Strategies		Lead Staff	Timeline	Status	Indicator 2008
	2.4.1 Partner with FDOT and local planning agencies to adopt policies that maintain the current two-lane form and function of A1A.		Special Program Projects	Short Term		
	2.4.2 Partner with FDOT and local agencies to establish attractive and consistent wayfinding signs along the Byway corridor.		Special Program Projects	Short Term		
	2.4.3 Identify areas with potential safety hazards and accident-prone locations.		Special Program Projects	Short Term		
	2.4.4 Identify safety enhancements that are needed along the corridor.		Special Program Projects	Short Term		
	2.4.5 Prioritize safety needs throughout the corridor.		Special Program Projects	Short Term		
	2.4.6 Partner with FDOT to incorporate safety features, like pedestrian crosswalks, at key points throughout the Byway corridor.		Special Program Projects	Short Term		
	2.4.7 Encourage design of scenic pull-outs along the Byway corridor, where feasible.		Special Program Projects	Short Term		
	2.4.8 Encourage safe access to existing and future roadside facilities, scenic turnouts, and other Byway resources.		Special Program Projects	Short Term		
	2.4.9 Work with local governments and FDOT to create and implement traffic control measures that decrease speeding throughout the corridor.		Special Program Projects	Short Term		
	2.4.10 Partner with local government and FDOT to ensure that traffic control measures are enforced.		Special Program Projects	Short Term		
	2.4.11 Partner with FDOT and MPOs to ensure Byway road and bridge improvements are prioritized in the work program.		Special Program Projects	Short Term		
2.4.12 Partner with MPOs to ensure highway connectivity to alternate traffic routes and major highways from Byway for emergency evacuation.		Special Program Projects	Short Term			
Community and Government Support and Participation	3.0 Initiate and leverage the continued support and participation of government agencies, community residents, and local businesses in Byway program activities and corridor planning decisions.					
	3.1 Generate support and establish collaborative partnerships with the local, state, and federal government agencies, including elected officials and staff.					
	Lead Responsibility:		Indicator 2008:			
	Strategies		Lead Staff	Timeline	Status	Indicator 2008
	3.1.1 Communicate regularly with elected officials by attend meetings including: Board of County Commissioners, City Councils, Planning and Zoning Boards, Technical Review Boards, Parks and Recreation, and Design Review Boards.		Volunteer Program	On-going		
	3.1.2 Join and participate in government committees that are in the know about scenic byway concerns, such as the Long Range Planning Committee, Zoning Boards, Wetlands Committee, etc.		Volunteer Program	On-going		
	3.1.3 Write to elected officials regularly regarding issues of concern and addressing the governing bodies at least once per year.		Volunteer Program	On-going		
	3.1.4 Provide briefing packages and scenic highway "tool box" to elected officials.		Volunteer Program	On-going		
	3.1.5 Invite candidates to participate in regular Byway meetings and special events.		Volunteer Program	On-going		
	3.2 Generate support and establish collaborative partnerships with the community residents.					
Lead Responsibility:		Indicator 2008:				
Strategies		Lead Staff	Timeline	Status	Indicator 2008	
3.2.1 Increase community awareness of Byway meetings and events by using Email, website, newsletter, and news releases.		Volunteer Program	On-going			



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Education and Communication	3.2.2 Increase opportunities for residents and businesses to participate in planning decisions for the Byway by opening meetings to all.	Volunteer Program	On-going			
	3.2.3 Establish presence in local communities by participating in local events.	Volunteer Program	On-going			
	3.2.4 Establish presence in local communities through local media involvement, press releases, and public access television.	Volunteer Program	On-going			
	3.3 Generate support and establish collaborative partnerships with the private sector.					
	Lead Responsibility:		Indicator 2008:			
	Strategies		Lead Staff	Timeline	Status	Indicator 2008
	3.3.1 Identify and demonstrate the Byway value and benefits to businesses and developers by communicating successes via briefing packages, email, website, newsletters, and news releases.	Volunteer Program	On-going			
	3.3.2 Establish partnerships with Chambers of Commerce and Tourism Development Councils.	Volunteer Program	On-going			
	3.3.3 Establish partnerships and gain support from local civic, environmental, and like-minded organizations.	Volunteer Program	On-going			
	3.3.4 Establish partnerships with local schools and colleges.	Volunteer Program	On-going			
	3.3.5 Develop course in volunteerism and encourage students, teachers, and classes to join the Friends of A1A.	Volunteer Program	On-going			
	4.0 Increase awareness of the beauty, ambiance, and uniqueness of the Byway's resources and promote the Byway as a traveling experience.					
	4.1 Develop an education program to educate travelers and residents about uniqueness of Byway corridor and its resources.					
	Lead Responsibility:		Indicator 2008:			
	Strategies		Lead Staff	Timeline	Status	Indicator 2008
4.1.1 Develop interpretive brochures and informational materials.	Education Program	Short Term				
4.1.2 Develop corridor video and distribution/viewing plan.	Education Program	Short Term				
4.1.3 Develop cell phone tour of Byway corridor.	Education Program	Short Term				
4.1.4 Soliciting funding and sponsorships from public and private entities to support placement of a series of Byway-related kiosks or information centers throughout the Byway corridor.	Education Program	Short Term				
4.1.5 Enhance community knowledge on natural wildlife, habitats, and native vegetation.	Education Program	Short Term				
4.1.6 Utilize news media to gain public support.	Education Program	Short Term				
4.1.7 Participate in formal speaking engagements and in local events.	Education Program	Short Term				
4.1.8 Ensure that the Byway appears on local and regional maps.	Education Program	Short Term				
4.2 Maintain and enhance the Friends of A1A website.						
Lead Responsibility:		Indicator 2008:				
Strategies		Lead Staff	Timeline	Status	Indicator 2008	
4.2.1 Refine and maintain links from search engines and other important sites.	Education Program	On-going				
4.2.2 Refine and maintain printable location map to the website.	Education Program	On-going				
4.2.3 Refine and maintain calendar of events to the website.	Education Program	On-going				
4.2.4 Update mission and goals on the website.	Education Program	On-going				



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4.3 Educate builders, developers, and contract workers to foster appreciation for beauty of A1A.				
Lead Responsibility:		Indicator 2008:		
Strategies		Lead Staff	Timeline	Status
4.3.1 Encourage responsible development by informing builders, developers, and contract workers of the Corridor Overlay District and Corridor Design Guidelines.		Education Program	On-going	
4.3.2 Participate in builders associations and committees.		Education Program	On-going	
4.4 Develop "quick notes" brochure targeted to government officials to assist in the decision making process.				
Lead Responsibility:		Indicator 2008: Brochure (Cross Reference-3.1.4)		
Strategies		Lead Staff	Timeline	Status
5.0 Encourage sustainable economic development and tourism activities that preserve and enhance the Byway.				
5.1 Ensure compatible, low-impact development takes place along the Byway.				
Lead Responsibility:		Indicator 2008:		
Strategies		Lead Staff	Timeline	Status
5.1.1 Define "Old Florida" through development of design guidelines.		Education Program	On-going	
5.1.2 Initiate a comprehensive approach to planning commercial development, land use, and transportation improvements to reduce negative impacts to the Byway's intrinsic resources through the development of Corridor Overlay District and Corridor Design Guidelines.		Education Program	On-going	
5.1.3 Encourage and reward businesses that blend frontages with natural surroundings by creating a "Development of the Year" or other similar program.		Education Program	On-going	
5.1.4 Encourage strong and active town centers that will increase the tax base and enhance the quality of life.		Education Program	On-going	
5.1.5 Encourage "green" and salt tolerant development.		Education Program	On-going	
5.2 Support marketing plans that promotes the Byway as a tourist destination.				
Lead Responsibility:		Indicator 2008:		
Strategies		Lead Staff	Timeline	Status
5.2.1 Develop a comprehensive Byway story.		Education Program	On-going	
5.2.2 As a part of the marketing plan, develop an eco-tourism plan that will promote the unique coastal ecosystem along the Byway, including guided tours by water and kayak rentals.		Education Program	On-going	
5.2.3 As a part of the marketing plan, develop a heritage-tourism plan that will preserve the Byway's existing historical resources, identify opportunities for restoration and enhancement of other potential historical resources, and promote these resources to the public.		Education Program	On-going	
5.2.4 Initiate advertising and public relations through the local Tourism Development Council and Chambers of Commerce.		Education Program	On-going	
5.2.5 Identify and improve tourism infrastructure needs along the corridor, including parking, restrooms, and information kiosks.		Education Program	On-going	
5.2.6 Encourage regional partnerships in tourism promotion and development. i. Partner with AAA and other travel agencies. ii. Partner with Visit Florida. iii. Participate in a regional travel agent workshop.		Education Program	On-going	
5.2.7 Take full advantage of National Scenic Byway designation by working with FHWA marketing staff and resources, and identifying marketing best practices for byways.		Education Program	On-going	
5.2.8 Partner with emerging heritage area and other similar programs.		Education Program	On-going	

Economic Development and Tourism



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Organizational Development and Sustainability	5.3 Encourage development of destination-based businesses.				
	Lead Responsibility:	Indicator 2008:			
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	5.3.1 Identify and interview existing destination-based businesses to determine how A1A can benefit their business.	Education Program	Long Term		
	5.3.2 Incorporate findings of interviews into an action plan.	Education Program	Long Term		
	5.3.3 Partner with local planning agency to identify and evaluate business nodes along the Byway corridor.	Education Program	Long Term		
	5.3.4 Partner with local chambers of commerce and similar organizations to enhance business nodes with tourism support elements, such as lodging, restaurants, and retail.	Education Program	Long Term		
	6.0 Ensure the long-term sustainability and success of the Friends of A1A organization.				
	6.1 Develop an organizational structure that organizes the Friends of A1A into functional areas to assist the Board and Byway Administrator in meeting needs of the corridor.				
	Lead Responsibility:	Indicator 2008:			
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	6.1.1 Clearly define roles and responsibilities of Board, staff, volunteers, and committees.	Organizational Management	Short Term		
	6.1.2 Identify functional areas, or programs, such as special projects, volunteer program, education, marketing, etc.	Organizational Management	Short Term		
	6.1.3 Establish leader for each functional area (program).	Organizational Management	Short Term		
	6.1.4 Establish committees under each functional area (program) that empower the Byway membership to take action on specific tasks and projects.	Organizational Management	Short Term		
	6.1.5 Identify long-term and short-term priorities.				
	6.2 Continue to enhance the Friends of A1A organization through its membership.				
	Lead Responsibility:	Indicator 2008:			
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	6.2.1 Develop and implement a plan to actively recruit new members (Goals 3 and 4).	Organizational Management	On-going		
6.2.2 Promote mentorship of new members through sharing of existing membership's institutional knowledge, passion, and diligence.	Organizational Management	On-going			
6.2.3 Provide new volunteer training orientation at least four times per year.	Organizational Management	On-going			
6.2.4 Provide formal training for board members at least once a year.	Organizational Management	On-going			
6.3 Develop and implement a business plan to establish a long-range plan (inclusive of a financial budget) for implementing the Byway's priorities.					
Lead Responsibility:	Indicator 2008:				
Strategies	Lead Staff	Timeline	Status	Indicator 2008	
6.3.1 Identify and secure grants and other funding opportunities through the local, state, and federal sources.	Organizational Management	Short Term			
6.3.2 Identify and secure funding opportunities through the economic development organizations, such as local Tourism Development Councils and Chambers of Commerce and Visit Florida.	Organizational Management	Short Term			
6.3.3 Implement the Friends of A1A Fundraising Plan, including the Crewe of 72 and other strategies.	Organizational Management	Short Term			



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6.4 Increase visibility and political clout of the Byway organization.				
Lead Responsibility:	Indicator 2008:			
Strategies	Lead Staff	Timeline	Status	Indicator 2008
6.4.1 Identify, build, and maintain strategic corridor-wide political partnerships that may further the Byway mission.	Organizational Management	On-going		
6.4.2 Identify, build, and maintain strategic corridor-wide partnerships with similar civic organizations that may further the Byway mission.	Organizational Management	On-going		
6.4.3 Recognize potential expansion of the A1A corridor further south and begin strengthening alliances between managing entities by sharing pilot projects.	Organizational Management	On-going		
6.4.4 Recognize value in seeking additional corridor-wide or national designations such as the All American Road or National Heritage Area designations and support feasibility only if return on investment is warranted.	Organizational Management	On-going		
6.5 Fulfill administrative duties to maintain the Byway designation.				
Lead Responsibility:	Indicator 2008:			
Strategies	Lead Staff	Timeline	Status	Indicator 2008
6.5.1 Provide annual reports and periodic updates.	Organizational Management	On-going		
6.5.2 Prepare CMP updates.	Organizational Management	On-going		
6.5.3 Monitor and Update the Strategic Plan.	Organizational Management	On-going		



APPENDICES

Appendix A: Kick-Off Newsletter

Appendix B: SWOT Analysis and Results

Appendix C: Strategic Planning Session #1-Meeting Materials

Appendix D: Strategic Planning Session #2-Meeting Materials

Appendix E: Strategic Planning Session #3-Meeting Materials

Appendix F: Strategic Planning Session #4-Meeting Materials

Appendix G: Strategic Planning Session #5-Meeting Materials

APPENDIX A

Kick-Off Newsletter



SR A1A Scenic & Historic Coastal Byway Strategic Plan

March 2008

National Byway Vision:

"To preserve this unique place where residents and visitors alike can step back to the unhurried lifestyle and ambiance of Old Florida"

National Byway Mission:

"To protect and enhance the byway's resources"

The Florida Department of Transportation (FDOT), in coordination with the Friends of A1A, invites you to participate in the development of a Byway Strategic Plan for the SR A1A Scenic & Historic Coastal National Byway. The Byway is a 72-mile corridor that spans from the Flagler/Volusia County Line the Duval/St. Johns County Line. Strategic planning will help us focus our priorities on the national byway vision and mission to ensure that we are all working toward the same goals. The Byway Strategic Plan will:

- Establish corridor-wide goals and objectives for the National Byway.
- Create an action plan for execution of the National Byway's mission.
- Assign roles and responsibilities to implement the plan.

In the month of March, we will meet with each of the state scenic highway corridor management entities (CMEs) to present the strategic planning process and collect information about the byway's strengths, weaknesses, opportunities, and constraints.

How can I get involved?

Because many of our residents travel during the summer months, our goal is to complete this plan by June 2008. In order to meet this ambitious goal, our strategic planning sessions will be intense, focused, and, hopefully, fun! We are asking each CME to identify two representatives, in addition to the Friends of A1A National Byway Board Members, to serve on the Byway Visioning Committee. This committee will meet five times over the next few months to provide direction to our planning process. Four of these meetings will be held in conjunction with the regular scheduled meetings of the Friends of A1A. These sessions will be similar to the following:

- Meeting 1-Present Byway Vision and Core Values; Review Individual CME goals; Prioritize Goals that Meet the Byway Vision. (March 26, 2008)
- Meeting 2-Present Draft Byway Goals; Discuss Objectives
- Meeting 3-Begin to Develop Byway Action Plan and Schedule
- Meeting 4-Finalize Byway Action Plan and Schedule
- Meeting 5-Discuss the implementation of the BSP; Identify Workgroups; Assign Roles and Responsibilities; and Review Process.

FDOT will document the strategic planning process and summarize the findings in the Byway Strategic Plan. Draft copies of the document will be distributed to the Byway Visioning Committee. FDOT will present the document to the remainder of the CME members at an open-house style meeting. Based on consensus from the CMEs, FDOT will then prepare the final Byway Strategic Plan.

How can I get more information?

We welcome your interest in the SR A1A Scenic & Historic Coastal National Byway!
If you have questions or comments, please contact:

Garry Balogh

Environmental Scientist/Scenic Highways Coordinator
FDOT/Environmental Management Office
(386) 943-5393 Office
garry.balogh@dot.state.fl.us



APPENDIX B

SWOT Analysis and Results

**Florida Department of Transportation District Five
SR A1A Scenic & Historic Coastal Byway
Strategic Plan**

Stakeholder Survey

As we begin to develop a strategic plan in support of the SR A1A Scenic & Historic Coastal National Byway, please give us your thoughts!

1. What do you see as the National Byway's greatest strengths in support of the mission "to protect and enhance the byway's resources?"

2. What are the National Byway's greatest weaknesses?

3. What are the opportunities that the National Byway should be taking to fulfill the mission?

4. What are the constraints that threaten the fulfillment of the National Byway's mission?

*Please return these the strategic planning team by **Friday, March 21, 2008**. You can return your survey by email to ajprice@pbsj.com or by fax to (813) 286-9842.*

March 2008 SWOT Analysis
Stakeholder Survey-What We Heard

Strengths	Weaknesses	Opportunities	Threats/Constraints
Intrinsic Resources	Money/Funding/Grants	Bigger, more united voice	Funding/Budget restraints
Natural Resources	Traffic Control/Speeding	Establish benefits of byway and express to public	Lack of clout
Cultural Resources	Lack of clout	Contact businesses along corridor	Lack of commitment (time and money)
Recreational Resources	South St. Johns County bridge issues	Enhance parks, restaurants, and beaches	Need streamlined signage throughout corridor (political and time consuming)
Historic Resources	Lack of concern from FDOT executive staff	Become self-sustaining (Crew of 72)	Staffing limitations
Wildlife	Need clarity from FDOT on signage permitting issues	Tourism development	Lack of political action/involvement/consistency/follow through.
Beaches/Parks	Power lines issues	Take advantage of heritage and ecotourism.	Size of the organization
Viewsheds/Beauty	Helplessness/need for empowerment	Regional events and activities.	Need for coordination
Native Species	Less focus on individual CME priorities	Advertising/Work through local TDC and COC to focus attention and funding on A1A	Maintenance of landscaping
People-Members	Need more business owners	Greater clout	Communication/education
Good unity/one voice/accountability	Beach erosion/need for restoration	Generating more political support	Cleanliness of highway/litter control
Post-designation pride	Need county-wide support (2 counties)	Marketing/DVD/brochure/TV/libraries	Level of service on A1A/growth management
Membership growth	Apathetic builders to beauty/ambiance	Broaden community involvement/education/information	Taking landscape and giving elsewhere (SR 100)
Passion	Weak wording of consulting contracts	Better use of coquina	Lack of planning
Dedication	Coordinating through various communities	Consolidate recycling efforts	Fundraising
Institutional knowledge	Billboards/signage	Adopt-a-Highway	Power lines
Talent	Lack of communication between entities	Improve communication with maintenance staff	Developers demolishing landscaping
Endurance/Dilligence/Persistence	Supervision of contract workers	Provide better information to senior FDOT staff (provide videos, brochures, etc.)	Lack of attention to speeding
People-Leadership	Underutilizing news media	Funding opportunities for burying power lines (need plan)	Lack of purpose and focus.
Administrative Staff		Use of FDOT enhancement funding.	Difficulty of moving forward through difficult times.
Supportive FDOT reps		Use of Opportunity Florida funding or other tourism funding	Local zoning/urban sprawl.
Good FDOT partnership		Downturn in gov't financing as incentive for local businesses adjacent to byway to benefit from our activities	Coordination with utility providers
Community leaders' support/political influence		Limit additional lanes	
Community Support, Trust, and Interest		Build inventory of state-owned land along the byway.	
Stewardship			
Scenic Corridor Overlay			
Eco-Tourism			
Education			

APPENDIX C

Strategic Planning Session #1-Meeting Materials

MEETING NOTES

Date/Time: March 26, 2008 at 3:00 p.m.

Location: Whitney Lab Auditorium

Subject: A1A Scenic and Historic Coastal Byway
Strategic Plan
Byway Visioning Committee-Session #1

Attendees: See Friends of A1A Sign in Sheet

Written By: Alice Price

Copies To: Sallie O'Hara, Wanda Maloney, Garry Balogh, Dennis Adams, Debrah Miller, File

Following a brief introduction from the District Five Scenic Highway Coordinator, Garry Balogh and brief review of the strategic planning process from Alice Price, PBS&J, the Byway Visioning Committee (BVC) began their first strategic planning session. A summary of the planning activities is provided in the following bullets:

Mission

- Mission is a broad statement of purpose of the organization and what we exist to do.
- Friends of A1A developed a mission statement a couple of years ago.
- Mission: To protect, promote, and enhance the outstanding scenic, historic, natural, recreational, and cultural resources of the A1A Scenic & Historic Coastal Byway in a manner that provides a unique experience for visitors, and maintains for the communities along the byway an unhurried lifestyle and ambiance of "Old Florida."
- Group agreed with mission, but opted to add "archaeological" to the listed resources.
- The mission will serve as the foundation for the strategic planning process.

Core Values

- Core Values break down the mission into manageable pieces.
- Core Values are the common ideals that we share and represent what we are most passionate about.
- Core values are how we expect to travel where we want to go.
- Based on the individual corridor management plans (CMPs) and FDOT's Scenic Highway Manual, the strategic planning team proposed five core values:
 - Resource protection
 - Transportation planning and safety
 - Community support and participation

- Education and corridor story
- Economic development and tourism
- The strategic planning team provided a handout that listed the mission and the proposed core values and goals. The BVC took several minutes to consider the proposed core values and then discussed them as a group. The strategic planning team recorded these thoughts on flip charts. (Photographs of the flip charts are included in the project files.)
 - “Enhance visitor experience” needs more emphasis.
 - Tourism shouldn’t be separate.
 - Resource protection - some intrinsic qualities are missing.
 - Add “archeological” to mission statement.
 - Break down resource protection into intrinsic qualities?
 - Break out natural resources?
 - Add “maintain” to mission statement.
 - Needs to capture that “Old Florida” drives a different type of economic development.
 - Other management plans – NERR, Washington Oaks, CRAs, etc.
 - Include “and government” in community support core value.
- The strategic planning team will revise the core values according to the BVC’s request and present at the next BVC meeting.

Goals

- Goal statements begin to translate mission into more specific end results.
- Goal statements further explain our core values and are building blocks used to construct our final plan.
- Based on the individual CMPs, the strategic planning team proposed five goal statements (one for each core value):
 - Resource Protection, Maintenance, Preservation and Enhancement: Protect, preserve, maintain, and enhance the natural, recreational, archeological, scenic, historic, and cultural resources along the byway corridor.
 - Transportation Planning and Safety: Preserve and provide aesthetically pleasing enhancement along the byway corridor, including its right of way, adjacent public and private lands, and transportation function, to promote alternative modes of transportation and maintain optimum safety conditions for all users, including motorists, pedestrians, and bicyclists.
 - Community Support and Participation: Initiate and leverage the continued support and participation of the community's residents and businesses in byway program activities and corridor planning decisions.
 - Education and Corridor Story: Promote and increase public awareness of the uniqueness of the byway's intrinsic resources through public outreach programs and various educational mechanisms.
 - Economic Development and Tourism: Encourage sustainable economic development activities that preserve the ambiance and scenic vistas of the byway, including the service industry, to facilitate eco-tourism, historical and cultural tourism, and other appropriate recreational and commercial opportunities.

- The BVC took several minutes to review and consider the proposed goals and used the handout to record their ideas.
- The BVC then discussed each goal individually and recorded these ideas on flip charts. (Photographs of the flip charts are included in the project files.)
 - Resource Protection-New goal for natural resource protection?
 - Transportation Planning-Switch “preserve” and “provide.”
 - Transportation Planning-Consider splitting into multiple sentences.
 - Transportation Planning-Defined of Multi-Modal Transportation.
 - Transportation Planning-Discussed “non-motorized” vs. “motorized” transportation.
 - Transportation Planning-Discussed the importance of the corridor as an experience.
 - Transportation Planning-Deleted “including motorists, pedestrians, and bicyclists.”
 - Community Support and Participation-Add “government agencies” to goal text.
 - Community Support and Participation-Discussed importance of government relationships, as well as private businesses and organizations.
 - Education and Corridor Story-Delete “public” from goal text.
 - Economic Development and Tourism-Add “tourism” between “development” and “activities.”
 - Economic Development and Tourism-Delete “including the service industry.”
 - Economic Development and Tourism-Discussed land use and development compatibility.
- The strategic planning team will revise the goals according to the BVC’s request and present at the next BVC meeting.

Objectives

- Objectives further articulate and define how the mission will become a reality.
- Objectives break the goal down into manageable pieces.
- There could be several objectives per goal.
- Objectives will be broken down further into strategies.
- The strategic planning team conducted a snowball exercise. Each BVC member received several Post-it notes and were asked to jot down the key issues associated with each goal statement using one issue per Post-it. They could use as many Post-its as necessary to cover all the issues. Then, they were to place their Post-its on the corresponding flip chart. (Photographs of the flip charts are included in the project files.) The following ideas were submitted:
 - Resource Protection
 - Provide and protect public access to beaches and waterways.
 - Natural Resources - Greenway, Blueways, and Acquisitions along byway.
 - Environmental Protection "Native Plants".
 - Minimize trash along corridor.
 - Eliminate cell towers from view shed.
 - Engage property owners along corridor to participate in maintenance of properties to higher level.

- Protect sea turtles, least terns, etc.
- Beach erosion.
- Protect dune system.
- To coordinate Fed/State/Local resources for beach renourishment.
- Eliminate billboards from view shed.
- Natural curtail development, preserve wildlife habitat.
- Hammock Canopy (undergrounding utility lines).
- Special DOT billboard regs for scenic corridor.
- Special history of underdeveloped - emphasize environment.
- Natural - recreation areas, canopies, native species, naturalization, watershed, recreational ops, resource inventory.
- Preserve pre-1960 buildings.
- Underground utilities.
- Promote habitat protection - provide education to homeowners.
- DOT resistance.
- Inventory and try to remove billboards and other unsightly signage.
- Transportation Planning and Safety
 - Parking on ROW.
 - Crosswalks .
 - Bike paths (multi-use paths).
 - Safe, appropriate speed limits.
 - Attractive and consistent wayfinding signage.
 - Encourage government to make safe entrances/exits onto corridor.
 - Excessive width of bridges.
 - Promote pocket parking and access.
 - Minimize impact of cars and occupants as they travel A1A.
 - Promote connections to alternate traffic routes to lesson A1A traffic.
- Community Support and Participation
 - Government infrastructure support -- need to have policies and codes in place to preserve, protect and enhance.
 - Other like-minded civic community organizations (e.g., SACA, STABCA).
 - Build a volunteer group to attend community functions.
 - Encourage public participation in meetings.
- Education and Corridor Story
 - Improve community knowledge on natural wildlife and native plants.
 - Engage public/private schools/colleges to promote AIN NSP.
- Economic Development and Tourism
 - Integrate national development with byway growth -- require citizen oversight on developers to slow demolition of resources.
 - Focus on recreation as primary reason the Byway received national status.
 - Include possibility of co-op with others.
 - Billboards.
 - Tourist nature-like experience.
 - Integrate CMP into County Comprehensive Plan.
 - Promote Low-Impact-Development practices along the byway.
 - Create a Scenic Overlay District along A1A.

- Become involved in the development review process.
- Based on the individual CMPs and the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis from the kick-off meetings, the strategic planning team created a list of themes that will aid in the development of objectives and strategies.
 - Resource Protection
 - Create and implement master plan.
 - Coordinate with agencies.
 - Maintain access to recreation areas.
 - Create and maintain tree canopies.
 - Identify and secure funding.
 - Establish signage standards.
 - Enhance vistas.
 - Restore and protect native species.
 - Create corridor-wide design guidelines.
 - Promote naturalization along corridor.
 - Accomplish undergrounding of utilities.
 - Promote watershed runoff management.
 - Increase recreational opportunities.
 - Preserve historical resources from destruction.
 - Develop inventory of all significant resources.
 - Complete landscape plan.
 - Transportation Planning and Safety
 - Provide for safe, convenient, and efficient motorized and non-motorized transportation.
 - Promote alternative modes of transportation.
 - Enhance scenic drives by regulating signs and utilities.
 - Ensure good planning for future use and access.
 - Community Support and Participation
 - Keep public aware of meetings.
 - Increase community awareness.
 - Provide opportunities for adjacent residents and businesses to participate.
 - Gain support from local businesses and organizations.
 - Maintain character of local community.
 - Build political alliances.
 - Education and Corridor Story
 - Provide educational programs, literature, websites, etc. to explain uniqueness of corridor.
 - Increase awareness through literature, speaking engagements, and local events.
 - Expand corridor further south.
 - Develop network to share information on scenic highway designation.
 - Use technology to educate public.
 - Educate travelers about unique resources.
 - Economic Development and Tourism
 - Market corridor as an experience.
 - Market tourist opportunities.

- Initiate comprehensive approach to planning.
- Promote appropriate signage theme.
- Encourage developers to incorporate scenic highway vision into developer's vision.
- Encourage businesses to blend frontages with natural surroundings.
- Develop strong and active town centers.
- Improve tourist infrastructure.
- Create adequate, unobtrusive parking facilities.
- Develop comprehensive advertising campaign.
- Develop eco-tourism plan.
- Develop heritage-tourism plan.
- The strategic planning team attempted to recap the snowball and objective themes, one goal at a time, but we were only able to recap one or two before our time elapsed.
- The strategic planning team distributed a copy of the PowerPoint presentation, which contained all the objective themes, and related information.
- The strategic planning team will prepare draft objectives based on the themes, SWOT analysis, and snowball exercise and present to the BVC at the next planning session.

The next strategic planning session is scheduled for April 23, 2008 from 3:00 p.m.-5:00 p.m. at the Whitney Lab Auditorium in Marineland, Florida.

Handouts:

- Agenda
- Mission, Core Values, Goals Notes Page
- PowerPoint Presentation

**A1A Scenic & Historic Coastal Byway Strategic Plan
Byway Visioning Committee (BVC)**

**Strategic Planning Session #1
Agenda**

- I. Welcome Garry Balogh, FDOT
 - A. Opening Remarks
 - B. Introduce Strategic Planning Team

- II. Byway Strategic Plan Update Alice Price, PBS&J
 - A. Purpose
 - B. Overview of Process

- III. Strategic Planning Session #1 Strategic Planning Team/BVC
 - A. Confirm Byway Mission Statement
 - B. Identify Byway Core Values
 - C. Develop Byway Goals
 - D. Begin Discussion of Objectives (Time Permitting)

- IV. Closing Mike Palozzi, PBS&J
 - A. Recap Discussion
 - B. Final Comments from BVC
 - C. Next Meeting-April 23, 2008

A1A Strategic Planning Session #1

Mission

To protect, promote, and enhance the outstanding scenic, historic, natural, recreational, and cultural resources of the A1A Scenic & Historic Coastal Byway in a manner that provides a unique experience for visitors, and maintains for the communities along the byway an unhurried lifestyle and ambiance of "Old Florida."

Core Values

Resource protection
Transportation planning and safety
Community support and participation
Education and corridor story
Economic development and tourism

Other?

Goal Statements

Resource Protection, Maintenance, Preservation and Enhancement: Protect, preserve, maintain, and enhance the natural, recreational, archeological, scenic, historic, and cultural resources along the byway corridor.

Transportation Planning and Safety: Preserve and provide aesthetically pleasing enhancement along the byway corridor, including its right of way, adjacent public and private lands, and transportation function, to promote alternative modes of transportation and maintain optimum safety conditions for all users, including motorists, pedestrians, and bicyclists.

Community Support and Participation: Initiate and leverage the continued support and participation of the community's residents and businesses in byway program activities and corridor planning decisions.

Education and Corridor Story: Promote and increase public awareness of the uniqueness of the byway's intrinsic resources through public outreach programs and various educational mechanisms.

Economic Development and Tourism: Encourage sustainable economic development activities that preserve the ambiance and scenic vistas of the byway, including the service industry, to facilitate eco-tourism, historical and cultural tourism, and other appropriate recreational and commercial opportunities.

Other ?



A1A Scenic & Historic Coastal Byway Strategic Plan

Strategic Planning Session #1
March 26, 2008




WELCOME!

- Opening Remarks
- Introduction to Strategic Planning Team




Why do we need a Strategic Plan?

- To consolidate and prioritize corridor-wide goals and objectives.
- To eliminate redundancies among the four CMEs.
- To allow board members and volunteers to focus and take action on specific projects and areas of interest.
- To develop commitments and generate regional sense of pride in corridor-wide resources, talents, and expertise.




Byway Strategic Plan

- Step 1-Data Collection (Ongoing)
- Step 2-Strategic Planning Sessions with Byway Visioning Committee (March-June 2008)
- Step 3-Documentation (June 2008)
- ADOPTION AND IMPLEMENTATION!!




How are we going to do it?





So, let's get started!

- **THINK REGIONALLY!**
- Be creative and open-minded!
- Be flexible.
- Participate freely; but be respectful of others.
- Focus comments on current discussion topics.
- Be conscious of time constraints.
- Realize that some topics may be placed in parking lot for future discussion.





Mission Statement

To protect, promote, and enhance the outstanding scenic, historic, natural, recreational, and cultural resources of the A1A Scenic & Historic Coastal Byway in a manner that provides a unique experience for visitors, and maintains for the communities along the byway an unhurried lifestyle and ambiance of "Old Florida."



- ### Core Values
- Resource protection
 - Transportation planning and safety
 - Community support and participation
 - Education and corridor story
 - Economic development and tourism
 - Others?





Draft Goal Statements

- **Resource Protection, Maintenance, Preservation and Enhancement:** Protect, preserve, maintain, and enhance the natural, recreational, archeological, scenic, historic, and cultural resources along the byway corridor.
- **Transportation Planning and Safety:** Preserve and provide aesthetically pleasing enhancement along the byway corridor, including its right of way, adjacent public and private lands, and transportation function, to promote alternative modes of transportation and maintain optimum safety conditions for all users, including motorists, pedestrians, and bicyclists.
- **Community Support and Participation:** Initiate and leverage the continued support and participation of the community's residents and businesses in byway program activities and corridor planning decisions.
- **Education and Corridor Story:** Promote and increase public awareness of the uniqueness of the byway's intrinsic resources through public outreach programs and various educational mechanisms.
- **Economic Development and Tourism:** Encourage sustainable economic development activities that preserve the ambiance and scenic vistas of the byway, including the service industry, to facilitate eco-tourism, historical and cultural tourism, and other appropriate recreational and commercial opportunities.




Resource Protection

- **Goal:** Protect, preserve, maintain, and enhance the natural, recreational, archeological, scenic, historic, and cultural resources along the byway corridor.




Transportation Planning and Safety

- **Goal:** Preserve and provide aesthetically pleasing enhancement along the byway corridor, including its right of way, adjacent public and private lands, and transportation function, to promote alternative modes of transportation and maintain optimum safety conditions for all users, including motorists, pedestrians, and bicyclists.




Community Support and Participation

- **Goal:** Initiate and leverage the continued support and participation of the community's residents and businesses in byway program activities and corridor planning decisions.




Education and Corridor Story

- **Goal:** Promote and increase public awareness of the uniqueness of the byway's intrinsic resources through public outreach programs and various educational mechanisms.




Economic Development and Tourism

- **Goal:** Encourage sustainable economic development activities that preserve the ambiance and scenic vistas of the byway, including the service industry, to facilitate eco-tourism, historical and cultural tourism, and other appropriate recreational and commercial opportunities.





Goals-Recap

- Revise goals based on comments.
- Present final goals at next meeting.




OBJECTIVES





Resource Protection

Goal: Protect, preserve, maintain, and enhance the natural, recreational, archeological, scenic, historic, and cultural resources along the byway corridor.

- Objective Themes:
 - Create and implement master plan.
 - Coordinate with agencies.
 - Maintain access to recreation areas.
 - Create and maintain canopies.
 - Identify and secure funding.
 - Establish signage standards.
 - Enhance vistas.
 - Restore and protect native species.




Resource Protection

Goal: Protect, preserve, maintain, and enhance the natural, recreational, archeological, scenic, historic, and cultural resources along the byway corridor.

- Objective Themes (continued):
 - Create corridor-wide design guidelines.
 - Promote naturalization along corridor.
 - Accomplish undergrounding of utilities.
 - Promote watershed runoff management.
 - Increase recreational opportunities.
 - Preserve historical resources from destruction.
 - Develop inventory of all significant resources.
 - Complete landscape plan.




Transportation Planning and Safety

Goal: Preserve and provide aesthetically pleasing enhancement along the byway corridor, including its right of way, adjacent public and private lands, and transportation function, to promote alternative modes of transportation and maintain optimum safety conditions for all users, including motorists, pedestrians, and bicyclists.

- Objective Themes:
 - Provide for safe, convenient, and efficient motorized and non-motorized transportation.
 - Promote alternative modes of transportation.
 - Enhance scenic drives by regulating signs and utilities.
 - Ensure good planning for future use and access.
 - Educate traveling public.




Community Support and Participation

Goal: Initiate and leverage the continued support and participation of the community's residents and businesses in byway program activities and corridor planning decisions.

- Objective Themes:
 - Keep public aware of meetings.
 - Increase community awareness.
 - Provide opportunities for adjacent residents and businesses to participate.
 - Gain support from local businesses and organizations.
 - Maintain character of local community.
 - Build political alliances.





Education and Corridor Story

Goal: Promote and increase public awareness of the uniqueness of the byway's intrinsic resources through public outreach programs and various educational mechanisms.

- Objective Themes:
 - Provide educational programs, literature, websites, etc. to explain uniqueness of corridor.
 - Increase awareness through literature, speaking engagements, and local events.
 - Expand corridor further south.
 - Develop network to share information on scenic highway designation.
 - Use technology to educate public.
 - Educate travelers about unique resources.




Economic Development and Tourism

Goal: Encourage sustainable economic development activities that preserve the ambiance and scenic vistas of the byway, including the service industry, to facilitate eco-tourism, historical and cultural tourism, and other appropriate recreational and commercial opportunities.

- Objective Themes:
 - Market corridor as an experience.
 - Market tourist opportunities.
 - Initiate comprehensive approach to planning.
 - Promote appropriate signage theme.
 - Encourage developers to incorporate scenic highway vision into development plans.




Economic Development and Tourism

Goal: Encourage sustainable economic development activities that preserve the ambiance and scenic vistas of the byway, including the service industry, to facilitate eco-tourism, historical and cultural tourism, and other appropriate recreational and commercial opportunities.

- Objective Themes (continued):
 - Encourage businesses to blend frontages with natural surroundings.
 - Develop strong and active town centers.
 - Improve tourist infrastructure.
 - Create adequate, unobtrusive parking facilities.
 - Develop comprehensive advertising campaign.
 - Develop eco-tourism plan.
 - Develop heritage-tourism plan.




Objectives-Recap

- Prepare draft objectives based on your input.
- Present draft objectives at next meeting.




Conclusion

- Recap and Wrap up!
- Questions or Comments?
- Action Items?
- Next Meeting:
 - April 23, 2008
 - 3:00pm-5:00pm
 - Whitney Hall-Marineland



APPENDIX D

Strategic Planning Session #2-Meeting Materials

MEETING NOTES

Date/Time: April 23, 2008 at 3:00 p.m.

Location: Whitney Lab Auditorium

Subject: A1A Scenic and Historic Coastal Byway
Strategic Plan
Byway Visioning Committee-Session #2

Attendees: See Friends of A1A Sign in Sheet

Written By: Alice Price

District Five Scenic Highway Coordinator, Garry Balogh, opened the session up by reminding the group of the tremendous resources throughout the A1A corridor. This Byway is one of 126 national byways in the U.S. In only a short period of existence, the Byway has numerous accomplishments as a group. Alice Price, PBS&J, provided a brief review of these accomplishments and an overview of the strategic planning process. Ms. Price also reminded the group of the importance of the “KISS Principle.” In other words, KeeP It Sweet and Simple. After these introductions, the Byway Visioning Committee (BVC) began their second strategic planning session. The purpose of this session was to reconfirm the mission, core values, and goal statements, and then begin developing objectives and strategies. A summary of the planning activities is provided in the following bullets:

Vision

- A vision is a glimpse of what the world would be like if we fulfill our mission.
- Vision efforts are not a necessary part of the strategic planning process, but are sometimes incorporated prior to establishing a mission.
- For sake of time, the strategic planning team did not include a session specifically for the vision. However, we feel that this entire process will support the development of a vision. At the end of the process, we may craft a few statements that capture the essence of our vision and include them in our final report.

Mission

- Mission is a broad statement of purpose of the organization and what we exist to do.
- Friends of A1A developed a mission statement a couple of years ago.
- The BVC discussed the mission statement at length and finally concurred with the following mission: *“To preserve, protect, promote, and enhance the outstanding resources of the A1A Scenic & Historic Coast Byway in a manner that provides a unique*

experience for visitors, and maintains an unhurried lifestyle and “Old Florida” ambiance for all.”

- The mission will serve as the foundation for the strategic planning process.

Core Values

- Core Values break down the mission into manageable pieces.
- Core Values are the common ideals that we share and represent what we are most passionate about.
- Core values are how we expect to travel where we want to go.
- The strategic planning team proposed a sixth core value in addition to the five core values that were presented in March. The sixth core value is Organizational Development and Sustainability. Addition of this core value resulted from the stakeholder interviews, Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, and the snowball exercise. This core value will address such issues as byway administration, membership, organization, funding, political alliances, and clout.
- The BVC concurred with six five core values:
 - Resource Protection
 - Transportation Planning and Safety
 - Community and Government Support and Participation
 - Education and Communication
 - Economic Development and Tourism
 - Organizational Development and Sustainability

Goals, Objectives, and Strategies

- Goal statements begin to translate mission into more specific end results. Goal statements further explain our core values and are building blocks used to construct our final plan.
- Objectives further articulate and define how the mission will become a reality. Objectives break the goal down into manageable pieces. There could be several objectives per goal. Objectives will be broken down further into strategies.
- If objectives are the “What”, then strategies are the “How”. Strategies are the necessary actions we must take to fulfill our mission. These are the specific techniques and projects that will be implemented to achieve each objective.
- It is very difficult to prepare objectives without preparing strategies as well. For that reason, the strategic planning team prepared a list of draft goals, objectives, and strategies (refer to handout).
- Rather than discuss these as a large group, the BVC divided into five small groups for the planning exercise.
- Each group discussed a different core value and respective goals, objectives, and strategies. Using a flip chart and a notes page, each group attempted to answer the following questions regarding the draft objectives:
 - Do these draft objectives thoroughly cover the intent of the goal statement?
 - Are there missing objectives that should be added?
 - Do we need to combine or separate objectives for clarification?

- Time permitting, the groups could also address the following questions regarding the draft strategies:
 - Will these draft strategies thoroughly cover implement the objective?
 - Are there missing strategies that we need to add?
- Time expired before we could reconvene and share our results with the rest of the group.
- Out our next meeting, we will share the results of our small group discussions with the remainder of the group.
- The strategic planning team will incorporate the results of the large group discussion, as well as any information (flip chart and notes pages) from the small groups.
- We will continue our discussion of the draft goals, objectives, and strategies next month.

The next strategic planning session is scheduled for May 28, 2008 from 3:00 p.m.-5:00 p.m. at the Whitney Lab Auditorium in Marineland, Florida.

Handouts:

- Agenda
- Strategic Planning Process (List of Definitions)
- PowerPoint Presentation
- Draft Goals, Objectives, and Strategies
- Small Group Exercise-Notes Page

**A1A Scenic & Historic Coastal Byway Strategic Plan
Byway Visioning Committee (BVC)**

Strategic Planning Session #2

April 23, 2008

Agenda

- | | | |
|------|---|-----------------------------|
| I. | Opening Remarks | Garry Balogh, FDOT |
| II. | Strategic Planning Session #1 Recap | Alice Price, PBS&J |
| III. | Strategic Planning Session #2 | Strategic Planning Team/BVC |
| | A. Reconfirm Byway Mission Statement | |
| | B. Confirm Byway Core Values | |
| | C. Confirm Byway Goals | |
| | D. Develop Byway Objectives | |
| | E. Begin Discussion of Byway Strategies | |
| IV. | Closing | Mike Palozzi, PBS&J |
| | A. Recap Discussion | |
| | B. Final Comments from BVC | |
| | C. Next Meeting-May 28, 2008 | |

A1A Scenic and Historic Coastal Byway
Strategic Planning Process

STRATEGIES

OBJECTIVES

GOALS

CORE VALUES

MISSION

Our STRATEGIC PLANNING PROCESS will take us from conception (mission) to reality (strategic action). Here are some definitions to help us along the way.

MISSION: Foundation of our strategic plan. A broad statement of purpose. What do we exist to do?

CORE VALUES: Break down our MISSION into manageable pieces. Common ideals that are shared across the entire organization. What do we really care about?

GOALS: Translate MISSION into more specific end results. Explanation of the core values.

OBJECTIVES: Further articulate and define how the MISSION will become a reality. Break down each goal into measurable activities and tasks. What do we need to do to achieve our goals?

STRATEGIES: Necessary actions we will take to fulfill our MISSION. Specific techniques and projects that will be implemented to achieve each objective. How do we (or what action is necessary to) achieve our objectives?

Once we have developed these key elements of our plan, we will PRIORITIZE the elements of our plan, ASSIGN ROLES and responsibilities, and prepare a SCHEDULE to implement the plan. You have the resources, you have the passion, now you will be armed with a roadmap towards fulfilling your MISSION!

**A1A Scenic and Historic Coastal Byway
Strategic Plan
Draft Goals, Objectives, and Strategies**

CORE VALUE: RESOURCE PROTECTION

Goal Statement: Protect and enhance the unique resources along the Byway corridor.

Draft Objectives and Strategies:

- Develop and implement a comprehensive corridor resource plan that will identify the Byway's unique resources and organize short-term and long-term activities to maintain and enhance those resources.
 - Identify protected and non-protected resources along the corridor.
 - Identify and prioritize corridor needs.
 - Match corridor needs with availability of resources.
 - Partner with appropriate organizations to strategize acquisition opportunities.
 - Work with owner to develop management plan to take advantage of resource benefits.
- Establish special protection measures for the Byway corridor's resources through the local government comprehensive planning and development review processes.
 - Develop Corridor Overlay District that helps strategically manage development along the Byway.
 - Create corridor-wide design guidelines to ensure that development plans provide context sensitive solutions that are compatible with Byway vision.
 - Educate local governments of the importance of view shed.
- Increase coordination with local, state, and federal agencies to ensure the protection of the Byway's resources.
 - Email distribution list
 - Awareness of corridor projects
 - Participation/Involvement with studies/plans
- Promote community partnerships to control litter
 - Consolidate recycling and corridor clean-up efforts throughout the byway corridor
 - Strengthen Adopt-a-Highway and Adopt-a-Shoreline sponsorship for the entire length of the corridor
 - Partner with Keep ___ Beautiful to support their annual coastal cleanup efforts.
 - Monitor local municipalities efforts to identify sites for additional trash container sites along the corridor and ensure that all are kept in good repair and emptied frequently enough to ensure that debris
- Support the use of native Florida landscape along the byway

- Identify, for future removal and eradication, locations of exotic infestation
 - Work with the FDOT and local landscapers to identify native varieties of vegetation that can be used along the corridor
 - Draft guidance for municipalities on desirable species to be recommended/used for future planting efforts
 - Partner with local agencies and environmental advocates on implementation strategies that could include funding and/or in-kind services
 - Support local government enforcement of landscape maintenance activities.
- Eliminate overhead utility lines and communication towers from the corridor view shed
 - Define the corridor view shed
 - Identify locations and ownership of existing overhead utilities and communication towers
 - Initiate dialog with local utilities to identify alternatives, cost options and potential funding opportunities for eliminate overhead utilities fro the view shed
 - Advocate for communication tower alternatives with elected officials
- Protect and enhance the coastal ecosystems along the Byway corridor.
 - Identify natural dune locations.
 - Educate local government and community about the value of the coastal dune system.
 - Advocate elected officials to enforce coastal construction setback regulations.
 - Identify coastal areas in need of renourishment along the Byway corridor.
- Protect and enhance recreation resources throughout the Byway corridor.
 - Document existing recreation areas.
 - Identify recreational opportunities in areas lacking in these resources.
 - Advocate elected officials to take advantage of recreational opportunities.
 - Partner with local government to provide additional and protect existing access to recreational resources.
 - Identify costs associated with needed recreational improvements.

CORE VALUE: TRANSPORTATION PLANNING AND SAFETY

Goal Statement: Encourage comprehensive transportation planning of the Byway corridor.

Draft Objectives and Strategies:

- Support smart and comprehensive planning initiatives along the corridor.
 - Promote strategic planning for adjacent land use, access, acquisition, and development decisions throughout the Byway corridor.
 - Partner with FDOT and local governments to identify acceptable level of service throughout the Byway corridor.
 - Advocate low impact development through coordination with local government zoning boards.
 - Identify scheduled comprehensive plan updates for each local government. Integrate CMP into local government comprehensive plan.
 - Partner with local government and FDOT to identify publicly-owned land throughout the Byway corridor that is available for targeted uses by the Byway.
- Encourage aesthetic enhancements that reinforce the unique nature of the Byway.
 - Identify unique features of the local communities along the Byway.
 - Develop a plan to promote the identity of the adjacent communities.
 - Work with FDOT and local agencies to support sensible highway sign placement and along the Byway corridor.
 - Work with FDOT and local agencies to support outdoor advertising controls along the Byway corridor.
 - Develop and support programs that provide incentives to businesses to replace or eliminate non-conforming signs.
- Encourage multi-modal transportation alternatives throughout the Byway corridor.
 - Partner with other interest groups to promote alternative modes of transportation.
 - Identify opportunities for enhancements to pedestrians and bike facilities.
 - Encourage the incorporation of bike paths and multi-use trails into the local government plans.
- Improve highway safety and pedestrian safety by encouraging comprehensive engineering solutions.

- Partner with FDOT and local planning agencies to adopt policies that maintain the current form and function of A1A.
- Partner with FDOT and local agencies to establish attractive and consistent wayfinding signs along the Byway corridor.
- Incorporate safety features, like pedestrian crosswalks, at key points throughout the Byway corridor.
- Encourage design of scenic pull-outs along the Byway corridor, when feasible.
- Encourage safe access to existing and future roadside facilities.
- Encourage design of scenic pull-outs along the Byway corridor, when feasible.
- Investigate traffic control measures that decrease speeding throughout the corridor.
- Partner with local government to ensure that traffic control measures are implemented.
- Partner with FDOT and MPOs to ensure Byway road and bridge improvements are prioritized in the work program.
- Partner with MPOs to ensure highway connectivity to alternate traffic routes and major highways from Byway for emergency evacuation.

CORE VALUE: COMMUNITY AND GOVERNMENT SUPPORT AND PARTICIPATION

Goal Statement: Initiate and leverage the continued support and participation of government agencies, community residents, and local businesses in Byway program activities and corridor planning decisions.

Draft Objectives and Strategies:

- Generate support and establish political partnerships with the local, state, and federal government agencies.
- Generate support and establish political partnerships with the community residents.
 - Increase community awareness of Byway meetings and events.
 - Increase opportunities for adjacent residents and businesses to participate in planning decisions for the Byway.
 - Establish presence in local communities by participating in local events.
- Generate support and establish political partnerships with the private sector.
 - Gain support from local businesses and developers.
 - Establish partnerships with Chambers of Commerce and Tourism Development Councils.
 - Establish partnerships and gain support from local civic, environmental, and like-minded organizations.
 - Establish partnerships with local schools and colleges.

CORE VALUE: EDUCATION AND COMMUNICATION

Goal Statement: Increase awareness of the beauty, ambiance, and uniqueness of the Byway's resources and promote the Byway as a traveling experience.

Draft Objectives and Strategies:

- Develop an education program to educate travelers and residents about uniqueness of Byway corridor and its resources.
 - Develop interpretive brochures and informational materials.
 - Develop corridor video and distribution/viewing plan.
 - Develop cell phone tour of Byway corridor.
 - Develop a series of informational signs through a coordinated effort of public and private entities.
 - Enhance community knowledge on natural wildlife, habitats, and native vegetation.
 - Utilize news media to gain public support.
 - Participate in formal speaking engagements and participation in local events.
 - Ensure that the Byway appears on local and regional maps.
- Maintain and enhance the Friends of A1A website.
 - Establish links from search engines and other important sites.
 - Add printable location map.
 - Add calendar of events.
 - Update mission and goals.
- Educate builders, developers, and contract workers to foster appreciation for beauty of A1A.
 - Inform them of the Corridor Overlay District.
 - Corridor Design Guidelines.
 - Market value of A1A as a sales tool.
- Develop “quick notes” brochure targeted to senior government officials to assist in the decision making process.

CORE VALUE: ECONOMIC DEVELOPMENT AND TOURISM

Goal Statement: Encourage sustainable economic development and tourism activities that preserve and enhance the Byway.

Draft Objectives and Strategies:

- Ensure compatible, low-impact development takes place along the Byway.
 - Encourage developers to incorporate the Byway mission and strategies into their site plans.
 - Initiate a comprehensive approach to planning commercial development, land use, and transportation improvements to reduce negative impacts to the Byway's intrinsic resources.
 - Encourage and reward businesses that blend frontages with natural surroundings.
 - Develop strong and active town centers that will increase the tax base and enhance the quality of life.
- Develop a marketing plan that promotes the Byway as a tourist destination.
 - As a part of the marketing plan, develop an eco-tourism plan that will promote the unique coastal ecosystem along the Byway.
 - As a part of the marketing plan, develop a heritage-tourism plan that will preserve the Byway's existing historical resources, identify opportunities for restoration and enhancement of other potential historical resources, and promote these resources to the public.
 - Initiate advertising and public relations through the local Tourism Development Council and Chambers of Commerce.
 - Improve tourism infrastructure needs along the corridor, including parking, restrooms, and information kiosks.
 - Partner with local planning agency to identify and evaluate business nodes along the Byway corridor.
 - Partner with local chambers of commerce and similar organizations to enhance business nodes with tourism support elements, such as lodging, restaurants, and retail.

CORE VALUE: ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY

Goal Statement: Ensure the long-term sustainability and success of the Friends of A1A organization.

Draft Objectives and Strategies:

- Capitalize on administrative strengths of Byway staff, board members, and volunteers.
 - Unite and capitalize on the Friends of A1A administration leadership, organization skills, and commitment.
 - Capitalize on existing Friends of A1A membership's institutional knowledge, passion, and diligence.
 - Embrace the national Byway mission building on the past achievements of the individual CMEs.
 - Attract new Byway members (through goals 3 and 4).
 - Provide annual reports and periodic updates as required to maintain Byway designation.
- Establish hierarchy that organizes the Friends of A1A into program areas to assist Byway administrator in meeting needs of the corridor.
 - Establish committees under each program unit that empower the Byway membership to take action on specific tasks and projects.
 - Assign roles and responsibilities for the program units and committees.
 - Identify long-term and short-term priorities.
- Develop and implement a business plan to establish a long-range financial budget for implementing the Byway's priorities.
 - Achieve designation as a non-profit organization.
 - Establish legal representation and protection.
 - Identify and secure funding opportunities through the local, state, and federal sources.
 - Identify and secure funding opportunities through the economic development organizations, such as local Tourism Development Councils and Chambers of Commerce and Visit Florida.
 - Capitalize and build upon Crewe of 72 fundraising efforts.
- Increase political clout of Byway.
 - Identify, build, and maintain strategic corridor-wide political partnerships that may further the Byway mission.
 - Identify, build, and maintain strategic corridor-wide partnerships with similar civic organizations that may further the Byway mission.
 - Expand corridor further south for greater effectiveness of Byway corridor.
 - Seek additional corridor-wide or national designations.



A1A Scenic & Historic Coastal Byway Strategic Plan

Strategic Planning Session #2
April 23, 2008





WELCOME!

- Opening Remarks





The Jargon Jungle



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Source: Strategic Planning for Non-Profit Organizations.





Strategic Planning Process






Session Guidelines

- **THINK CORRIDOR-WIDE (72 MILES)!**
- Be creative and open-minded!
- Be flexible.
- Participate freely; but be respectful of others.
- Focus comments on current discussion topics.
- Be conscious of time constraints.
- Realize that some topics may be placed in parking lot for future discussion.





Mission, Core Values, and Goals







Mission Statement

To protect, promote, and enhance the outstanding intrinsic resources including scenic, historic, natural, recreational, archaeological, and cultural resources of the A1A Scenic & Historic Coastal Byway in a manner that provides a unique experience for visitors, and maintains for the communities along the byway an unhurried lifestyle and ambiance of "Old Florida."

STRATEGIES
OBJECTIVES
GOALS
CORE VALUES
MISSION

Mission Statement

To protect and promote the outstanding resources of the A1A Scenic & Historic Coastal Byway in a manner that provides a unique experience for visitors, and maintains an unhurried lifestyle and "Old Florida" ambiance for the communities along the Byway.

STRATEGIES
OBJECTIVES
GOALS
CORE VALUES
MISSION



-
- Core Values**
- Resource Protection
 - Transportation Planning and Safety
 - Community and Government Support and Participation
 - Education and Communication
 - Economic Development and Tourism
 - Organization Development and Sustainability
- STRATEGIES
OBJECTIVES
GOALS
CORE VALUES
MISSION





Revised Goal Statements

- **RESOURCE PROTECTION:** Protect and enhance the unique resources along the Byway corridor.
- **TRANSPORTATION PLANNING AND SAFETY:** Encourage comprehensive transportation planning of the Byway corridor.
- **COMMUNITY AND GOVERNMENT SUPPORT AND PARTICIPATION:** Initiate and leverage the continued support and participation of government agencies, community residents, and local businesses in Byway program activities and corridor planning decisions.
- **EDUCATION AND COMMUNICATION:** Increase awareness of the beauty, ambiance, and uniqueness of the Byway's resources and promote the Byway as a traveling experience.
- **ECONOMIC DEVELOPMENT AND TOURISM:** Encourage sustainable economic development and tourism activities that preserve and enhance the Byway.
- **ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY:** Ensure the long-term sustainability and success of the Friends of A1A organization.





OBJECTIVES AND STRATEGIES






Small Group Exercise

1. Resource Protection
2. Transportation Planning and Safety
3. Community and Government Support and Participation
4. Education and Communication
5. Economic Development and Tourism

Example: Organization Development and Sustainability





Organizational Dev and Sustainability

Goal Statement: Ensure the long-term sustainability and success of the Friends of A1A organization.

- **Draft Objectives and Strategies:**
 - Capitalize on administrative strengths of Byway staff, board members, and volunteers.
 - Unite and capitalize on the Friends of A1A administration leadership, organization skills, and commitment.
 - Capitalize on existing Friends of A1A membership's institutional knowledge, passion, and diligence.
 - Embrace the national Byway mission building on the past achievements of the individual CMEs.
 - Attract new Byway members (through goals 3 and 4).
 - Provide annual reports and periodic updates as required to maintain Byway designation.
- Establish hierarchy that organizes the Friends of A1A into program areas to assist Byway administrator in meeting needs of the corridor.
 - Establish committees under each program unit that empower the Byway membership to take action on specific tasks and projects.
 - Assign roles and responsibilities for the program units and committees.
 - Identify long-term and short-term priorities.
- Develop and implement a business plan to establish a long-range financial budget for implementing the Byway's priorities.
 - Achieve designation as a non-profit organization.
 - Establish legal representation and protection.
 - Identify and secure funding opportunities through the local, state, and federal sources.
 - Identify and secure funding opportunities through the economic development organizations, such as local Tourism Development Councils and Chambers of Commerce and Visit Florida.
 - Capitalize and build upon Crewe of 72 fundraising efforts.
- Increase political clout of Byway.
 - Identify, build, and maintain strategic corridor-wide political partnerships that may further the Byway mission.
 - Identify, build, and maintain strategic corridor-wide partnerships with similar civic organizations that may further the Byway mission.
 - Expand corridor further south for greater effectiveness of Byway corridor.
 - Seek additional corridor-wide or national designations.





Small Group Exercise

- 1. Resource Protection
- 2. Transportation Planning and Safety
- 3. Community and Government Support and Participation
- 4. Education and Communication
- 5. Economic Development and Tourism
- Example: Organization Development and Sustainability





Objectives and Strategies-Recap

- Revise final objectives and strategies based on your input.
- Present final objectives and strategies at next meeting.
- Next: Prioritize, Schedule, and Assign Roles/Responsibilities






Conclusion

- Recap and Wrap up!
- Questions or Comments?
- Action Items?
- Next Regular A1A Board Meeting:
 - May 28, 2008
 - 3:00pm-5:00pm
 - Whitney Hall-Marineland
- Additional Meeting in May or June?



APPENDIX E

Strategic Planning Session #3-Meeting Materials

MEETING NOTES

Date/Time: May 28, 2008, 2008 at 3:00 p.m.

Location: Whitney Lab Auditorium

Subject: A1A Scenic and Historic Coastal Byway
Strategic Plan
Byway Visioning Committee-Session #3

Attendees: See Friends of A1A Sign in Sheet

Written By: Alice Price

Wanda Maloney, Corridor Solutions, opened the session by discussing the definition of intrinsic values and the importance of working together for the benefit of the corridor-wide resources. Alice Price, PBS&J, provided a brief progress report on the strategic planning process and then Byway Visioning Committee (BVC) began their third strategic planning session. The purpose of this session was to continue the development of objectives and strategies, identify priorities, and discuss roles and responsibilities. A summary of the planning activities is provided in the following bullets:

Mission

- The BVC confirmed the mission statement as: *“To preserve, protect, promote, and enhance the outstanding resources of the A1A Scenic & Historic Coast Byway in a manner that provides a unique experience for visitors, and maintains an unhurried lifestyle and “Old Florida” ambiance for all.”*

Core Values

- The BVC confirmed the six core values:
 - Resource Protection
 - Transportation Planning and Safety
 - Community and Government Support and Participation
 - Education and Communication
 - Economic Development and Tourism
 - Organizational Development and Sustainability

Goals, Objectives, and Strategies

- The BVC re-convened into five small groups for this planning exercise. (We began our discussion during the prior session, Session #2, but ran out of time.) The strategic

planning team provided each group with edits that resulted from the last small group session.

- Each group discussed a different core value and respective goals, objectives, and strategies (GOS). Using a flip chart and a notes page, each group discussed whether or not additional edits to the GOS were necessary.
- After about 30 minutes, the small groups dismissed and the large group reconvened in order to share the results of the small group discussions.
- Resource Protection:
 - In objective one, we discussed some alternative wording for the objective and the strategies, resulting in a change of wording in the objective and several of the strategies.
 - In objective two some subtle changes occurred so that the strategies were easier to understand. Strategies (c), (f) and (g) were redefined to enhance the objective and the overall core.
 - Objective three only received formatting changes
 - In objective four, only working changes occurred, changing little the value of the strategies and their meaning.
 - Strategy (g) was added in objective five, along with some changes to strategy (e), clarifying the meaning of the strategies and their relevance to the objective.
 - The objective statement for number six was altered to be more specific
- Transportation Planning and Safety:
 - In objective one, strategies (a-e) were added. The objective was also altered for clarity. Strategies (i) and (j) were altered for specificity as well as clarity.
 - Objective two only received minor word changes in strategy (b) to better define the overall objective.
 - Objective three had no changes.
 - Objective four had only two word choice changes in strategies (h) and (i), as well as minor additions to strategies (h), (i), and (j) to make them more specific.
- We ran out of time before completing the rest of the presentations (Community and Government Support and Participation, Education and Communication, and Economic Development and Tourism). The strategic planning team will incorporate the results of these discussions, as well as any information from the flip charts and notes pages.
- We had to defer the discussion of the priorities, roles, and responsibilities to the next meeting.

The next strategic planning session is scheduled for June 25, 2008 from 3:00 p.m.-5:00 p.m. at the Whitney Lab Auditorium in Marineland, Florida.

Handouts:

- Agenda
- Revised Draft Goals, Objectives, and Strategies
- Small Group Exercise-Notes Pages

**A1A Scenic & Historic Coastal Byway Strategic Plan
Byway Visioning Committee (BVC)**

Strategic Planning Session #3

May 28, 2008

Agenda

- I. Opening Remarks Wanda Maloney, CS

- II. Strategic Planning Session #2 Recap Alice Price, PBS&J

- III. Strategic Planning Session #3 Strategic Planning Team/BVC
 - A. Reconvene Small Group Discussion of Goals, Objectives, and Strategies
 - B. Share Results with the Large Group
 - C. Begin to Prioritize Strategies
 - D. Begin to Discuss Roles and Responsibilities

- IV. Closing Mike Palozzi, PBS&J
 - A. Recap Discussion
 - B. Final Comments from BVC
 - C. Next Meeting-June 25, 2008

A1A Scenic and Historic Coastal Byway Strategic Plan Draft Goals, Objectives, and Strategies

Mission: *To preserve, protect, promote, and enhance the outstanding resources of the A1A Scenic & Historic Coastal Byway in a manner that provides a unique experience for visitors, and maintains an unhurried lifestyle and "Old Florida" ambiance for all.*

CORE VALUE: RESOURCE PROTECTION

Goal Statement: Protect (or preserve?) and enhance the unique resources along the Byway corridor.

Draft Objectives and Strategies:

1. Develop and implement a comprehensive corridor resource plan that will identify the Byway's unique resources and organize short-term and long-term activities to maintain and enhance those resources.
 - a. Identify protected and non-protected resources along the corridor.
 - b. Identify and prioritize corridor needs.
 - c. Match corridor needs with availability of resources.
 - d. Partner with appropriate organizations to strategize acquisition opportunities.
 - e. Develop management plan to take advantage of resource benefits.
2. Establish special protection measures for the Byway corridor's resources through the local government comprehensive planning and development review processes.
 - a. Develop Corridor Overlay District that helps strategically manage development along the Byway. (DELETE?)
 - b. Create corridor-wide design guidelines to ensure that development plans provide context sensitive solutions that are compatible with Byway vision.
 - c. Educate local governments of the importance of view shed by xxx.
3. Increase coordination with local, state, and federal agencies to ensure the protection of the Byway's resources.
 - a. Develop electronic database and utilize email distribution list to communicate with the agencies.
 - b. Generate awareness of corridor projects.
 - c. Participate and encourage agency involvement in Byway-related studies and plans.
4. Promote community partnerships to control litter.
 - a. Identify areas where there is no existing recycling program.
 - b. Advocate for the implementation of recycling programs in areas where no programs currently exist.
 - c. Identify shortcomings and advocate necessary improvements to existing recycling programs.
 - d. Strengthen Adopt-a-Highway and Adopt-a-Shoreline sponsorship for the entire length of the corridor
 - e. Partner with Keep Flagler Beautiful to support their annual coastal cleanup efforts.

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- f. Monitor local municipalities efforts to identify sites for additional trash container sites along the corridor and ensure that all are kept in good repair and emptied frequently enough to minimize debris. Deleted: ensure that
5. Support the use and proper maintenance of native Florida landscape along the byway
- a. Identify, for future removal and eradication, locations of exotic infestation.
 - b. Work with the FDOT and local landscapers to identify native varieties of vegetation, including salt and drought tolerant species, that can be used along the corridor.
 - c. Draft recommendations for municipalities on desirable species to be used for future planting efforts. Deleted: guidance
Deleted: recommended/
 - d. Partner with local agencies and environmental advocates on implementation strategies that could include funding and/or in-kind services.
 - e. Support local government enforcement of landscape maintenance activities.
 - f. Support the minimization of development impacts on ground water quality by advocating xeriscape and drought tolerant materials. Formatted: Font: 11 pt, Highlight
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6. Eliminate overhead utility lines and communication towers from the corridor view shed. Deleted:
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- a. Define the corridor view shed.
 - b. Identify locations and ownership of existing overhead utilities and communication towers.
 - c. Initiate dialog with local utilities to identify alternatives, costs, and potential funding opportunities for the elimination of overhead utilities from the view shed. Deleted: option
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 - d. Advocate for communication tower alternatives with elected officials.
7. Protect (or preserve?) and enhance the coastal ecosystems along the Byway corridor. Formatted: Bullets and Numbering
- a. Identify natural dune locations.
 - b. Educate local government and community about the value of the coastal dune system.
 - c. Identify coastal areas in need of renourishment along the Byway corridor.
 - d. Work with local, state, and federal government to prioritize and fund renourishment projects. Deleted: <#>Advocate elected officials to enforce coastal construction setback regulations.¶
 - e. Support the prohibition of beach driving.
8. Protect (or preserve?) and enhance recreation resources throughout the Byway corridor. Formatted: Bullets and Numbering
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- a. Document existing recreation areas.
 - b. Identify recreational opportunities in areas lacking of these resources. Deleted: in
 - c. Advocate elected officials to take advantage of recreational opportunities.
 - d. Partner with local government to protect existing access and provide additional access to recreational resources. Deleted: provide additional and
 - e. Identify costs associated with needed recreational improvements.

CORE VALUE: TRANSPORTATION PLANNING AND SAFETY

Goal Statement: Encourage comprehensive transportation planning of the Byway corridor.

Draft Objectives and Strategies:

1. Support smart and comprehensive planning initiatives along the corridor.
 - a. Promote strategic planning for adjacent land use, access, acquisition, and development decisions throughout the Byway corridor.
 - b. Partner with FDOT and local governments to identify acceptable level of service throughout the Byway corridor.
 - c. Advocate low impact development through coordination with local government zoning boards.
 - d. Identify scheduled comprehensive plan updates for each local government.
 - e. Work with local governments to integrate CMP into local government comprehensive plan.
 - f. Partner with local government and FDOT to identify publicly-owned land throughout the Byway corridor that is available for targeted uses by the Byway.
2. Encourage aesthetic enhancements that reinforce the unique nature of the Byway.
 - a. Identify unique features of the local communities along the Byway.
 - b. Develop a plan to promote the identity of the adjacent communities.
 - c. Work with FDOT and local agencies to support sensible highway sign placement and along the Byway corridor.
 - d. Work with FDOT and local agencies to support outdoor advertising controls and cell tower controls along the Byway corridor.
 - e. Develop and support programs that provide incentives to businesses to replace or eliminate non-conforming signs.
3. Encourage multi-modal transportation alternatives throughout the Byway corridor.
 - a. Identify and partner with other interest groups to promote alternative modes of transportation.
 - b. Identify opportunities for enhancements to pedestrians and bike facilities.
 - c. Encourage the incorporation of bike paths and multi-use trails into the local government plans.
 - d. Identify opportunities for water taxis.
4. Improve highway safety and pedestrian safety by encouraging comprehensive engineering solutions.
 - a. Partner with FDOT and local planning agencies to adopt policies that maintain the current two-lane form and function of A1A.
 - b. Partner with FDOT and local agencies to establish attractive and consistent wayfinding signs along the Byway corridor.
 - c. Identify areas with potential safety hazards and accident-prone locations.
 - d. Identify safety enhancements that are needed along the corridor.
 - e. Prioritize safety needs throughout the corridor.
 - f. Partner with FDOT to incorporate safety features, like pedestrian crosswalks, at key points throughout the Byway corridor.

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- g. Encourage design of scenic pull-outs along the Byway corridor, when feasible.
- h. Encourage safe access to existing and future roadside facilities and scenic turnouts.
- i. Work with local governments to create and implement traffic control measures that decrease speeding throughout the corridor.
- j. Partner with local government to ensure that traffic control measures are enforced.
- k. Partner with FDOT and MPOs to ensure Byway road and bridge improvements are prioritized in the work program.
- l. Partner with MPOs to ensure highway connectivity to alternate traffic routes and major highways from Byway for emergency evacuation.

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CORE VALUE: COMMUNITY AND GOVERNMENT SUPPORT AND PARTICIPATION

Goal Statement: Initiate and leverage the continued support and participation of government agencies, community residents, and local businesses in Byway program activities and corridor planning decisions.

Draft Objectives and Strategies:

1. Generate support and establish collaborative partnerships with the local, state, and federal government agencies, including elected officials and staff.

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a. Attend meetings (board meetings? Committees? Special purpose? Budget workshops?).

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b. Communicate regularly with elected officials through the Tiger Bay Club.

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c. Provide briefing packages and scenic highway "tool box" to elected officials.

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d. Join and participate in government committees, such as XXX.

2. Generate support and establish collaborative partnerships with the community residents.

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a. Increase community awareness of Byway meetings and events by using Email, website, newsletter, and news releases.

b. Increase opportunities for residents and businesses to participate in planning decisions for the Byway by hosting meetings in multiple locations.

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c. Establish presence in local communities by participating in local events.

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d. Establish presence in local communities through local media involvement, press releases, and public access television.

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3. Generate support and establish collaborative partnerships with the private sector.

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a. Identify and demonstrate the Byway value and benefits to businesses and developers by communicating successes via briefing packages, email, website, newsletters, and news releases.

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b. Establish partnerships with Chambers of Commerce and Tourism Development Councils.

c. Establish partnerships and gain support from local civic, environmental, and like-minded organizations.

d. Establish partnerships with local schools and colleges.

e. Develop course in volunteerism and encourage students, teachers, and classes to join the Friends of A1A.

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CORE VALUE: EDUCATION AND COMMUNICATION

Goal Statement: Increase awareness of the beauty, ambiance, and uniqueness of the Byway's resources and promote the Byway as a traveling experience.

Draft Objectives and Strategies:

1. Develop an education program to educate travelers and residents about uniqueness of Byway corridor and its resources.

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a. Develop interpretive brochures and informational materials.

b. Develop corridor video and distribution/viewing plan.

c. Develop cell phone tour of Byway corridor.

d. Develop a series of Byway information signs by soliciting funding from public and private entities.

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e. Enhance community knowledge on natural wildlife, habitats, and native vegetation.

f. Utilize news media to gain public support.

g. Participate in formal speaking engagements and in local events.

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h. Ensure that the Byway appears on local and regional maps.

2. Maintain and enhance the Friends of A1A website.

a. Establish links from search engines and other important sites.

b. Add printable location map to the website.

c. Add calendar of events to the website.

d. Update mission and goals on the website.

3. Educate builders, developers, and contract workers to foster appreciation for beauty of A1A.

a. Encourage responsible development by informing builders, developers, and contract workers of the Corridor Overlay District and Corridor Design Guidelines.

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b. Participate in builders associations and committees.

4. Develop "quick notes" brochure targeted to government officials to assist in the decision making process.

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CORE VALUE: ECONOMIC DEVELOPMENT AND TOURISM

Goal Statement: Encourage sustainable economic development and tourism activities that preserve and enhance the Byway.

Draft Objectives and Strategies:

1. Ensure compatible, low-impact development takes place along the Byway.
 - a. Encourage developers to incorporate the Byway mission and strategies into their site plans by xxx.
 - b. Encourage developers to incorporate "Old Florida" elements into their site plans.
 - c. Initiate a comprehensive approach to planning commercial development, land use, and transportation improvements to reduce negative impacts to the Byway's intrinsic resources through the development of Corridor Overlay District and Corridor Design Guidelines.
 - d. Encourage and reward businesses that blend frontages with natural surroundings by developing a "Development of the Year" program.
 - e. Encourage strong and active town centers that will increase the tax base and enhance the quality of life.
 - f. Encourage "green" and salt tolerant development.
 2. Develop a marketing plan that promotes the Byway as a tourist destination.
 - a. As a part of the marketing plan, develop an eco-tourism plan that will promote the unique coastal ecosystem along the Byway.
 - b. As a part of the marketing plan, develop a heritage-tourism plan that will preserve the Byway's existing historical resources, identify opportunities for restoration and enhancement of other potential historical resources, and promote these resources to the public.
 - c. Initiate advertising and public relations through the local Tourism Development Council and Chambers of Commerce.
 - d. Identify and improve tourism infrastructure needs along the corridor, including parking, restrooms, and information kiosks.
 - e. Partner with local planning agency to identify and evaluate business nodes along the Byway corridor.
 - f. Partner with local chambers of commerce and similar organizations to enhance business nodes with tourism support elements, such as lodging, restaurants, and retail.
 - g. Develop a comprehensive Byway story.
 3. Encourage regional partnerships in tourism promotion and development.
 - a. Partner with AAA Travel Agency and other travel agencies.
 - b. Partner with Visit Florida
 - c. Participate in a regional travel agent workshop
 4. Encourage development of destination-based businesses.
 - a. Identify and interview existing destination-based businesses to determine how A1A can benefit their business.
 - b. Incorporate findings of interviews into an action plan.
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CORE VALUE: ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY

Goal Statement: Ensure the long-term sustainability and success of the Friends of A1A organization.

Draft Objectives and Strategies:

1. Capitalize on administrative strengths of Byway staff, board members, and volunteers.
 - a. Unite and capitalize on the Friends of A1A administration leadership, organization skills, and commitment.
 - b. Capitalize on existing Friends of A1A membership's institutional knowledge, passion, and diligence.
 - c. Embrace the national Byway mission building on the past achievements of the individual CMEs.
 - d. Attract new Byway members (through goals 3 and 4).
 - e. Provide annual reports and periodic updates as required to maintain Byway designation.
2. Establish hierarchy that organizes the Friends of A1A into functional areas to assist Byway administrator in meeting needs of the corridor.
 - a. Identify functional areas (e.g. special projects, volunteer program, education, marketing).
 - b. Establish leader for each functional area.
 - c. Establish committees under each functional area that empower the Byway membership to take action on specific tasks and projects.
 - d. Define roles and assign roles and responsibilities for the functional areas, leaders, and committees.
 - e. Identify long-term and short-term priorities.
3. Develop and implement a business plan to establish a long-range financial budget for implementing the Byway's priorities.
 - a. Achieve designation as a non-profit organization.
 - b. Establish legal representation and protection.
 - c. Identify and secure grants and other funding opportunities through the local, state, and federal sources.
 - d. Identify and secure funding opportunities through the economic development organizations, such as local Tourism Development Councils and Chambers of Commerce and Visit Florida.
 - e. Capitalize and build upon Crewe of 72 fundraising efforts.
4. Increase political clout of Byway.
 - a. Identify, build, and maintain strategic corridor-wide political partnerships that may further the Byway mission.
 - b. Identify, build, and maintain strategic corridor-wide partnerships with similar civic organizations that may further the Byway mission.
 - c. Expand corridor further south for greater effectiveness of Byway corridor.
 - d. Seek additional corridor-wide or national designations.

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Small Group Exercise¶
15-20 minutes¶

¶
Please assign a recorder and a presenter. The recorder will document your ideas on the flip chart. The presenter will provide a synopsis of your discussion to the rest of the group at the end of the exercise. [FACILITATORS, please take good notes on the handout and submit them to Alice at the end of the session.] ¶

¶
Take time to review the draft goals, objectives, and strategies for your core value. Then, thoroughly evaluate them through open discussion within your small group. You will have at least 15 minutes for your discussion. At a minimum, try to answer the following questions:¶

1. Do these draft objectives thoroughly cover the intent of the goal statement?¶
2. Are there missing objectives that we need to add?¶
3. Do we need to combine or separate objectives for clarification?¶

¶
Time permitting, you may also address the following:¶

1. Will these draft strategies thoroughly cover implement the objective?¶
2. Are there missing strategies that we need to add (BE CREATIVE)?¶



A1A Scenic & Historic Coastal Byway Strategic Plan

Strategic Planning Session #3
May 28, 2008





Strategic Planning Process






Mission, Core Values, and Goals






THE MISSION






Mission Statement

To preserve, protect, promote, and enhance the outstanding resources of the A1A Scenic & Historic Coastal Byway in a manner that provides a unique experience for visitors, and maintains an unhurried lifestyle and "Old Florida" ambiance for all.





CORE VALUES







Core Values

- Resource Protection
- Transportation Planning and Safety
- Community and Government Support and Participation
- Education and Communication
- Economic Development and Tourism
- Organization Development and Sustainability





OBJECTIVES AND STRATEGIES






Small Group Exercise

1. Resource Protection
2. Transportation Planning and Safety
3. Community and Government Support and Participation
4. Education and Communication
5. Economic Development and Tourism
6. Organizational Development and Sustainability





Objectives and Strategies-Recap

- Revise final objectives and strategies based on your input.
- Present final objectives and strategies at next meeting.
- Next: Prioritize, Schedule, and Assign Roles/Responsibilities





Assigning Priorities

- Short Term = 1-2 Years
- Mid-Term = 2-4 Years
- Long-Term = 4+ Years
- On-Going = Continuous Effort Starting Immediately





Roles and Responsibilities

- Use existing Friends of A1A committees.
- Supplement existing Friends of A1A subcommittees with new ones.
- Establish new committee hierarchy.
- Rely on "little CME" committees.
- Other?






Roles and Responsibilities

- Definition of roles.
 - Board
 - Byway Staff
 - Functional Areas-Committees/Leaders
 - Little CMEs



Next Steps

- Present Revised Action Plan.
- Present Schedule.
- Continue Discussion of Roles and Responsibilities.



Conclusion

- Recap and Wrap up!
- Questions or Comments?
- Next Regular A1A Board Meeting:
 - June 23, 2008
 - 3:00pm-5:00pm
 - Whitney Hall-Marineland



APPENDIX F

Strategic Planning Session #4-Meeting Materials

MEETING NOTES

Date/Time: June 24 2008, 2008 at 3:00 p.m.

Location: Whitney Lab Auditorium

Subject: A1A Scenic and Historic Coastal Byway
Strategic Plan
Byway Visioning Committee-Session #4

Attendees: See Friends of A1A Sign in Sheet

Written By: Alice Price

Wanda Maloney, Corridor Solutions, opened the session by acknowledging the many accomplishments and existing projects that the organization has on-going. She encouraged the group to take ownership in the projects and lead the organization through the next few years. Alice Price, PBS&J, provided a brief progress report on the strategic planning process and then Byway Visioning Committee (BVC) began their fourth strategic planning session. The purpose of this session was to identify priorities and discuss roles and responsibilities. A summary of the planning activities is provided in the following bullets:

Goals, Objectives, and Strategies

- Last month, we began to present the results of our small group discussions for each core value. The Resource Protection and Transportation Planning and Safety groups presented their modifications, but we ran out of time before completing the rest of the presentations. For sake of time, Ms Price provided an overview of the proposed modifications to remaining core values.
- Community and Government Support and Participation
 - Objective one was changed majorly, adding strategies (a), (c), (d), and (e). Strategy (b) was altered with word changes to make the statement more specific,
 - In objective two, one change was made in strategy (b). Instead of stating that meetings will be held in multiple locations, the statement was changed so that it refers to 'opening meetings to all'.
 - Objective three has no changes.
- Education and Communication
 - The entire core value has only one change, which occurs in objective one strategy (d). The strategy was subject to word changes to better accommodate the overall core value.

- Economic Development and Tourism
 - In objective one, strategy (a) was re-written to better serve the core value. Strategy (c) received some word changes and minor formatting alterations.
 - Strategy (a), (f), (g), and (h) were added in objective two to portray better ideas to attract tourists.
 - Objective three received two new strategies: (c) and (d).
- Organization Development and Sustainability
 - All of objective one was changed or added to better define the core value. Word changes were implemented to better portray in idea.
 - The second objective was changed by word choice. Strategies (a) and (b) were also changed for clarity, by changing the word choice.
 - Objective three was altered in the objective statement, as well as strategy (c), which were made more specific to convey an accurate strategy.
 - Strategy (c) and (d) were added to objective four, better defining the objective.
 - Objective five in total was added to enhance the total core value of organizational development and sustainability.

Priorities

- Which objectives should start first? Which objectives should start later? Assigning priorities will help us create a schedule for exactly when we should begin executing these objectives.
- We conducted a ranking exercise to determine an implementation schedule. We prioritized at the objective level. Each objective was written on a flip chart and posted around the room. Using the sticky notes, similar to our previous snowball exercise, the BVC determined which objectives should be conducted in the short-term, long-term, and on-going (continuous effort starting immediately). Each person was to rank each objective one time, but they could use the rankings more than once. So we will likely have several short-term, several long-term, and several on-going objectives in the end.
 - Short Term = 1-3 Years: Things you can get done fast. Quick accomplishments. What do you have the time and resources for NOW? (yellow sticky notes)
 - Long-Term = 3+ Years Plans, studies, longer-term elements. (blue sticky notes)
 - On-Going = Continuous Effort Starting Immediately (purple sticky notes)
- The group was encouraged to be realistic and avoid the temptation of assigning every objective the highest priority.
- At the end, we took the rankings and used the majority rule in assigning priorities. If there were any discrepancies, we discussed them as a group and came to a consensus on the appropriate priority ranking.
- Results of the exercise included 8 short-term, 2 long-term, and 15 on-going objectives. Please see the attached results form.

Roles and Responsibilities

- From the beginning of the process, Friends of A1A has stressed the importance of their people. This exercise paved the way for the people to step into a leadership role to implement the strategic plan.
- We discussed the importance of Core Value #6 Organizational Development and Sustainability which includes:
 - Develop an organizational structure that organizes the Friends of A1A into functional areas to assist the Board and Byway Administrator in meeting needs of the corridor.
 - Continue to enhance the Friends of A1A organization through its membership.
 - Develop and implement a business plan to establish a long-range plan (inclusive of a financial budget) for implementing the Byway's priorities.
 - Increase visibility and political clout of the Byway organization.
 - Fulfill administrative duties to maintain the byway designation.
- We discussed how things are getting done now. There are many projects that are currently underway including: facility improvements, wayfinding, scenic conservation and beautification, marketing/education, volunteer program, safety, and fundraising. How is this work getting done now? Is this sufficient? Do we need more assistance?
- We discussed the existing organization including: the board, staf, volunteers, committees, technical advisors, and little CMEs.
 - BOARD: There is a 10 person board from throughout the byway corridor, each serving 3 year terms. The purpose of the board is to maintain and implement the Corridor Management Plans for the A1A corridor; to promote conservation, preservation, and beautification of its resources; to promote positively managed development. Fiscally responsible for and liable for Friends of A1A actions.
 - STAFF: There is one part-time staff member and one part-time volunteer staff member. (Total = 30 hours)
 - VOLUNTEERS: There are approximately 250 active volunteers from 13 different communities.
 - COMMITTEES: There are 15 committees. Ideally each committee should have at least 3 members and should meet regularly and report back to the board.
 - TECHNICAL ADVISORS: 6-Flagler Co. and 6-St.Johns; Assist with Grant Writing.
 - LITTLE CMES: There are 3 Little CMEs, each with their own Executive team, volunteers, and subcommittees.
- The Bylaws list 15 committees. These include: executive, finance, fund raising, grants, bylaws, event website, publicity, projects, telephone, hospitality, education/community awareness, historian, environmental, and byway designation.
- Over half of the existing committees are vacant, which leaves your existing staff and volunteers doing 3-4 times the work.
- In response to this issue, we could:
 - Keep using the same committee structure.
 - Modify the existing structure.
 - Establish a new committee structure.
 - Rely solely on little CMEs.

- Ms. Price presented a new committee structure that was prepared by Sallie O'Hara. This new structure proposed the use of 4 main programs: Special Projects, Volunteer Program, Education Program, and Organizational Management.
- The BVC agreed that a new structure would be best and that we may need to consider one program per core value.
- We also discussed the role of the little CMEs. They are critical components of the Friends of A1A, but must continue to analyze activities in the scheme of the 72-mile corridor.
- In preparation for next month, Ms. Price encouraged each individual to evaluate his/her own strengths and talents and determine how those talents can be used to fulfill the mission of the organization.

Next Steps

- The next strategic planning session is scheduled for July 23, 2008 from 3:00 p.m.-5:00 p.m. at the Whitney Lab Auditorium in Marineland, Florida.
- Next month, we will present the action plan and finalize the roles and responsibilities.

Handouts:

- Agenda
- Revised Draft Goals, Objectives, and Strategies
- Priority Ranking Sheet
- Current Byway Projects List and Map
- Current Byway Committees List
- Proposed Byway Committees List

**A1A Scenic & Historic Coastal Byway Strategic Plan
Byway Visioning Committee (BVC)**

Strategic Planning Session #4

June 24, 2008

Agenda

- | | | |
|------|--|-----------------------------|
| I. | Opening Remarks | Wanda Maloney, CS |
| II. | Strategic Planning Session #3 Recap | Alice Price, PBS&J |
| III. | Strategic Planning Session #4 | Strategic Planning Team/BVC |
| | A. Begin to Prioritize Objectives | |
| | B. Begin to Discuss Roles and Responsibilities | |
| IV. | Closing | Mike Palozzi, PBS&J |
| | A. Recap Discussion | |
| | B. Final Comments from BVC | |
| | C. FINAL Meeting-July 23, 2008 | |

**A1A Scenic and Historic Coastal Byway
Strategic Plan
Draft Goals, Objectives, and Strategies**

Mission: *To preserve, protect, promote, and enhance the outstanding resources of the A1A Scenic & Historic Coastal Byway in a manner that provides a unique experience for visitors, and maintains an unhurried lifestyle and "Old Florida" ambiance for all.*

CORE VALUE: RESOURCE PROTECTION

Goal Statement: Protect and enhance the unique resources along the Byway corridor.

Draft Objectives and Strategies:

1. Develop and implement a comprehensive corridor resource inventory that will identify the Byway's unique resources.
 - a. Identify the scenic, historic, cultural, archaeological, natural, and recreation resources throughout the corridor.
 - b. Identify protected and non-protected resources along the corridor.
 - c. Identify and prioritize corridor needs and opportunities.
 - d. Match corridor needs with availability of resources.
 - e. Identify costs and funding opportunities associated with needed improvements.
 - f. Partner with appropriate organizations that support the Byway's mission to strategize acquisition opportunities.
 - g. Educate local government and community about the value of the Byway's resources.
 - h. Partner with local government to protect existing access and provide additional access to the Byway's resources.
2. Encourage creation of special protection measures for the Byway corridor's resources through the local government comprehensive planning and development review processes.
 - a. Educate local governments of the importance of view shed and protective measures by coordinating with municipality at the staff level and meeting with elected officials individually.
 - b. Draft a Master Plan and/or Corridor-wide Design Guidelines to ensure that development plans provide context sensitive solutions that are compatible with Byway vision.
 - c. Advocate for incorporation of the Master Plan and/or Corridor-wide Design Guidelines into the local government comprehensive plans.
 - d. Extend existing Corridor Overlay District to cover entire Byway corridor to help strategically manage development along the Byway while respecting the diverse needs of the Byway community.
 - e. Advocate for incorporation of the Corridor Overlay District into the local zoning codes throughout the corridor.
 - f. Support continued use and enforcement of special protection measures currently in place along the corridor.
 - g. Advocate for sensible use of beach management areas

3. Increase coordination with local, state, and federal agencies to ensure the protection of the Byway's resources.
 - a. Develop electronic database and utilize email distribution list to communicate with the agencies.
 - b. Generate awareness of corridor projects by distributing short, one-page briefing papers or newsletters to agency staff.
 - c. Participate and encourage agency involvement in Byway-related studies and plans.
4. Promote community partnerships for litter control.
 - a. Identify areas where there is no existing recycling program.
 - b. Advocate for the implementation of recycling programs in areas where no programs currently exist.
 - c. Identify shortcomings and advocate necessary improvements to existing recycling programs.
 - d. Strengthen Adopt-a-Highway and Adopt-a-Shoreline sponsorship for the entire length of the corridor
 - e. Identify and partner with Keep XXX Beautiful to support their annual coastal cleanup efforts.
 - f. Monitor local municipalities' efforts to identify sites for additional trash container sites along the corridor and ensure that all are kept in good repair and emptied frequently enough to minimize debris.
5. Support the use and proper maintenance of native Florida landscape along the Byway.
 - a. Identify, for future removal and eradication, locations of exotic infestation.
 - b. Work with the FDOT and local landscapers to identify native varieties of vegetation, including salt and drought tolerant species that can be used along the corridor.
 - c. Draft recommendations for municipalities on desirable species to be used for future planting efforts.
 - d. Partner with local agencies and environmental advocates on implementation strategies that could include funding and/or in-kind services.
 - e. Support local government enforcement of appropriate landscape guidelines, including site development activities and landscape maintenance.
 - f. Support the minimization of development impacts on ground water quality by advocating xeriscape and drought tolerant materials.
 - g. Advocate for master plan.
6. Develop a Scenic Conservation Plan to eliminate overhead utility lines, communication towers, and non-conforming signs from the corridor view shed.
 - a. Define the corridor view shed.
 - b. Identify locations and ownership of existing overhead utilities, communication towers, and non-conforming signs.
 - c. Initiate dialog with local utilities to identify alternatives, costs, and potential funding opportunities for the elimination of overhead utilities from the view shed.
 - d. Advocate for communication tower alternatives with elected officials.

CORE VALUE: TRANSPORTATION PLANNING AND SAFETY

Goal Statement: Encourage comprehensive transportation planning of the Byway corridor.

Draft Objectives and Strategies:

1. Support smart and comprehensive planning initiatives for adjacent land use, access, acquisition, and development decisions along the corridor.
 - a. Foster good relationships with elected officials.
 - b. Monitor and participate in Review Board activities (DRB and SRB).
 - c. Acknowledge and reward good development practices.
 - d. Establish representation on Future Land Use Committees and Planning Boards.
 - e. Attend Board of County Commissioner, City Council, and Planning and Zoning Board meetings and invite them to Byway meetings and activities.
 - f. Partner with FDOT, MPO, and local governments to identify acceptable level of service throughout the Byway corridor.
 - g. Advocate low impact development through coordination with local government zoning boards.
 - h. Identify scheduled comprehensive plan updates for each local government.
 - i. Work with local governments to integrate Corridor Management Plan (CMP), and other Byway plans, into local government comprehensive plans.
 - j. Partner with local governments and FDOT to identify publicly-owned land and environmentally sensitive lands throughout the Byway corridor that is available for targeted uses by the Byway.
2. Encourage aesthetic enhancements that reinforce the unique nature of the Byway.
 - a. Identify unique features of the local communities along the Byway.
 - b. Incorporate plans to preserve the identity of the adjacent communities into the Master Plan and/or Corridor-wide Design Guidelines.
 - c. Work with FDOT and local agencies to support sensible highway sign placement and along the Byway corridor.
 - d. Work with FDOT and local agencies to support outdoor advertising controls and cell tower controls along the Byway corridor.
 - e. Develop and support programs that provide incentives to businesses to replace or eliminate non-conforming signs.
3. Encourage multi-modal transportation alternatives throughout the Byway corridor.
 - a. Identify and partner with other interest groups to promote alternative modes of transportation.
 - b. Identify opportunities for enhancements to pedestrians and bike facilities.
 - c. Encourage the incorporation of bike paths and multi-use trails into the local government plans.
 - d. Identify opportunities for water taxis.
4. Improve highway safety and pedestrian safety by encouraging comprehensive engineering solutions.
 - a. Partner with FDOT and local planning agencies to adopt policies that maintain the current two-lane form and function of A1A.

- b. Partner with FDOT and local agencies to establish attractive and consistent wayfinding signs along the Byway corridor.
- c. Identify areas with potential safety hazards and accident-prone locations.
- d. Identify safety enhancements that are needed along the corridor.
- e. Prioritize safety needs throughout the corridor.
- f. Partner with FDOT to incorporate safety features, like pedestrian crosswalks, at key points throughout the Byway corridor.
- g. Encourage design of scenic pull-outs along the Byway corridor, where feasible.
- h. Encourage safe access to existing and future roadside facilities, scenic turnouts, and other Byway resources.
- i. Work with local governments and FDOT to create and implement traffic control measures that decrease speeding throughout the corridor.
- j. Partner with local government and FDOT to ensure that traffic control measures are enforced.
- k. Partner with FDOT and MPOs to ensure Byway road and bridge improvements are prioritized in the work program.
- l. Partner with MPOs to ensure highway connectivity to alternate traffic routes and major highways from Byway for emergency evacuation.

CORE VALUE: COMMUNITY AND GOVERNMENT SUPPORT AND PARTICIPATION

Goal Statement: Initiate and leverage the continued support and participation of government agencies, community residents, and local businesses in Byway program activities and corridor planning decisions.

Draft Objectives and Strategies:

1. Generate support and establish collaborative partnerships with the local, state, and federal government agencies, including elected officials and staff.
 - a. Communicate regularly with elected officials by attend meetings including: Board of County Commissioners, City Councils, Planning and Zoning Boards, Technical Review Boards, PAR? Boards, and Design Review Boards.
 - b. Join and participate in government committees that are in the know about scenic byway concerns, such as the Long Range Planning Committee, Zoning Boards, Wetlands Committee, etc. .
 - c. Write to elected officials regularly regarding issues of concern and addressing the governing bodies at least once per year.
 - d. Provide briefing packages and scenic highway "tool box" to elected officials.
 - e. Invite candidates to participate in regular Byway meetings and special events.
2. Generate support and establish collaborative partnerships with the community residents.
 - a. Increase community awareness of Byway meetings and events by using Email, website, newsletter, and news releases.
 - b. Increase opportunities for residents and businesses to participate in planning decisions for the Byway by opening meetings to all.
 - c. Establish presence in local communities by participating in local events.
 - d. Establish presence in local communities through local media involvement, press releases, and public access television.
3. Generate support and establish collaborative partnerships with the private sector.
 - a. Identify and demonstrate the Byway value and benefits to businesses and developers by communicating successes via briefing packages, email, website, newsletters, and news releases.
 - b. Establish partnerships with Chambers of Commerce and Tourism Development Councils.
 - c. Establish partnerships and gain support from local civic, environmental, and like-minded organizations.
 - d. Establish partnerships with local schools and colleges.
 - e. Develop course in volunteerism and encourage students, teachers, and classes to join the Friends of A1A.

CORE VALUE: EDUCATION AND COMMUNICATION

Goal Statement: Increase awareness of the beauty, ambiance, and uniqueness of the Byway's resources and promote the Byway as a traveling experience.

Draft Objectives and Strategies:

1. Develop an education program to educate travelers and residents about uniqueness of Byway corridor and its resources.
 - a. Develop interpretive brochures and informational materials.
 - b. Develop corridor video and distribution/viewing plan.
 - c. Develop cell phone tour of Byway corridor.
 - d. Soliciting funding and sponsorships from public and private entities to support placement of a series of Byway-related kiosks or information centers throughout the Byway corridor.
 - e. Enhance community knowledge on natural wildlife, habitats, and native vegetation.
 - f. Utilize news media to gain public support.
 - g. Participate in formal speaking engagements and in local events.
 - h. Ensure that the Byway appears on local and regional maps.
2. Maintain and enhance the Friends of A1A website.
 - a. Establish links from search engines and other important sites.
 - b. Add printable location map to the website.
 - c. Add calendar of events to the website.
 - d. Update mission and goals on the website.
3. Educate builders, developers, and contract workers to foster appreciation for beauty of A1A.
 - a. Encourage responsible development by informing builders, developers, and contract workers of the Corridor Overlay District and Corridor Design Guidelines.
 - b. Participate in builders associations and committees.
4. Develop "quick notes" brochure targeted to government officials to assist in the decision making process.

CORE VALUE: ECONOMIC DEVELOPMENT AND TOURISM

Goal Statement: Encourage sustainable economic development and tourism activities that preserve and enhance the Byway.

Draft Objectives and Strategies:

1. Ensure compatible, low-impact development takes place along the Byway.
 - a. Define "Old Florida" through development of design guidelines.
 - b. Initiate a comprehensive approach to planning commercial development, land use, and transportation improvements to reduce negative impacts to the Byway's intrinsic resources through the development of Corridor Overlay District and Corridor Design Guidelines.
 - c. Encourage and reward businesses that blend frontages with natural surroundings by creating a "Development of the Year" or other similar program.
 - d. Encourage strong and active town centers that will increase the tax base and enhance the quality of life.
 - e. Encourage "green" and salt tolerant development.
2. Develop a marketing plan that promotes the Byway as a tourist destination.
 - a. Develop a comprehensive Byway story.
 - b. As a part of the marketing plan, develop an eco-tourism plan that will promote the unique coastal ecosystem along the Byway, including guided tours by water and kayak rentals.
 - c. As a part of the marketing plan, develop a heritage-tourism plan that will preserve the Byway's existing historical resources, identify opportunities for restoration and enhancement of other potential historical resources, and promote these resources to the public.
 - d. Initiate advertising and public relations through the local Tourism Development Council and Chambers of Commerce.
 - e. Identify and improve tourism infrastructure needs along the corridor, including parking, restrooms, and information kiosks.
 - f. Encourage regional partnerships in tourism promotion and development.
 - i. Partner with AAA Travel Agency and other travel agencies.
 - ii. Partner with Visit Florida.
 - iii. Participate in a regional travel agent workshop.
 - g. Take full advantage of National Scenic Byway designation by working with FHWA marketing staff and resources, and identifying marketing best practices for byways.
 - h. Partner with emerging heritage area and other similar programs.
3. Encourage development of destination-based businesses.
 - a. Identify and interview existing destination-based businesses to determine how A1A can benefit their business.
 - b. Incorporate findings of interviews into an action plan.
 - c. Partner with local planning agency to identify and evaluate business nodes along the Byway corridor.
 - d. Partner with local chambers of commerce and similar organizations to enhance business nodes with tourism support elements, such as lodging, restaurants, and retail.

CORE VALUE: ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY

Goal Statement: Ensure the long-term sustainability and success of the Friends of A1A organization.

Draft Objectives and Strategies:

1. Develop an organizational structure that organizes the Friends of A1A into functional areas to assist the Board and Byway Administrator in meeting needs of the corridor.
 - a. Clearly define roles and responsibilities of Board, staff, volunteers, and committees.
 - b. Identify functional areas (e.g. special projects, volunteer program, education, marketing, etc.).
 - c. Establish leader for each functional area.
 - d. Establish committees under each functional area that empower the Byway membership to take action on specific tasks and projects.
 - e. Identify long-term and short-term priorities.
2. Continue to enhance the Friends of A1A organization through its membership.
 - a. Develop and implement a plan to actively recruit new members (Goals 3 and 4).
 - b. Promote mentorship of new members through sharing of existing membership's institutional knowledge, passion, and diligence.
3. Develop and implement a business plan to establish a long-range plan (inclusive of a financial budget) for implementing the Byway's priorities.
 - a. Identify and secure grants and other funding opportunities through the local, state, and federal sources.
 - b. Identify and secure funding opportunities through the economic development organizations, such as local Tourism Development Councils and Chambers of Commerce and Visit Florida.
 - c. Implement the Friends of A1A Fundraising Plan, including the Crewe of 72 and other strategies.
4. Increase visibility and political clout of the Byway organization.
 - a. Identify, build, and maintain strategic corridor-wide political partnerships that may further the Byway mission.
 - b. Identify, build, and maintain strategic corridor-wide partnerships with similar civic organizations that may further the Byway mission.
 - c. Recognize potential expansion of the A1A corridor further south and begin strengthening alliances between managing entities by sharing pilot projects.
 - d. Recognize value in seeking additional corridor-wide or national designations such as the All American Road or National Heritage Area designations and support feasibility only if return on investment is warranted.
5. Fulfill administrative duties to maintain the byway designation.
 - a. Provide annual reports and periodic updates.
 - b. Prepare CMP updates
 - c. Other?

**A1A Scenic and Historic Coastal Byway
Strategic Plan
Priority Ranking Exercise**

Please read the draft objectives under each core value and rank them as to when you feel the effort should begin. Then, place the corresponding colored Post-it note on the flip chart of each objective to reflect how you ranked the objective.

Short Term = 1-3 Years (YELLOW)	8
Long Term = 3+ Years (BLUE)	2
On-Going = Continuous Effort Starting Immediately (Purple)	15

CORE VALUE: RESOURCE PROTECTION

Goal Statement: Protect and enhance the unique resources along the Byway corridor.

Draft Objectives:

- | | |
|---|-------------|
| 1. Develop and implement a comprehensive corridor resource inventory that will identify the Byway's unique resources. | <u>ST-1</u> |
| 2. Encourage creation of special protection measures for the Byway corridor's resources through the local government comprehensive planning and development review processes. | <u>ST-3</u> |
| 3. Increase coordination with local, state, and federal agencies to ensure the protection of the Byway's resources. | <u>OG</u> |
| 4. Promote community partnerships for litter control. | <u>OG</u> |
| 5. Support the use and proper maintenance of native Florida landscape along the Byway. | <u>OG</u> |
| 6. Develop a Scenic Conservation Plan to eliminate overhead utility lines, communication towers, and non-conforming signs from the corridor view shed. | <u>ST-2</u> |

CORE VALUE: TRANSPORTATION PLANNING AND SAFETY

Goal Statement: Encourage comprehensive transportation planning of the Byway corridor.

Draft Objectives:

- | | |
|---|-----------|
| 1. Support smart and comprehensive planning initiatives for adjacent land use, access, acquisition, and development decisions along the corridor. | <u>OG</u> |
| 2. Encourage aesthetic enhancements that reinforce the unique nature of the Byway. | <u>OG</u> |
| 3. Encourage multi-modal transportation alternatives throughout the Byway corridor. | <u>LT</u> |
| 4. Improve highway safety and pedestrian safety by encouraging comprehensive engineering solutions. | <u>ST</u> |

CORE VALUE: COMMUNITY AND GOVERNMENT SUPPORT AND PARTICIPATION

Goal Statement: Initiate and leverage the continued support and participation of government agencies, community residents, and local businesses in Byway program activities and corridor planning decisions.

Draft Objectives:

1. Generate support and establish collaborative partnerships with the local, state, and federal government agencies, including elected officials and staff. OG
2. Generate support and establish collaborative partnerships with the community residents. OG
3. Generate support and establish collaborative partnerships with the private sector. OG

CORE VALUE: EDUCATION AND COMMUNICATION

Goal Statement: Increase awareness of the beauty, ambiance, and uniqueness of the Byway's resources and promote the Byway as a traveling experience.

Draft Objectives:

1. Develop an education program to educate travelers and residents about uniqueness of Byway corridor and its resources. ST
2. Maintain and enhance the Friends of A1A website. OG
3. Educate builders, developers, and contract workers to foster appreciation for beauty of A1A. OG
4. Develop "quick notes" brochure targeted to government officials to assist in the decision making process. ST

CORE VALUE: ECONOMIC DEVELOPMENT AND TOURISM

Goal Statement: Encourage sustainable economic development and tourism activities that preserve and enhance the Byway.

Draft Objectives:

1. Ensure compatible, low-impact development takes place along the Byway. OG
2. Develop a marketing plan that promotes the Byway as a tourist destination. OG
3. Encourage development of destination-based businesses. LT

CORE VALUE: ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY

Goal Statement: Ensure the long-term sustainability and success of the Friends of A1A organization.

Draft Objectives:

1. Develop an organizational structure that organizes the Friends of A1A into functional areas to assist the Board and Byway Administrator in meeting needs of the corridor. ST-1
2. Continue to enhance the Friends of A1A organization through its membership. OG
3. Develop and implement a business plan to establish a long-range plan (inclusive of a financial budget) for implementing the Byway's priorities. ST-2
4. Increase visibility and political clout of the Byway organization. OG
5. Fulfill administrative duties to maintain the byway designation. OG

**A1A Scenic and Historic Coastal Byway
Strategic Plan
Current Projects List**

Facility Improvements

- Park sites with grant funding or other municipalities involved
- Includes 2007 projects for Bings Landing, Flagler Pier, Windswept Acres, Pope Road Overlook, Northern Gateway, and SAB Kiosk

Wayfinding

- Includes signage for Southern Gateway and Marineland Gateway
- Coordinating all plans – grant pending for consultation to do same
- Cell Phone Tour – grant pending
- Oral Histories – St Johns County – now in process
- Heritage Markers – in process
- Flagler Beach Water Tower

Scenic Conservation and Beautification

- Adopt a Highway – multiple group cleanup activities
- Landscaping – Wildflower project ongoing and municipal landscaping
- Garbage collection oversight and monitoring
- Utility undergrounding – Flagler Beach, Vilano
- Supporting Ocean Conservancy and habitat preservation

Marketing and education

- Event calendar for Friends of A1A involvement
- Annual Reporting for FDOT and Community version

Volunteer Program

- Enrolling willing advocates for A1A mission at community outreach events – see event calendar
- Orientations and training

Safety

- Involvement with FDOT committee to reduce speeds and traffic calming
- Parking census oversight

Fundraising

- Implementing Crew of 72
- Securing business web advertisers

Friends of A1A Committee Structure 2008

Executive Committee

Exercises the authority generally or specifically granted by the Board of Directors in the management of the business of the Friends of A1A Scenic Byway between meetings of the Board.

BARBARA JENNESS; ANNE WILSON; JIM NETHERTON; CHARLES HELM; ex-officio SALLIE O'HARA

Grants Committee ()*

Enlists people to write grants, sponsor projects and fundraise

KRISTEE BOOTH; GARRY BALOGH; DEBRAH MILLER; VICKIE RENNA; CARYN MILLER; SALLIE O'HARA

Finance Committee

Develops, in conjunction with the treasurer, an annual budget for the for the organization (including in-kind revenue); reviews the annual treasurer's report on income and expenditures; develops and ensures compliance with administrative procedures for the organization; advises the Board of Directors and the President regarding extraordinary expenses of the organization; leases and/or sells property of the organization;

JIM NETHERTON; ex-officio SALLIE O'HARA; DENNIS CLARK

Events Committee

Organizes public events and works with publicity to advertise events

ANNE WILSON; CHARLES HELM; BARBARA JENNESS; BOB SAMUELS; ex-officio BERNIE GAY

Publicity Committee (Website)

Disseminates news to the community and prepares notices of meetings and activities;

JIM NETHERTON; GEORGE HARNDEN; IRENE KAUFMAN; DENNIS CLARK; ex-officio SALLIE O'HARA

By-laws Committee

Reviews the Bylaws annually or as needed to meet changing conditions.

GEORGE HARNDEN; DENNIS BAYER; ex-officio SALLIE O'HARA

Fundraising Committee ()*

Enlists people to sponsor fundraising projects including overseeing the Crew of 72 Plan

Telephone Committee

Secures and enlists persons to use the telephone as a means of stimulating interest and notifying the membership of the activities of the organization; shall be responsible for reservations, which must be made for organization functions;

Historian Committee

Custodian of the organization archives; maintains complete documentation of the year's activities in both written and pictorial form, all of which shall be included in a scrapbook at the end of the year;

Education; Awareness; & Community Participation

Develops and implements education programs to promote a better understanding of the heritage of the byway corridor; develops and implements programs to increase the community's awareness of its heritage, including a speakers program and the utilization of the local media; promotes knowledge of the Friends of A1A Scenic and Historic Coastal Byway, Inc., within the community through related programs and activities

Projects Committee

Identifies and executes projects generated by implementation of the Corridor Management Plan (CMP); develops and implements strategies to promote the Friends of A1A Scenic and Historic Coastal Byway, Inc.;

- Fundraising and grants committee split
- Byway Designation Committee to sunset

Friends of A1A Scenic and Historic Coastal Byway

BOARD OF DIRECTORS
 (10 voting volunteer members - 5 from each county)
Barbara Jenness - President

Legal Counsel
 Dennis Bayer (pro bono)

Byway Program Administrator
Sallie O'Hara

TECHNICAL ADVISORS - FLAGLER
 District 5 FDOT - Garry Balogh
 Flagler County Planner - Patrick Miller
 Grant Writer - Melissa Sheets
 Project Engineer - Amy Kennedy
 Parks & Recreations Director - Pete Celestino
 City of Flagler Beach - Grants - Caryn Miller

TECHNICAL ADVISORS - ST. JOHNS
 District 2 FDOT - Debrah Miller
 St. Johns County Planner - Teresa Bishop
 Grant Writer St. Aug. Beach - Melissa Burns
 Parks & Recreations Director - Troy Blevins
 Grant Writer - County Parks - Wil Smith
 City of St. Augustine Planner - Tom Scofield

Volunteer Coordinator
 Bernie Gay

Special Program Projects
 Resource Protection
 (parks & resources)

 Transportation Planning
 & Safety

Volunteer Program

 Community and
 Government Support &
 Participation

Education Program
 Economic Development
 & Tourism

 Website
 Events
 News

Organizational Management

 Executive
 Finance
 Fundraising
 Grants
 Bylaws

BYWAY NEIGHBORHOOD VOLUNTEERS

Flagler Beach
 Beverly Beach

Palm Coast
 The Hammock
 Marineland

Marineland
 Summer Haven
 Crescent Beach
 St. Augustine Beach

St. Augustine
 Vilano Beach
 S. Ponte Vedra
 Ponte Vedra



A1A Scenic & Historic Coastal Byway Strategic Plan

Strategic Planning Session #4
June 24, 2008





Strategic Planning Process






WHEN DO WE START?

Developing the Strategic Plan Schedule





Assigning Priorities

- Short Term = 1-3 Years (YELLOW)
- Long Term = 3+ Years (BLUE)
- On-Going = Continuous Effort (Purple)





WHO IS GOING TO DO WHAT?

Defining Roles and Responsibilities





Core Value #6

Organizational Development and Sustainability

Goal Statement: Ensure the long-term sustainability and success of the Friends of A1A Organization.

- Develop an organizational structure.
- Enhance the membership.
- Develop and implement a business plan.
- Increase visibility and political clout.
- Fulfill administrative duties to maintain the byway designation.




Current Projects

- Facility Improvements
- Wayfinding
- Scenic Conservation and Beautification
- Marketing and education
- Volunteer Program
- Safety
- Fundraising

Existing Friends of A1A

- Board
- Byway Staff
- Volunteers
- Committees/Leaders
- Technical Advisors
- Little CMEs

Existing Friends of A1A Committees

- Executive
- Finance
- Fund Raising
- Grants
- Bylaws
- Event
- Website
- Publicity
- Projects
- Telephone
- Hospitality
- Education/Awareness/Community Participation
- Historian
- Environmental
- Byway Designation

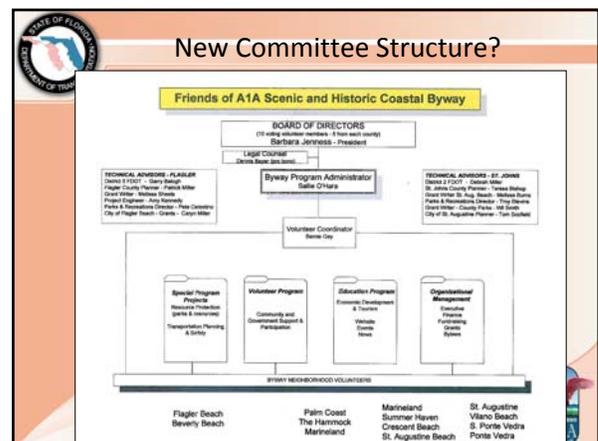
Existing Committee Participation

Board
Committee Members
Friends of A1A

	Executive Committee	Finance Committee	Marketing Committee	Publicity Committee	Scenic Conservation Committee	Wayfinding Committee	Historian Committee	Environmental Committee	Byway Designation Committee
Friends of A1A Board Committee Members									
1. Crane, Keith - Ponte Vedra Beach									
2. Freeman, George - FROD									
3. Green, Craigie - Secretary - Ocean Shore Chair	X								
4. Jennings, Barbara - President - Scenic & Hist A1A Chair	X								
5. Kaufman, Carol - St. Augustine Beach									
6. Lamborn, Jim - Secretary - FROD	X	X							
7. Ruzicki, Mary Ann - Ocean Shore									
8. Ruzicki, Tom - St. Augustine									
9. Scofield, Tom - City of St. Augustine									
10. Wilson, Anne - Vice President and PR/ICE Chair	X	X	X	X	X	X	X	X	X
Staff									
Staff - Cary, Bernie									
Support - Beach, Kristine									
Support - Beach, Gary									
Support - Miller, Debra									
Support - Miller, Caryn									
Support - Pierra, Vickie									
Support - Pierra, Dennis - Legal Counsel									
Support - Clark, Dennis									
Support - Richardson, Cheryl									
Support - Michael, Michael/Proffo									

Roles and Responsibilities

- Use existing Friends of A1A committees as is.
- Modify existing Friends of A1A subcommittees.
- Establish new committee structure.
- Rely on "little" CMEs.





What happens to the Little CMEs?

- Critical to success of Friends of A1A.
- You know your politics, processes, and environment of your segment of A1A best.
- Advisory support to Friends of A1A.
- Lead Report Writer to provide information for the Annual Report.
- Must think BIG!!



What can I do?

- Think about your own strengths and talents.
- Participate!
- Join or lead a committee.
- Seek out new members.
- Get ready to tackle the Strategic Plan, one strategy at a time!



Next Steps

- July 23, 2008
 - Present Action Plan.
 - Present Schedule.
 - Finalize Roles and Responsibilities.
- August 2008
 - Draft Strategic Plan
- September 2008
 - Final Strategic Plan



Conclusion

- Recap and Wrap up!
- Questions or Comments?
- Next Regular A1A Board Meeting and Final Strategic Planning Session:
 - July 23, 2008
 - 3:00pm-5:00pm
 - Whitney Hall-Marineland



APPENDIX G

Strategic Planning Session #5-Meeting Materials

MEETING NOTES

Date/Time: July 23 2008, 2008 at 3:00 p.m.

Location: Whitney Lab Auditorium

Subject: A1A Scenic and Historic Coastal Byway
Strategic Plan
Byway Visioning Committee-Session #5

Attendees: See Friends of A1A Sign in Sheet

Written By: Alice Price

Garry Balogh, Florida Department of Transportation (FDOT) District Five Scenic Highway Coordination welcomed everyone back to the final strategic planning session. Alice Price, PBS&J, provided a brief progress report on the strategic planning process and then Byway Visioning Committee (BVC) began their fifth and final strategic planning session. The purpose of this session was to assign roles and responsibilities and develop a corridor vision. A summary of the planning activities is provided in the following bullets:

Action Plan

- Last month, we prioritized the elements of our plan and prepared an implementation schedule. We determined which of our objectives are short-term, long-term, and on-going efforts by each core value.
- After that, we began to discuss roles and responsibilities. It does no good to have a plan, if you have no one to implement it. We discussed the strengths and weaknesses of your existing organization and determined that a new committee structure would be a key element in implementation of the strategic plan.
- Ms. Price reviewed the information thus far and began to identify performance indicators or measures. This indicator will help you recognize the expected outcome of each of the objectives and strategies. You will know if you have completed the strategy if you have provided the expected outcome.
- The Priorities, Roles and Responsibilities, and the Indicators, coupled with the Goals, Objectives, and Strategies, formed the basis of our Action Plan. Each BVC member had a copy of the draft Action Plan in the handout package.

Roles and Responsibilities

- Execution of this plan MUST be a group effort!
- Ms. Price re-presented the new committee structure that was prepared by Sallie O'Hara. This new structure proposed the use of 4 main programs: Special Projects, Volunteer

Program, Education Program, and Organizational Management. We discussed the proposed roles of each of the program including the goals, objectives, and strategies for each.

- The BVC agreed that a new structure would be best, but that we may need to consider one program per core value.
- Therefore, the new committee structure should reflect the following six programs:
 - Resource Protection
 - Transportation Planning and Safety
 - Community and Government Support
 - Education Program
 - Economic Development
 - Organizational Management
- We also discussed the role of the little CMEs. They are critical components of the Friends of A1A, but must continue to analyze activities in the scheme of the 72-mile corridor.
- Each of the six programs will need a program leader, alternate program leader, and active committee members.
- The program leader will lead the efforts to implement the appropriate Goals, Objectives, and Strategies for their assigned core values. They can solicit new committee members, organize subcommittees, and delegate tasks to key members in order to execute their portion of the plan. And they will provide progress reports back to the Board and Byway Administrator, as well as report any needs, shortcomings, and opportunities. The program leader is should be an Active Committee Member as well.
- The alternate program leader will assist the program leader as necessary. They may serve on subcommittees and may be called upon to report progress in the absence of the program leader. The Alternate Program Leader should be an Active Committee Member as well.
- Active Committee Members are the backbone of ANY organization. These are the worker bees. Active Committee Members will participate in various tasks in an effort to complete the organizations' GOS. They can serve, and even lead, subcommittees that are focused on specific tasks, or may be involved in some of the on-going activities that keep the organization alive. We need a lot of Active Committee Members for every program.
- Ms. Price turned the discussion over to the Board President, Barbara Jenness, to determine how these roles should be filled.
- Several people volunteered for the various positions and some positions were to be filled based on requests to specific individuals that were not present at the meeting. See the attachment for the list of committee volunteers.
- In celebration of all the volunteers (and this being our final session), we all enjoyed cake and sparkling water.

Visioning

- The topic of vision has come up several times throughout the past few months and now that we have established our mission, core values, goals, objectives, and strategies and developed an action and implementation plan, we felt like it was a good time to discuss our vision.

- Often times, you will see an organization go through several strategic planning processes before they can develop a vision of success. This will be a great way to complete our strategic planning process and generate enthusiasm about the plan.
- We attempted to answer the question: What will the corridor be like when we accomplish our mission?
- Our vision will be our guiding image of success. If our mission statement/strategic plan is our blueprint (the what, why, and for whom), then our vision is the Artist's rendering of the realization of that mission/plan. The mission describes who we are and what we intend to do. The vision describes what our success will look like.
- The vision is more of a guide for plan implementation than plan formulation. That's why it was important to incorporate this exercise at the end of our strategic planning process, just prior to your implementation.
- The vision should be grand enough to inspire the leadership and members, but grounded in sufficient reality that people can start to believe that it can and will happen. We can carry this picture around to remind us of why we are working so hard to continue to inspire success.
- The BVC was asked to contemplate the following scenario:
 - It's five years from now (July 2013) and a major publication has written an article about the A1A Scenic and Historic Coastal Byway. Take a few minutes to write some headlines that describe your vision of success for the future of the A1A corridor. You may ask yourselves the following questions:
 - What would the headline be saying about our corridor?
 - What element(s) of our corridor would be highlighted?
 - What would be the featured quote and who would be saying it?
 - What would the headline be saying about our organization?
 - What element(s) of our organization would be highlighted?
- To get the creative juices flowing, Ms. Price shared some headlines that she wrote after reviewing the Corridor Vision chapters from the individual CMPs.
- This activity resulted in a variety of headlines. See the attachment for a full list. Here are a few:
 - Oooh! Aaaaah!
 - Byway Group Successful in Maintaining Scenic and Historic Corridor
 - Developers Reduce Building Height to Fit Tree Canopies
 - Experience Last Remaining Coastal Vestige of Old Florida
 - Leave it Like it Is
 - Billboards Replaced by Wayfinding Signs
 - Bursting with Blooms
 - Friends of A1A Mark 1000th Member
- This exercise, in addition to the existing CMPs, will form the basis for the corridor vision that will be documented in the BSP.

Next Steps

- The Draft Byway Strategic Plan (BSP) will be completed in August 2008 and submitted to Friends of A1A for review.
- Based on the receipt of comments, the Final BSP will be completed in September 2008.

Handouts:

- Agenda
- Action Plan
- Proposed Byway Committees List
- Visioning Exercise

**A1A Scenic & Historic Coastal Byway Strategic Plan
Byway Visioning Committee (BVC)**

Strategic Planning Session #5

July 23, 2008

Agenda

- | | | |
|------|--|-----------------------------|
| I. | Opening Remarks | Garry Balogh, FDOT |
| II. | Strategic Planning Session #4 Recap | Alice Price, PBS&J |
| III. | Strategic Planning Session #5 | Strategic Planning Team/BVC |
| | A. Assign Roles and Responsibilities | |
| | B. Develop Corridor Vision | |
| IV. | Closing | Alice Price, PBS&J |
| | A. Recap Discussion | |
| | B. Final Comments from BVC | |
| | C. Draft Byway Strategic Plan-August 2008 | |
| | D. Final Byway Strategic Plan-September 2008 | |
| | E. THANK YOU!!!! | |

A1A Scenic and Historic Coastal Byway

Action Plan

Resource Protection	1.0 Protect and enhance the unique resources along the Byway corridor.				
	1.1 Develop and implement a comprehensive corridor resource inventory that will identify the Byway's unique resources.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	1.1.1 Identify the scenic, historic, cultural, archaeological, natural, and recreation resources throughout the corridor.	Special Program Projects	Short Term		Create List
	1.1.2 Identify protected and non-protected resources along the corridor.	Special Program Projects	Short Term		Add to List
	1.1.3 Identify and prioritize corridor needs and opportunities.	Special Program Projects	Short Term		Add to List
	1.1.4 Match corridor needs with availability of resources.	Special Program Projects	Short Term		Add to List
	1.1.5 Identify costs and funding opportunities associated with needed improvements.	Special Program Projects	Short Term		Add to List
	1.1.6 Partner with appropriate organizations that support the Byway's mission to strategize acquisition opportunities.	Special Program Projects	Short Term		Identify and contact organizations.
	1.1.7 Educate local government and community about the value of the Byway's resources.	Special Program Projects	Short Term		Distribute education materials at least 4 times/year.
	1.1.8 Partner with local government to protect existing access and provide additional access to the Byway's resources.	Special Program Projects	Short Term		Communicate issues w/locals.
	1.2 Encourage creation of special protection measures for the Byway corridor's resources through the local government comprehensive planning and development review processes.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	1.2.1 Educate local governments of the importance of view shed and protective measures by coordinating with municipality at the staff level and meeting with elected officials individually.	Special Program Projects	Short Term		Set-up meetings w/local staff and contact elected officials by phone/email/letter.
	1.2.2 Draft a Master Plan and/or Corridor-wide Design Guidelines to ensure that development plans provide context sensitive solutions that are compatible with Byway vision.	Special Program Projects	Short Term		Corridor Wide Master Plan or Design Guidelines
	1.2.3 Advocate for incorporation of the Master Plan and/or Corridor-wide Design Guidelines into the local government comprehensive plans.	Special Program Projects	Short Term		Comp Plan Amendment
	1.2.4 Identify existing Corridor Overlay Districts along the Byway corridor to help strategically manage development along the Byway while respecting the diverse needs of the Byway community and create new districts as necessary to fill in the gaps.	Special Program Projects	Short Term		Corridor Wide Overlay District
	1.2.5 Advocate for incorporation of the Corridor Overlay District into the local zoning codes throughout the corridor.	Special Program Projects	Short Term		Zoning Amendment
	1.2.6 Support continued use and enforcement of special protection measures currently in place along the corridor.	Special Program Projects	Short Term		Identify measures and prepare list.
	1.2.7 Advocate for sensible use of beach management areas.	Special Program Projects	Short Term		Participation in Beach Mgmt efforts.
	1.3 Increase coordination with local, state, and federal agencies to ensure the protection of the Byway's resources.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	1.3.1 Maintain electronic database and utilize email distribution list to communicate with the agencies.	Special Program Projects	On-Going		Database and Email List (Cross reference 3.2.1)
	1.3.2 Generate awareness of corridor projects by distributing short, one-page briefing papers or newsletters to agency staff.	Special Program Projects	On-Going		Quarterly updates to local govt
	1.3.3 Participate and encourage agency involvement in Byway-related studies and plans.	Special Program Projects	On-Going		Invitation letters or emails to agencies

LEGEND

- Green = Goal
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A1A Scenic and Historic Coastal Byway

Action Plan

Resource Protection	1.0 Protect and enhance the unique resources along the Byway corridor.				
	1.4 Promote community partnerships for litter control.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	1.4.1 Identify areas where there is no existing recycling program.	Special Program Projects	On-Going		Create List
	1.4.2 Advocate for the implementation of recycling programs in areas where no programs currently exist.	Special Program Projects	On-Going		Communicate issues w/locals.
	1.4.3 Identify shortcomings and advocate necessary improvements to existing recycling programs.	Special Program Projects	On-Going		Communicate issues w/locals.
	1.4.4 Strengthen Adopt-a-Highway and Adopt-a-Shoreline sponsorship for the entire length of the corridor	Special Program Projects	On-Going		Coverage of entire corridor
	1.4.5 Identify and partner with Ocean Conservancy to support their bi-annual coastal cleanup efforts.	Special Program Projects	On-Going		Contact and participate in bi-annual cleanups.
	1.4.6 Monitor local municipalities' efforts to identify sites for additional trash container sites along the corridor and ensure that all are kept in good repair and emptied frequently enough to minimize debris.	Special Program Projects	On-Going		Create List and communicate issues w/locals.
	1.5 Support the use and proper maintenance of native Florida landscape along the Byway.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	1.5.1 Identify, for future removal and eradication, locations of exotic infestation.	Special Program Projects	On-Going		Create List
	1.5.2 Work with the FDOT and local landscapers to identify native varieties of vegetation, including salt and drought tolerant species that can be used along the corridor.	Special Program Projects	On-Going		Communicate issues w/FDOT.
	1.5.3 Draft recommendations for municipalities on desirable species to be used for future planting efforts.	Special Program Projects	On-Going		Communicate issues w/locals.
	1.5.4 Partner with local agencies and environmental advocates on implementation strategies that could include funding and/or in-kind services.	Special Program Projects	On-Going		Identify organizations and contact.
	1.5.5 Support local government enforcement of appropriate landscape guidelines, including site development activities and landscape maintenance.	Special Program Projects	On-Going		Provide Design Guidelines to locals.
	1.5.6 Support the minimization of development impacts on ground water quality by advocating xeriscape and drought tolerant materials.	Special Program Projects	On-Going		Provide Design Guidelines to locals.
	1.5.7 Advocate for master plan.	Special Program Projects	On-Going		Cross reference-1.2.2
	1.6 Develop a Scenic Conservation Plan to eliminate overhead utility lines, communication towers, and non-conforming signs from the corridor view shed.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
1.6.1 Define the corridor view shed.	Special Program Projects	Short Term		Written document	
1.6.2 Identify locations and ownership of existing overhead utilities, communication towers, and non-conforming signs.	Special Program Projects	Short Term		Create List	
1.6.3 Initiate dialog with local utilities to identify alternatives, costs, and potential funding opportunities for the elimination of overhead utilities from the view shed.	Special Program Projects	Short Term		Contact utility companies	
1.6.4 Advocate for communication tower alternatives with elected officials.	Special Program Projects	Short Term		Communicate issues w/elected officials.	

LEGEND

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A1A Scenic and Historic Coastal Byway

Action Plan

Transportation Planning and Safety	2.0 Encourage comprehensive transportation planning of the Byway corridor.				
	2.1 Support smart and comprehensive planning initiatives for adjacent land use, access, acquisition, and development decisions along the corridor.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	2.1.1 Foster good relationships with elected officials.	Special Program Projects	On-going		Contact elected officials monthly (or at least 10 times per year).
	2.1.2 Monitor and participate in Review Board activities (DRB and SRB).	Special Program Projects	On-going		Identify scheduled mtgs and participate in 4/year.
	2.1.3 Acknowledge and reward good development practices.	Special Program Projects	On-going		Cross reference - 5.1.3
	2.1.4 Establish representation on Future Land Use Committees and Planning Boards.	Special Program Projects	On-going		Contact and participate (Cross Reference-3.1.2).
	2.1.5 Attend Board of County Commissioner, City Council, and Planning and Zoning Board meetings and invite them to Byway meetings and activities.	Special Program Projects	On-going		Identify scheduled mtgs and participate monthly (Cross reference-3.1.1).
	2.1.6 Partner with FDOT, MPO, and local governments to identify acceptable level of service throughout the Byway corridor.	Special Program Projects	On-going		Identify and contact organizations.
	2.1.7 Advocate low impact development through coordination with local government zoning boards.	Special Program Projects	On-going		Cross reference -2.1.2
	2.1.8 Identify scheduled comprehensive plan updates for each local government.	Special Program Projects	On-going		Create schedule
	2.1.9 Work with local governments to integrate Corridor Management Plan (CMP), and other Byway plans, into local government comprehensive plans.	Special Program Projects	On-going		Comp Plan and Zoning Amendment
	2.1.10 Partner with local governments and FDOT to identify publicly-owned land and environmentally sensitive lands throughout the Byway corridor that is available for targeted uses by the Byway.	Special Program Projects	On-going		Identify and contact organizations.
	2.2 Encourage aesthetic enhancements that reinforce the unique nature of the Byway.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	2.2.1 Identify unique features of the local communities along the Byway.	Special Program Projects	On-going		Create List
	2.2.2 Incorporate plans to preserve the identity of the adjacent communities into the Master Plan and/or Corridor-wide Design Guidelines.	Special Program Projects	On-going		Written description (Cross Reference-1.2.2)
	2.2.3 Work with FDOT and local agencies to support sensible highway sign placement and along the Byway corridor.	Special Program Projects	On-going		Contact FDOT
	2.2.4 Work with FDOT and local agencies to support outdoor advertising controls and cell tower controls along the Byway corridor.	Special Program Projects	On-going		Contact FDOT
2.2.5 Develop and support programs that provide incentives to businesses to replace or eliminate non-conforming signs.	Special Program Projects	On-going		Identify incentives and communicate w/local businesses.	
2.3 Encourage multi-modal transportation alternatives throughout the Byway corridor.					
Lead Responsibility:		Indicator 2008:			
Strategies	Lead Staff	Timeline	Status	Indicator 2008	
2.3.1 Identify and partner with other interest groups to promote alternative modes of transportation.	Special Program Projects	Long Term		Identify organizations and contact	
2.3.2 Identify opportunities for enhancements to pedestrians and bike facilities.	Special Program Projects	Long Term		Create List	
2.3.3 Encourage the incorporation of bike paths and multi-use trails into the local government plans.	Special Program Projects	Long Term		Create List	
2.3.4 Identify opportunities for water taxis.	Special Program Projects	Long Term		Create List	

LEGEND

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A1A Scenic and Historic Coastal Byway

Action Plan

Transportation Planning and Safety	2.0 Encourage comprehensive transportation planning of the Byway corridor.				
	2.4 Improve highway safety and pedestrian safety by encouraging comprehensive engineering solutions.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	2.4.1 Partner with FDOT and local planning agencies to adopt policies that maintain the current two-lane form and function of A1A.	Special Program Projects	Short Term		Write policy and communicate to agencies.
	2.4.2 Partner with FDOT and local agencies to establish attractive and consistent wayfinding signs along the Byway corridor.	Special Program Projects	Short Term		Write policy and communicate to agencies.
	2.4.3 Identify areas with potential safety hazards and accident-prone locations.	Special Program Projects	Short Term		Create List
	2.4.4 Identify safety enhancements that are needed along the corridor.	Special Program Projects	Short Term		Create List
	2.4.5 Prioritize safety needs throughout the corridor.	Special Program Projects	Short Term		Add to List
	2.4.6 Partner with FDOT to incorporate safety features, like pedestrian crosswalks, at key points throughout the Byway corridor.	Special Program Projects	Short Term		Communicate list to FDOT
	2.4.7 Encourage design of scenic pull-outs along the Byway corridor, where feasible.	Special Program Projects	Short Term		Create List
	2.4.8 Encourage safe access to existing and future roadside facilities, scenic turnouts, and other Byway resources.	Special Program Projects	Short Term		Write policy and communicate to agencies
	2.4.9 Work with local governments and FDOT to create and implement traffic control measures that decrease speeding throughout the corridor.	Special Program Projects	Short Term		Write policy and communicate to agencies
2.4.10 Partner with local government and FDOT to ensure that traffic control measures are enforced.	Special Program Projects	Short Term		Write policy and communicate to agencies	
2.4.11 Partner with FDOT and MPOs to ensure Byway road and bridge improvements are prioritized in the work program.	Special Program Projects	Short Term		Write policy and communicate to agencies	
2.4.12 Partner with MPOs to ensure highway connectivity to alternate traffic routes and major highways from Byway for emergency evacuation.	Special Program Projects	Short Term		Write policy and communicate to agencies	

LEGEND

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A1A Scenic and Historic Coastal Byway

Action Plan

Community and Government Support and Participation	3.0 Initiate and leverage the continued support and participation of government agencies, community residents, and local businesses in Byway program activities and corridor planning decisions.				
	3.1 Generate support and establish collaborative partnerships with the local, state, and federal government agencies, including elected officials and staff.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	3.1.1 Communicate regularly with elected officials by attend meetings including: Board of County Commissioners, City Councils, Planning and Zoning Boards, Technical Review Boards, Parks and Recreation, and Design Review Boards.	Volunteer Program	On-going		Identify scheduled mtgs and participate monthly (Cross reference-2.1.5).
	3.1.2 Join and participate in government committees that are in the know about scenic byway concerns, such as the Long Range Planning Committee, Zoning Boards, Wetlands Committee, etc.	Volunteer Program	On-going		Identify scheduled mtgs and participate monthly (Cross reference-2.1.4).
	3.1.3 Write to elected officials regularly regarding issues of concern and addressing the governing bodies at least once per year.	Volunteer Program	On-going		At least 1 letter per year to each local govt
	3.1.4 Provide briefing packages and scenic highway "tool box" to elected officials.	Volunteer Program	On-going		Create Tool Box and Distribute (Cross reference-4.4)
	3.1.5 Invite candidates to participate in regular Byway meetings and special events.	Volunteer Program	On-going		Identify candidates and send invitations
	3.2 Generate support and establish collaborative partnerships with the community residents.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	3.2.1 Increase community awareness of Byway meetings and events by using Email, website, newsletter, and news releases.	Volunteer Program	On-going		Database and Email List (Cross reference 1.1.3)
	3.2.2 Increase opportunities for residents and businesses to participate in planning decisions for the Byway by opening meetings to all.	Volunteer Program	On-going		Public Notices
	3.2.3 Establish presence in local communities by participating in local events.	Volunteer Program	On-going		Participate in at least 4 events/year
	3.2.4 Establish presence in local communities through local media involvement, press releases, and public access television.	Volunteer Program	On-going		Write editorials at least 2/year (Cross reference-4.1.6); post video on local access TV (Cross reference-4.1.2)
	3.3 Generate support and establish collaborative partnerships with the private sector.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	3.3.1 Identify and demonstrate the Byway value and benefits to businesses and developers by communicating successes via briefing packages, email, website, newsletters, and news releases.	Volunteer Program	On-going		Identify and contact organizations.
	3.3.2 Establish partnerships with Chambers of Commerce and Tourism Development Councils.	Volunteer Program	On-going		Identify and contact organizations.
3.3.3 Establish partnerships and gain support from local civic, environmental, and like-minded organizations.	Volunteer Program	On-going		Identify and contact organizations.	
3.3.4 Establish partnerships with local schools and colleges.	Volunteer Program	On-going		Identify and contact organizations.	
3.3.5 Develop course in volunteerism and encourage students, teachers, and classes to join the Friends of A1A.	Volunteer Program	On-going		Volunteerism Course	

LEGEND

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A1A Scenic and Historic Coastal Byway

Action Plan

Education and Communication	4.0 Increase awareness of the beauty, ambiance, and uniqueness of the Byway's resources and promote the Byway as a traveling experience.				
	4.1 Develop an education program to educate travelers and residents about uniqueness of Byway corridor and its resources.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	4.1.1 Develop interpretive brochures and informational materials.	Education Program	Short Term		Brochure and Materials
	4.1.2 Develop corridor video and distribution/viewing plan.	Education Program	Short Term		Video and Plan (Cross reference-3.2.4)
	4.1.3 Develop cell phone tour of Byway corridor.	Education Program	Short Term		Cell Phone Tour
	4.1.4 Soliciting funding and sponsorships from public and private entities to support placement of a series of Byway-related kiosks or information centers throughout the Byway corridor.	Education Program	Short Term		Installation of Byway Kiosks and Info Centers
	4.1.5 Enhance community knowledge on natural wildlife, habitats, and native vegetation.	Education Program	Short Term		Distribution Plan
	4.1.6 Utilize news media to gain public support.	Education Program	Short Term		Identify media and contact (Cross reference-3.2.4)
	4.1.7 Participate in formal speaking engagements and in local events.	Education Program	Short Term		Participate in at least 4 events/year
	4.1.8 Ensure that the Byway appears on local and regional maps.	Education Program	Short Term		Coordinate with AAA, FDOT, other mapping entities.
	4.2 Maintain and enhance the Friends of A1A website.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	4.2.1 Refine and maintain links from search engines and other important sites.	Education Program	On-going		Update links 2/year.
	4.2.2 Refine and maintain printable location map to the website.	Education Program	On-going		Update map 2/year.
	4.2.3 Refine and maintain calendar of events to the website.	Education Program	On-going		Update calendar monthly.
	4.2.4 Update mission and goals on the website.	Education Program	On-going		Update mission every year (or as necessary)
	4.3 Educate builders, developers, and contract workers to foster appreciation for beauty of A1A.				
Lead Responsibility:		Indicator 2008:			
Strategies	Lead Staff	Timeline	Status	Indicator 2008	
4.3.1 Encourage responsible development by informing builders, developers, and contract workers of the Corridor Overlay District and Corridor Design Guidelines.	Education Program	On-going		Identify organizations and contact; Distribute Design Guidelines	
4.3.2 Participate in builders associations and committees.	Education Program	On-going		Identify scheduled mtgs and participate in at least 1 committee	
4.4 Develop "quick notes" brochure targeted to government officials to assist in the decision making process.					
Lead Responsibility:		Indicator 2008: Brochure (Cross Reference-3.1.4)			
Strategies	Lead Staff	Timeline	Status	Indicator 2008	

LEGEND

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A1A Scenic and Historic Coastal Byway

Action Plan

Economic Development and Tourism	5.0 Encourage sustainable economic development and tourism activities that preserve and enhance the Byway.				
	5.1 Ensure compatible, low-impact development takes place along the Byway.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	5.1.1 Define "Old Florida" through development of design guidelines.	Education Program	On-going		Design Guidelines (Cross reference-1.2.2)
	5.1.2 Initiate a comprehensive approach to planning commercial development, land use, and transportation improvements to reduce negative impacts to the Byway's intrinsic resources through the development of Corridor Overlay District and Corridor Design Guidelines.	Education Program	On-going		Corridor Wide Overlay District and Design Guidelines
	5.1.3 Encourage and reward businesses that blend frontages with natural surroundings by creating a "Development of the Year" or other similar program.	Education Program	On-going		Formal Program
	5.1.4 Encourage strong and active town centers that will increase the tax base and enhance the quality of life.	Education Program	On-going		
	5.1.5 Encourage "green" and salt tolerant development.	Education Program	On-going		
	5.2 Support marketing plans that promotes the Byway as a tourist destination.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	5.2.1 Develop a comprehensive Byway story.	Education Program	On-going		Written document
	5.2.2 As a part of the marketing plan, develop an eco-tourism plan that will promote the unique coastal ecosystem along the Byway, including guided tours by water and kayak rentals.	Education Program	On-going		Written document
	5.2.3 As a part of the marketing plan, develop a heritage-tourism plan that will preserve the Byway's existing historical resources, identify opportunities for restoration and enhancement of other potential historical resources, and promote these resourc	Education Program	On-going		Written document
	5.2.4 Initiate advertising and public relations through the local Tourism Development Council and Chambers of Commerce.	Education Program	On-going		Identify organizations and contact
	5.2.5 Identify and improve tourism infrastructure needs along the corridor, including parking, restrooms, and information kiosks.	Education Program	On-going		Create List
	5.2.6 Encourage regional partnerships in tourism promotion and development. i. Partner with AAA and other travel agencies. ii. Partner with Visit Florida. iii. Participate in a regional travel agent workshop.	Education Program	On-going		Identify organizations and contact
	5.2.7 Take full advantage of National Scenic Byway designation by working with FHWA marketing staff and resources, and identifying marketing best practices for byways.	Education Program	On-going		Communicate w/Dennis Adams regularly.
	5.2.8 Partner with emerging heritage area and other similar programs.	Education Program	On-going		Identify organizations and contact
	5.3 Encourage development of destination-based businesses.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	5.3.1 Identify and interview existing destination-based businesses to determine how A1A can benefit their business.	Education Program	Long Term		Create list and schedule interviews
	5.3.2 Incorporate findings of interviews into an action plan.	Education Program	Long Term		Update Action Plan (Cross reference--6.5.3)
	5.3.3 Partner with local planning agency to identify and evaluate business nodes along the Byway corridor.	Education Program	Long Term		Contact planning staff and create list
	5.3.4 Partner with local chambers of commerce and similar organizations to enhance business nodes with tourism support elements, such as lodging, restaurants, and retail.	Education Program	Long Term		Identify organizations and contact

LEGEND

- Green = Goal
- Yellow = Objective
- White = Strategy
- Orange = Core Value

A1A Scenic and Historic Coastal Byway

Action Plan

Organizational Development and Sustainability	6.0 Ensure the long-term sustainability and success of the Friends of A1A organization.				
	6.1 Develop an organizational structure that organizes the Friends of A1A into functional areas to assist the Board and Byway Administrator in meeting needs of the corridor.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	6.1.1 Clearly define roles and responsibilities of Board, staff, volunteers, and committees.	Organizational Management	Short Term		Organizational Chart and Written Document
	6.1.2 Identify functional areas, or programs, such as special projects, volunteer program, education, marketing, etc.	Organizational Management	Short Term		Organizational Chart and Written Document
	6.1.3 Establish leader for each functional area (program).	Organizational Management	Short Term		Identify Leaders
	6.1.4 Establish committees under each functional area (program) that empower the Byway membership to take action on specific tasks and projects.	Organizational Management	Short Term		Full, active committees; hold periodic meetings; report to Board
	6.1.5 Identify long-term and short-term priorities.				ST and LT Priorities List
	6.2 Continue to enhance the Friends of A1A organization through its membership.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	6.2.1 Develop and implement a plan to actively recruit new members (Goals 3 and 4).	Organizational Management	On-going		Cross reference-Goals 3 and 4
	6.2.2 Promote mentorship of new members through sharing of existing membership's institutional knowledge, passion, and diligence.	Organizational Management	On-going		Increase core membership by 10% and participation in activities by 15%
	6.2.3 Provide new volunteer training orientation at least four times per year.	Organizational Management	On-going		Develop and Schedule Quarterly Training Session
	6.2.4 Provide formal training for board members at least once a year.	Organizational Management	On-going		Develop and Schedule Annual Training Session
	6.3 Develop and implement a business plan to establish a long-range plan (inclusive of a financial budget) for implementing the Byway's priorities.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	6.3.1 Identify and secure grants and other funding opportunities through the local, state, and federal sources.	Organizational Management	Short Term		Secure at least 3 public grants each year.
	6.3.2 Identify and secure funding opportunities through the economic development organizations, such as local Tourism Development Councils and Chambers of Commerce and Visit Florida.	Organizational Management	Short Term		Secure at least 3 private grants each year.
	6.3.3 Implement the Friends of A1A Fundraising Plan, including the Crewe of 72 and other strategies.	Organizational Management	Short Term		Establish subcommittee to lead effort.
	6.4 Increase visibility and political clout of the Byway organization.				
	Lead Responsibility:		Indicator 2008:		
	Strategies	Lead Staff	Timeline	Status	Indicator 2008
	6.4.1 Identify, build, and maintain strategic corridor-wide political partnerships that may further the Byway mission.	Organizational Management	On-going		Cross reference-Goal 3
	6.4.2 Identify, build, and maintain strategic corridor-wide partnerships with similar civic organizations that may further the Byway mission.	Organizational Management	On-going		Cross reference-Goal 4
	6.4.3 Recognize potential expansion of the A1A corridor further south and begin strengthening alliances between managing entities by sharing pilot projects.	Organizational Management	On-going		Participate in Ormond Loop CME mtgs
6.4.4 Recognize value in seeking additional corridor-wide or national designations such as the All American Road or National Heritage Area designations and support feasibility only if return on investment is warranted.	Organizational Management	On-going		Communicate with FDOT/FHWA	
6.5 Fulfill administrative duties to maintain the Byway designation.					
Lead Responsibility:		Indicator 2008:			
Strategies	Lead Staff	Timeline	Status	Indicator 2008	
6.5.1 Provide annual reports and periodic updates.	Organizational Management	On-going		Annual Report	
6.5.2 Prepare CMP updates.	Organizational Management	On-going		CMP Report	
6.5.3 Monitor and Update the Strategic Plan.	Organizational Management	On-going		Strategic Plan Update (Cross reference-5.3.2)	

LEGEND

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**Friends of A1A
Byway Strategic Plan-Roles and Responsibilities
New Committee Structure
July 23, 2008**

Resource Protection Program

Lead: George Harnden

Alternate: ?Meredith x or David Wiles?

Active Committee Members:

- Dennis Clark
- Sonja Zander
- Alyce Decker
- Bonnie Simms
- Jane Culpepper
- Bill Rosenstock

Transportation Planning and Safety Program

Lead: Barbara Jenness

Alternate: Mar Y Ann Rusecki

Active Committee Members:

- Debrah Miller
- Kristee Booth
- Garry Balogh
- Tony Bosco
- Davron

Community and Government Program

Lead: Anne Wilson

Alternate: ?Pat Hamilton?

Active Committee Members:

- Donna Richarson
- Barbara Jenness

Education Program

Lead: Irene Kaufman

Alternate: ?Alma Nemrava?

Active Committee Members:

- Tom Scofield
- Jim Netherton
- Kathy Fiend

Economic Development Program

Lead: Tom Scofield

Alternate: Bob Samuels

Active Committee Members:

- Linda Jarosz

Organizational Management Program

Lead: Charlie Helm

Alternate: Jim Netherton

Active Committee Members:

- Rob Bird



EXTRA, EXTRA: READ ALL ABOUT IT!

It's five years from now (July 2013) and a major publication has written an article about the A1A Scenic and Historic Coastal Byway. Take a few minutes to write some headlines that describe your vision of success for the future of the A1A corridor. You may ask yourselves the following questions:

- What would the headline be saying about our corridor?
- What element(s) of our corridor would be highlighted?
- What would be the featured quote and who would be saying it?
- What would the headline be saying about our organization?
- What element(s) of our organization would be highlighted?

Responses:

Ooooh! Aaaaah!

Wow!

Byway Group Successful in Maintaining Scenic and Historic Corridor

Friends of A1A Mark 1,000th Member

Oral Histories Captures Past in A1A's Cell Phone Tour

Developers Reduce Building Height to Fit Tree Canopies

FPL Funds Underground Utilities

Government Programs Can Work

A1A Scenic and Historic Coastal Byway Welcomes Ormond Scenic Loop

Bird Lovers Flock to A1A to View Scrub Jays

Experience Last Remaining Coastal Vestige of Old Florida

Florida's A1A Byway is History Unveiled

Old Florida Meets Today's Florida Along the A1A Byway

A1A: A Jewel for All to Enjoy

Byway Launches New River Eco-Tour

Leave it Like it Is

A Site to Remember: The Atlantic Ocean, Clean and Inviting

Sally Signs New 5 Year Contract

A1A, Still a Jewel

Byway Celebrates 9th Year

Too Many Volunteers

Bursting with Blooms

Oak Canopies Restored

Last Billboard Standing

Billboards Replaced by Wayfinding Signs

A1A Survives Hurricane

Estuary Water Quality Ranks Highest in Nation

Marineland Attracts More Visitors than Disneyworld

The Florida Coast as Ponce Discovered It.



A1A Scenic & Historic Coastal Byway Strategic Plan

Strategic Planning Session #5
July 23, 2008





Strategic Planning Process






Strategic Planning Process

- Action Plan
 - Identified Priorities (ST, LT, and On-going)
 - Discussed Roles and Responsibilities
 - Identified Performance Indicator or Measure





Strategic Planning Process

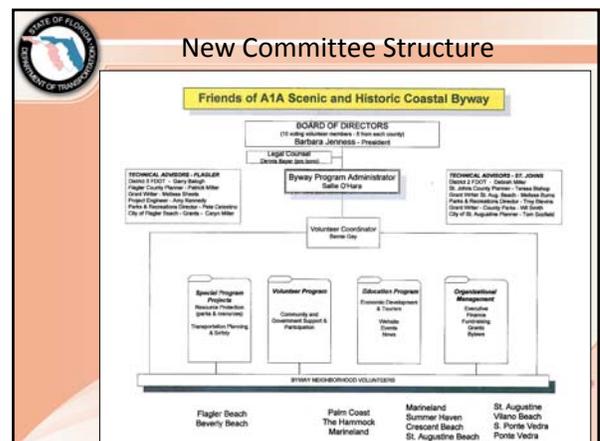
- Assign Roles and Responsibilities
- Develop Corridor-Wide Vision





Roles and Responsibilities







New Committees

- Special Program Projects
- Volunteer Program
- Education Program
- Organizational Management





Special Program Projects

- Core Value: Resource Protection
 - Goal Statement: Protect and enhance the unique resources along the Byway corridor.
 - 3 Short Term Objectives
 - 3 On-going Objectives
- Core Value: Transportation Planning and Safety
 - Goal Statement: Encourage comprehensive transportation planning of the Byway corridor.
 - 1 Short Term Objective
 - 1 Long Term Objective
 - 2 On-going Objectives





Volunteer Program

- Core Value: Community and Government Support and Participation
 - Goal Statement: Initiate and leverage continued support and participation of government agencies, community residents, and local businesses in Byway program activities and corridor planning decisions.
 - 3 Ongoing Objectives





Education Program

- Core Value: Education and Communication
 - Goal Statement: Increase awareness of the beauty, ambiance, and uniqueness of the Byway's resources and promote the Byway as a traveling experience.
 - 2 Short Term Objectives (8 Strategies)
 - 2 On-going Objectives (6 Strategies)
- Core Value: Economic Development and Tourism
 - Encourage sustainable economic development and tourism activities that preserve and enhance the Byway.
 - 2 On-going Objectives (13 Objectives)
 - 1 Long Term Objective (4 Strategies)





Organizational Management

- Core Value: Organizational Development and Sustainability
 - Goal Statement: Ensure the long-term sustainability and success of the Friends of A1A organization.
 - 2 Short Term Objectives (8 Strategies)
 - 3 On-going Objectives (10 Strategies)





What happens to the Little CMEs?

- Critical to success of Friends of A1A.
- You know your politics, processes, and environment of your segment of A1A best.
- Advisory support to Friends of A1A.
- Lead Report Writer to provide information for the Annual Report.
- Must think BIG!!






What can I do?

- Think about your own strengths and talents.
- Participate!
- Join or lead a committee.
- Seek out new members.
- Get ready to tackle the Strategic Plan, one strategy at a time!




Sign Me Up!!

- Program Leader (or Lead Advocate)
- Alternate Program Leader
- Active Committee Members




Vision of Success

What will the corridor be like when we accomplish our mission?




Vision of Success

- Describes what the organization should look like as it:
 - Successfully implements its strategies.
 - Fulfills its mission.
 - Meets its mandates.
 - Creates public value.
 - Achieves its full potential.
- More of a guide for plan implementation than plan formulation.




Vision of Success

- Should be inspirational.
 - Example: “I have a dream...”
- ...Yet realistic.
- External Vision-How will the world be improved if we achieve our mission?




Visioning Exercise

- July 2013 (five years in the future)
- What do the headlines say about the A1A corridor and the Friends of A1A?
- Write some headlines that describe your vision of success for the future of the A1A corridor.





External Vision from CMPs

- Residents Bask in Old Florida Beach Atmosphere
- Visitors Flock to Enjoy Natural Scenic Views
- Preserving the Past to Protect our Future
- Ecosystem Captures Old Florida
- Corridor Connected: A Pedestrian's Paradise
- A Unique River to Sea Traveling Experience
- No Lines, No Wait, No Hurry...No Problem!
- Exploring our History





External Vision from CMPs

- Sunset with the Sea Turtles
- County Monitors Development to Preserve Unobstructed Views
- Unparalleled Sense of Community
- Discovering the Brilliance of Nature
- So Much to Do! A Recreation Retreat
- Reenergize, Relax, and Refresh
- A1A Story Told Through Interpretative Signs





Visioning Exercise

- July 2013 (five years in the future)
- What do the headlines say about the A1A corridor and the Friends of A1A?
- Write some headlines that describe your vision of success for the future of the A1A corridor.





Next Steps

- August 2008
 - Draft Strategic Plan
- September 2008
 - Final Strategic Plan





How it's (not) really done!

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Conclusion

- Recap and Wrap up!
- Questions or Comments?
- Please accept my sincere **THANK YOU!!!!**