



IMPLEMENTATION AND MARKETING TOOLKIT

MAY 2017

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STAKEHOLDERS

The Tampa Bay Regional Planning Council (TBRPC)
East Central Florida Regional Planning Council (ECFRPC)
Florida Department of Economic Opportunity
Coast to Coast Leadership Team

CONSULTANT TEAM

ALTA PLANNING + DESIGN

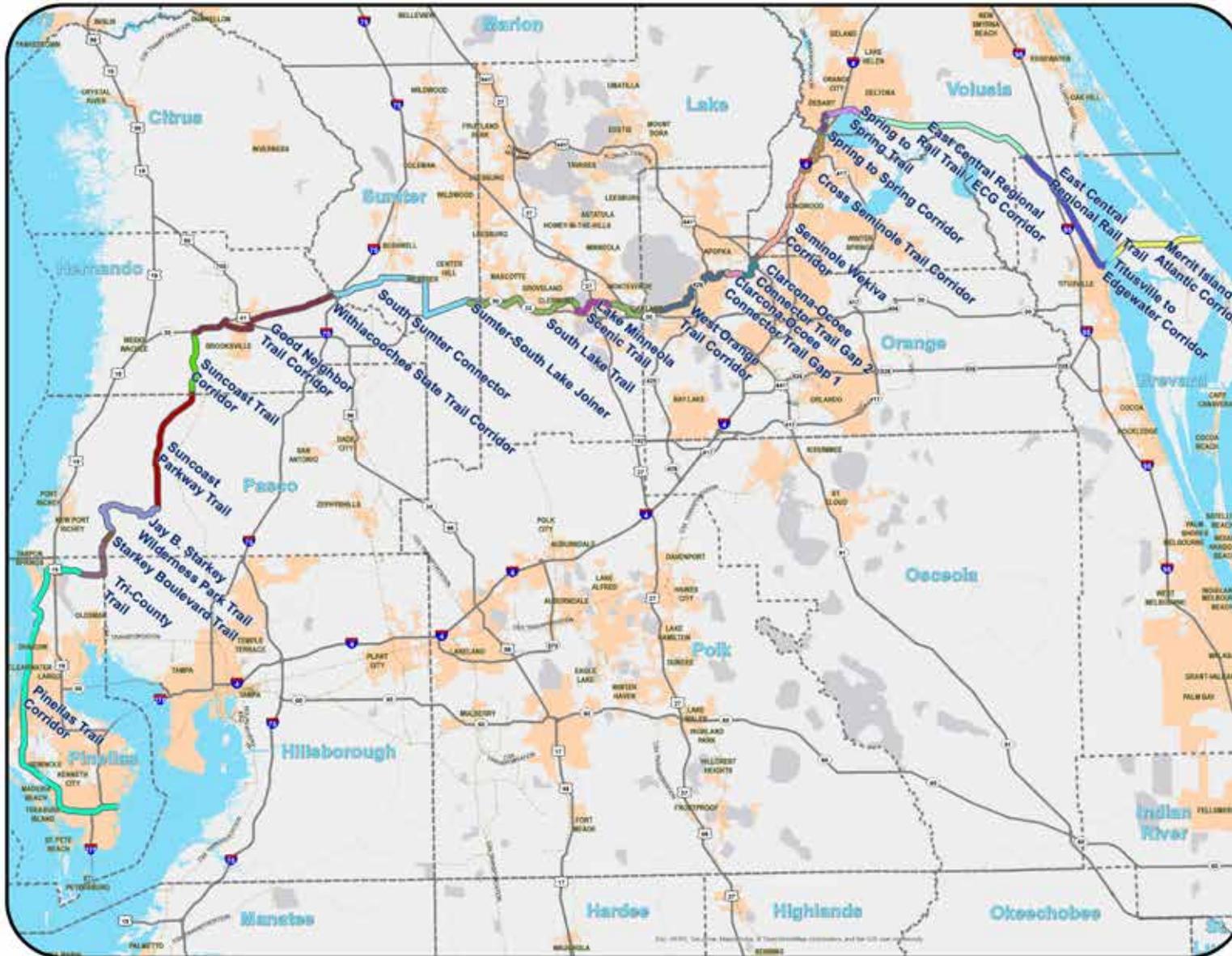
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Legend

- County
- Major HiWays
- Railway
- Cities/Towns



1: INTRODUCTION

The Coast to Coast Trail is a regional trail project spanning central Florida that will connect the Gulf of Mexico to the Atlantic Ocean. The regional trail connects multiple local trails through cities, popular tourist destinations and downtowns, and natural areas. It also provides an expansion to the transportation options to those who live, work, or play near the trail, and creates a recreational facility for those who are passing through or want to recreate in a safe, convenient place.

A number of prominent trails have already been constructed and are very popular with those who use them. These trails have helped to generate enthusiasm for biking and walking locally, and also to create a market for eco-tourism or businesses along the trail. The state and local implementing agencies are creating new economic opportunities and expanding markets throughout the region by investing in this project. Many areas in the corridor have already seen economic success based off the trail and active transportation, such as Winter Garden and Dunedin. Many other downtowns and main streets stand to benefit from this trail, such as Brooksville, Webster, Clermont and many others.

Many projects are underway and events have been held to catalyze the project's success. These include economic analyses, summits, regional meetings, wayfinding and branding concepts, and the launch of a new website. This guidebook provides an overview of some

major outstanding issues and needs, while also providing best practices to stakeholders in the area to guide the project's future development.

This guidebook was developed as part of a series of projects implemented by the Tampa Bay Regional Planning Council and East Central Florida Regional Planning Council. The first phase of this project was focused on creating a Urban-Rural Design Overlay and Atlas for the Coast to Coast Trail. This overlay created wayfinding and branding concepts for the trail and maps that gave detail on the environment and character surrounding the trail.

This Implementation and Marketing Guidebook supplements efforts and examples found in the Urban-Rural Overlay Report. Recommendations and implementation structure for these actions will need to be determined by a willing coalition of project stakeholders

Stakeholders should use this document to generate local results on their trail systems, improving the user experience and management framework.

The purpose of this project is to provide implementation guidance and recommendations towards creating a high-quality Coast to Coast Trail experience. A high-quality user experience can be defined through the following principles:

1 SAFE

The facility provides a safe environment in every setting. Roadway crossings, natural areas, neighborhoods, and downtowns will provide for an environment where users do not feel at risk from harm.

2 SCENIC

The Trail should capitalize on the plethora of views of the natural and human environments along the trail. Scenic viewsheds provided along the trail should enhance user experience and provide a point of reflection for the users. In natural or rural areas, users should be able to experience wildlife or wide open views. In downtowns, views of urban corridors and historic downtowns provide trail users with a sense of history.

3 UNIQUE

The Trail offers users an experience like no other around the world. The trail highlights and demonstrates the unique characteristics of the communities it touches, natural lands it connects with, and history of the state it traverses.



2: COAST TO COAST LEADERSHIP TEAM

Historically, the Coast to Coast Trail Leadership Team has been staffed by the Office of Greenways and Trails and engaged trail managers, regional and state organizations, and various other advocacy and planning stakeholders. As the trail is constructed, the focus of the Leadership Team may change over time requiring the consisting of a “team body” of staff and volunteer commitments dedicated to forwarding the goals and priorities of the Coast to Coast. Therefore, a long-term strategy or action plan should be developed to help guide the team. This strategy plan should focus on goals, timeframes and priorities of the leadership team, with a long-term staffing commitment, yet offer fluidity to allow for either a formal, semi-formal or informal leadership team.

A survey was conducted with the C2C stakeholders to help determine the most preferred and suitable structure for the future of the Leadership Team. The choices and feedback given were that the current structure is the least favored among respondents.

The survey results and feedback represent an overall trend toward the need for a more formal structure for the Leadership Team.

While the P3/Private format was most preferred, the MOU formal public option was a close second. Therefore, it is recommended that the Leadership Team continue in the short term as a formal convening of stakeholders along the trail, and stakeholder agencies continue to discuss the future leadership structure of the trail.

Meetings and membership should be open to all counties and jurisdictions through which the trail traverses and include, but not be limited to: trail managers, emergency response, tourism and economic develop staff, MPO/TPOs, regional planning councils, OGT, FDOT and other land managing agencies. Additionally, meetings should always be open to public, which would allow for volunteer organizations to attend and provide input.

Subcommittees made up of volunteers from the leadership team may be appropriate and developed as needed. These subcommittees may

include marketing/tourism and management. This approach would allow the flexibility of removing the “formality” of the leadership team or provide opportunity for the development of a more formal (by-laws, 501c(3), etc) structure if and when deemed appropriate.

To ensure true regional representation to support the goals and vision of the Coast to Coast Trail, a Memorandum of Understanding between partners should be developed. The MOU should include a vision statement for the trail, commitment to participate and support the efforts of the Leadership Team, and recognize staffing for the team. The MOU should be revisited every 3-5 years as the focus and staffing of the team may change. A draft template for consideration is found in the appendix. The vision and the goals to be included in the MOU would need to be addressed by the team in the near future to ensure support from the stakeholders.

1 FORMAL (P3 OR PRIVATE)

MOU, By-Laws, 501c (3), with the cultivation of a “Friends of C2C”. The group will develop a leadership board comprised of one member from every county and a formal staffing commitment

2 SEMI-FORMAL (PUBLIC)

Memorandum of Understanding (MOU) between counties and partner agencies, staffing commitment with subcommittees

3 INFORMAL

Continue as is with informal Leadership Team format

Staffing for the Leadership Team would include the responsibilities of managing the C2CTrail.com website, organizing meetings to be held no fewer than twice a year but no more than quarterly, provide minutes and agendas, and maintain a contact list. It is recommended that the staff of the leadership team be of regional capacity and commit to 3 years of staffing. Currently, funding for staffing does not exist, though opportunities with local stakeholders to leverage funding may become available. Potential scenarios for staffing would include Office of Greenways and Trails, FDOT D5 and D7; Tampa Bay RPC and East Central RPC; Central Florida MPOA and TBARTA MPOs Chairs Coordinating Committee.

As support and direction of the Leadership Team continues to develop in the future years, a more formal management structure may be appropriate. This could be in the form of a P3 or a not-for-profit, 501c (3), or Friends of the Coast to Coast structure. To be successful, it is recommended that a board be developed that consists of at least one member of each county and agency, located along the C2C, wishing to be represented on the board. Additionally, an executive board may be implemented of no more than 5 members, with a one year term limit unless reappointed by the board. By-laws should also be developed to guide the board.

Respondents to the survey ranked the third option of continuing “as is” in an informal, ad-hoc structure by the majority of respondents as least preferred structure. However, this structure may be necessary in the current time as staffing and MOUs are discussed and determined. It is recommended that the Office of Greenways and Trails, with support from the Regional Planning Councils, help coordinate the next 2-3 leadership team meetings to advance a more formalized leadership team. The table below illustrates a potential roadmap that may be implemented to transform the Leadership from the current informal leadership team to a formal public team and/or formal coalition.

Roadmap: Activities and Tasks by Year

Structure/ Organization	Staffing	Year 1 Activities	Year 2 Activities	Year 3 Activities	Year 4 Activities	Year 5 Activities	Ongoing
2 - Formal Coalition/ P3/501c(3)/"Friends"	TBD	---	---	2-3 meetings; Organize/Informal parties interested	2 to 3 meetings Draft bylaws, incorporation documents, and/or executive committee format	Incorporate; 2 to 3 meetings; Transition into "management"	3 Times per year
2- Formal Public <i>Leadership Team with MOU</i>	TBD	---	2 meetings; Transition from Informal; Develop subcommittees and tasks as necessary; Execute MOUs	2 meetings; Develop subcommittees and tasks as necessary; Determine potential for Formal Coalition and map organization outline.	2 meetings; Develop subcommittees and tasks as necessary	2 meetings; Develop subcommittees and tasks as necessary	Meet Once Yearly; May act as liaison b/w Formal Coalition and Public Sector if implemented
3 - Informal <i>Leadership Team</i>	FGT, RPCs	2 to 3 meetings; Draft MOU; Maintain website; Develop subcommittees	2 meetings; Transition into Formal Public; Execute MOUs	Disband	---	---	---



WEBSITE

The Coast to Coast Trail Website is currently operated and maintained by the Tampa Bay Regional Planning Council. The website will need to change over time to be less focused on project management and more focused on bringing users to the Trail. The website should be maintained by an agency or other entity capable of committing to the long term management of the website.

The website should serve the following functions:

1 MARKET

- Promote information on existing sections of the Coast to Coast Trail
- Provide information on community history, culture, and social events along the trail
- Showcase businesses and other developments opening along the trail

2 INFORM

- Host a calendar of events for the trail,
- Special Events
- Fundraisers
- Opportunities to get involved
- Create an intranet that is geared towards serving non-external functions such as planning and design

3 HOST

- Marketing collateral
- Mapping Data
- Reports, Plans and other Technical Documents



Florida's Coast to Coast Trail

Upon completion, the Coast-to-Coast Trail will be a continuous paved multi-use trail across the State of Florida from the Gulf of Mexico to the Atlantic Ocean. It will span approximately 250 miles when completed. The Connector is approximately 75 percent complete. Completion is expected around year 2030. The C2C will link communities between St. Petersburg and Titusville. The C2C includes two of the state's most popular trails, the Fred Marquis Pinellas Trail and the West Orange Trail, both of which have fueled the economic transformation of communities, particularly Dunedin and Winter Garden. This corridor also includes significant portions of the developing 51 mile East Central Regional Rail Trail, the longest single rail-trail corridor ever acquired by the state. The C2C will take all or part of the following existing multi-use trails: Apalachicola and





3: KEY C2C STAKEHOLDERS

Project Stakeholders are key to implementing and continuing the success of projects as they are carried through their life cycle. From concept to ribbon cutting and major events, stakeholders should be engaged and forward thinking about how to make the project an overall success. Stakeholders should tailor their vision and align concepts with neighboring jurisdictions to contribute to an overall, shared success.

Stakeholders for the Coast to Coast Trail are broad and diverse, ranging from partners in community health, trail managers, and engineers, to state level planners and regional coordinating bodies.

Everyone has a stake in developing a successful project, one that will be a high-quality trail for people who are visiting or use the trail every day.

LOCAL GOVERNMENTS

Local Governments are typically defined as the Cities and Counties identified within the project corridor. There are nine counties where the primary project corridor has been identified and many other areas that have an interest in connecting trail their trail systems to the Coast to Coast Trail. A substantial number cities are also identified along the corridor that have a stake in the addition of this active transportation and recreational facility to their community. Each stakeholder should have an individual or team that coordinates with external departments and neighboring jurisdictions. One city or county department may represent the entire jurisdictions efforts for the trail.

Some of the typical departments and roles have been identified below, where these entities should actively engage the broader C2C stakeholder group and help in fulfilling the needs of the project.

HEALTH

Health groups throughout the state and particularly in the Coast to Coast Trail area have taken an interest in promoting trails and trail systems as a means to improve community health. These organizations are key partners in advocating for new facilities along the trail, working with communities to explore ways to use the trail, and for hosting events that lead to support for the trail. Health partners can come in the form of County Health Departments, or in the form of not for profit groups serving an area's community health needs.



LAW ENFORCEMENT

Law enforcement agencies (Police Departments and Sheriff's Offices) play a vital role in the public safety of trails and the communities surrounding them. Officers are responsible for protecting the health, safety and general welfare through enforcing laws and protecting the peace. For trails, this often means responding to incidents along the trail such as person to person crashes, safety concerns, and incidents of crime. Law enforcement often works with citizen groups to ensure that concerns of users and communities are understood and addressed.

PARKS AND RECREATION, AND PUBLIC WORKS

Management of the Coast to Coast Trail will be conducted by practically every level of government, including cities, counties, regional and federal entities. Each manager for their respective section of trail may also come from a different government organization from one to another, with one being managed by a department more focused on parks and another managed by public works. Management must also closely coordinate with tourism and economic development organizations to ensure correct information is disseminated on the status of the trail.

PLANNING

Planning departments have a broad and far reaching role in completing the trail and making for a successful project. Planning departments often have involvement in the health, safety, economic development, tourism, transportation and managerial roles in completing or maintaining the project. Thus, planning organizations may have a central role in the overall completion of the trail and long term viability of creating a high-quality facility.

PUBLIC WORKS AND ENGINEERING

Trails are sometimes managed by public works or engineering departments depending on the of the facility in relationship to the other public facilities. These institutions within city or county governments typically are responsible for the design of the trail facilities and estimating trail costs. These groups also have been increasingly important collaborators in planning transportation systems that incorporate trails. Thus, the safety, use, and long term maintenance of trails should be considered by these institutions as their key role.

TOURISM AND ECONOMIC DEVELOPMENT

Tourism and Economic Development groups often are responsible for drawing tourism and development to a given area. Tourism is generally responsible for bringing new and returning visitors into the market so they are encouraged to spend their dollars in that market. This is a large part of the economy in Florida and contributes billions of dollars to the state budget. Economic Development (or re-development) organizations are responsible for creating long term business strategies that respond to market demands. Tourism and economic development agencies oftentimes have access to funds that would promote area trails and businesses near trails. These types of programs generate long term revenue for an area and help establish new markets in non-traditional ways.



PRIVATE GROUPS

The Coast to Coast Trail began as a project envisioned as a means to complete a significant portion of the Florida Greenways and Trails System. This was envisioned by leaders in the numerous state agencies, the legislature, and private groups who took to task the means of advocating for this project to change policy and fund projects.

ADVOCACY GROUPS

Advocacy groups represent a broad spectrum of groups who make change at the community level and also at the state level. Numerous advocacy groups have been indirectly involved in the development and improvement of their local trail system. This includes individuals who volunteer their time to provide vital feedback during meetings, fundraise for trail improvements, and discuss the importance of trails with their political leaders. Not every group will be distinguished here as change is constant in communities, but the roles of advocacy and friend's groups generally stays the same.

THE GREENWAYS AND TRAILS FOUNDATION

The Florida Greenways and Trails Foundation (FGTF) and its sponsors have been instrumental in advocating for the Coast to Coast Trail. The FGTF has worked to ensure political leaders in the state understand the importance of trail projects like the C2C. The leadership provided by the FGTF has developed a supportive group of organizations in the Central Florida Region and catalyzed state government into institutionalizing the trail as the leading trail project.

OTHER ADVOCACY GROUPS

In addition to the FGTF, numerous other not for profits and foundations have sponsored events, informational newsletters, and trail improvements to ensure that local trails connecting to one another are high quality facilities. The enduring support of advocacy organizations have been responsible for the development of trails such as the Pinellas Trail, West Orange Trail and East Central Regional Rail Trail. Private support for these trails and others are key to ensuring the long-term viability of trails when management is unable to fulfill key roles, or provide input as needed on where to direct available resources. Community associations are also an important advocacy group to bring to the table needs and concerns about trail development.



REGIONAL

REGIONAL TRANSPORTATION PLANNING ORGANIZATIONS

Metropolitan Planning Organization (MPO)s or Transportation Planning Organization (TPOs) are responsible for regional coordination between their respective Jurisdictions. Some of these organizations are solely responsible for a particular county while others represent a larger area. On the Coast to Coast Trail, these organizations have been instrumental in the prioritization of funding within their local jurisdiction and between regional coalitions of planning organizations. The organizations also serve as vital implementation agencies, often conducting corridor studies, designing facilities, and managing processes between stakeholders. In addition to the strong presence of these organizations along the corridor, there are two regional coalitions of planning organizations that have further prioritized the Coast to Coast Trail, the Tampa Bay Area Regional Transportation Authority, MPOs Chairs Coordinating Committee, and the Central Florida MPO Alliance.

REGIONAL PLANNING COUNCILS

The East Central Florida Regional Planning Council and the Tampa Bay Regional Planning Council are the two regional planning councils (RPCs) working towards the completion of the trail as a high quality trail experience. RPCs in Florida largely complete grant and contract work for their jurisdictions. The East Central Florida RPC is responsible for regionally coordinating



efforts between Brevard, Lake, Orange, Osceola, Seminole, Sumter and Volusia County. The counties within the Tampa Bay RPC jurisdiction are Citrus, Hernando, Hillsborough, Manatee, Pasco and Pinellas. The RPC houses a number of different initiatives funded through grants by the federal, state and local governments. The Tampa Bay RPC has been the lead entity for managing the Coast to Coast Trail grants, projects, and contracts. They are also the coordination agency responsible for the Courtney Campbell Causeway Scenic Highway and Trail.

WATER MANAGEMENT DISTRICTS

The Southwest Florida Water Management District and St. Johns Water Management District has been involved in the planning efforts related to many recreational opportunities in their respective jurisdictions, including the Coast to Coast Trail. This has included the connection through Sumter County on potential District Lands. The Districts are also considered a partner in recreation planning and should be contacted for future coordination efforts.

STATE GOVERNMENTS

The State of Florida has numerous agencies with responsibilities for implementing a statewide system of greenways and trails. Each agency has a clearly defined role laid out in statutes and rules, with other agencies capable of providing services to the Coast to Coast Trail as new sections are opened. The two primary implementing agencies in the Coast to Coast System are the Florida Department of Environmental Protection (FDEP) and Florida Department of Transportation (FDOT). The Florida Department of Agriculture, Division of Forestry will also have a substantial amount of lands that connect to or are bisected by the trail.

FLORIDA DEPARTMENT OF ENVIRONMENTAL

FDEP has two offices located with the Division of Recreation and Parks responsible for the Coast to Coast Trail effort. The Office of Greenways and Trails is responsible for planning a statewide system of greenways and trails, while the Florida Park Service is responsible for managing and operating park lands and trails. The division has both planning and management functions related to the Coast to Coast Trail.

OFFICE OF GREENWAYS AND TRAILS

The Office of Greenways & Trails (OGT) provides statewide leadership and coordination to establish, expand and promote the Florida Greenways and Trails System (FGTS) pursuant to the Florida Greenways and Trails Act (Ch. 260, FS). OGT also provides support to communities

and projects that will fulfill the development of the FGTS, concentrating technical expertise, staff time, and information to projects in hopes of closing trail system gaps. The office also disseminates information about the many benefits that greenways and trails provide to Florida residents and visitors. OGT provides information to residents and visitors about greenways and trails recreational opportunities through publications, e-newsletters, and www.FloridaGreenwaysAndTrails.com.

STATE PARK AND TRAIL SYSTEM

The Florida State Park System consist of is one of the largest in the country with 174 state parks, state trails and other sites that span nearly 800,000 acres and 100 miles of beach. The Withlacoochee State Trail will be a part of



the Coast to Coast Trail, and the General James A. Van Fleet State Trail will connect at the northernmost trailhead.

FLORIDA DEPARTMENT OF TRANSPORTATION

FDOT's primary statutory responsibility is to coordinate the planning and development of a safe, viable, and balanced state transportation system serving all regions of the state, and to assure the compatibility of all components, including multimodal facilities. The Department is decentralized in accordance with statutes, meaning that multiple districts and the Central Office are working towards the construction of the Coast to Coast Trail. Additionally, the FDOT has instituted the Shared-Use Nonmotorized (SUN) Trail Program (339.81, F.S.). The SUN Trail program funds the development of a statewide, paved, multi-use trail network for bicyclists and pedestrians. It is the paved component of the Florida Greenways and Trails System (FGTS). More information on this program is available at www.floridasuntrail.com.

OFFICES AND DISTRICTS

The FDOT Central Office houses a number of key personnel and programs relevant to the Coast to Coast Trail, and many other trails around the state. The Central Office has many key contacts that work with district contacts throughout the state to implement the statewide transportation system. A comprehensive list of the Department's offices is listed at www.fdot.gov.



4: RECOMMENDED ACTIONS

The recommended actions provided in this document are the results of numerous in-person feedback sessions, webinars and successive input sessions, and guidance from the project team.

The proposed recommendations would collectively create a high-quality trail experience that combines short and long term strategies to develop the overall trail system.

Each action will be tied to a stakeholder or group of stakeholders who have implemented these actions in the past. A table is provided as a quick reference guide to illustrate potential leadership for each action.



Examples of CPTED: Six Foot, Two Foot Rule; Natural Surveillance; Territorial Reinforcement

IMPLEMENTATION GUIDANCE

This report has identified recommendations users expect of a high-quality trail, and identified strategies to create better experiences on existing and planned trails.

The recommendations provided as part of this report are intended to be undertaken by agencies, groups and others who could provide leadership in the following categories.

Category	Action	Potential Lead Implementing Authority(ies)			
		Local	Private	Regional	State
Plan, Design & Construction	Create a CPTED Plan	✓	✓		
	Develop Local Funding Strategies	✓	✓		
	Map Interim and Existing Routes	✓			✓
Operations & Maintenance	Document Trail Conditions	✓	✓		✓
	Send Updates to Nationally Recognized Promotional Partners	✓			✓
	Create Safety Plans	✓			✓
	Create Wayfinding Plans	✓	✓		✓
Economic Development & Tourism	Implement Trail Oriented Development Strategies	✓	✓		
	Create and Publish Marketing Materials	✓	✓	✓	
	Locally Market the Coast to Coast Trail Online	✓	✓	✓	✓
Community Engagement	Utilize Volunteer, Community and Advocacy Groups for Trail Upkeep and Events	✓	✓		✓

PLAN, DESIGN, & CONSTRUCTION

The planning, design and construction of the trail is a vital component and first step in creating a high-quality user experience. The trail is envisioned to provide users with the best possible experience, even if project costs may be higher for some alternatives than others.

CREATE A CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED) MANUAL

Crime prevention and perception of crime on trails is a persistent issue that comes to light whenever a new trail is proposed. Concerns for safety should always be considered and trails should be planned with the user's and neighborhoods safety in mind. One strategy to ensure that people understand the steps being taken to create safe environments is to create a CPTED Manual.

The proper design and effective use of the built environment can lead to the reduction in the incidence and fear of crime and thereby improve the quality of life.

Currently, guidance has been published by numerous organizations with a brief summary below, but a comprehensive guide dedicated towards the Coast to Coast Trail and context areas found within the corridor would provide organizations with a tool to better define safety in a given area. The following implementation guidance is applicable to planned or existing trails.

IMPLEMENTATION GUIDANCE: FOUR KEYS TO CPTED SUCCESS

There are four key strategies to implementing good Crime Prevention through Environmental Design Principles.

1

NATURAL SURVEILLANCE

Creating a space where criminals do not wish to be observed.

2

TERRITORIAL REINFORCEMENT

Establish clear boundaries within public and private areas.

3

NATURAL ACCESS CONTROL

Use plants, doors and fences or other elements to prevent unauthorized access.

4

MAINTENANCE AND MANAGEMENT

Maintain and manage places with your community values in mind.

DEVELOP LOCAL FUNDING STRATEGIES

Each entity should have an established understanding of the trail's existing conditions, location of amenities and remaining needs. These elements will contribute to an overall understanding of where improvements need to be made to make the trail more comfortable. This includes improvements in landscaping, constructing new segments of trail, or placing new water fountains, restrooms or benches along the trail.

Many agencies that build trails around the Country use state and federal funding resources to construct trails and all necessary elements concurrently. This includes contextually sensitive landscaping, trailside amenities, and access points. The agency then turns over management responsibility for the facility to the appropriate entity. For the Coast to Coast Trail, funding resources used to construct existing and new portions of trail have differed over time, resulting in a variable number of amenities, trail infrastructure, and overall user experience from jurisdiction to jurisdiction. The placement of meaningful amenities along the trail substantially enhances overall user experience.

The stakeholders along the Coast to Coast Trail should adopt a minimum user expectation for the trail and its amenities to establish a baseline remaining need for improvements.

A substantial amount of the Coast to Coast Trail's implementation has been programmed as a result of the SUN Trail Program and efforts by many stakeholders. However, funding for this program does not provide for benches, restrooms, enhanced landscaping, signage, or other necessary elements of a high-quality trail.

The development of minimum expectations will help people understand that if they are in a given setting, such as an urban area, they can expect seating, water fountains or other amenities every few miles. Conversely, if they are in rural areas, they will be able to understand that services are very limited and certain elements may not be available for up to hours at a time at a reasonable walking or biking pace.

The identification of remaining needs will generate an understanding of what funding is needed to make a high-quality trail experience. These remaining funding needs should be established for the trail's construction, placement of amenities, and access to the trail. This will also help stakeholders and leadership entities direct resources towards applications of certain sources and develop more accurate requests to various prospective funding agencies and stakeholders.

Once needs are established, funding resources should be targeted to complete desired goals for a trail project. For the Coast to Coast Trail, cities, counties, and other stakeholders should explore many means of receiving direct funding assistance or apply for matching grants to supplement local capital improvements. These include local funding programs through Capital

Improvement Plan, State and Federal Grants, or Private funding.

Funding strategies should then be developed that includes sources which are creative, adaptive and allowed to be expendable on multiple types of projects for the Trail. Local partners, typically management and planning institutions in cities and counties, are typically the spearhead agency that should be leading applications for grants and identifying funds.

The Coast to Coast Trail currently has an Atlas created by the East Central Florida Regional Planning Council and Tampa Bay Regional Planning Council. This Atlas contains information related to the existing resources found along the trail and could be helpful in identifying the gaps necessary between places. Data available for this project is also available by contacting the East Central Florida Regional Planning Council.

EXAMPLE FUNDING STRATEGY: VOLUSIA COUNTY CAPITAL IMPROVEMENTS PLAN, 2016-2017

Volusia County will collectively fund \$19.9 Million into its trail system through a combination of federal, state, and local Ecological, Cultural, Historic and Outdoor (ECHO) funds in 2016-2017.

This includes funding for the Coast to Coast Trail, St. Johns River-to-Sea Loop, and other projects in various stages of development. The development of the ECHO program has well positioned the county in illustrating needs and providing matching funds to state agencies willing to fund projects.

The ECHO Program has contributed approximately \$1 Million a year towards the development of the County Trail System through a local property tax passed by Volusia County voters. This program has helped match state and federal funds to ensure the capture of grants and other resources and direct them strategically into Volusia County.

Thus, a good funding strategy requires local commitment in tandem with other external funding sources. Typical funding sources available for trails are:

- 1 CAPITAL BUDGETS**
Entities can use the concepts and policies presented in this document to implement many improvements through regularly scheduled capital projects.
- 2 DEPARTMENT BUDGETS**
Departments like Public Works or Parks and Recreation can use their maintenance resources and staff to support programs and infrastructure maintenance.
- 3 FEES**
User fees or other fees programs provide an opportunity to generate revenue to fund infrastructure projects, such as construction, programs, and other needs.
- 3 GRANTS**
Competitive grants through public agencies or through private or non-profit foundations can generate additional resources for projects and programs.
- 4 FUNDRAISING CAMPAIGNS**
Fundraising through neighborhood groups, advocacy groups, or even crowd-funding can help generate additional resources for projects and programs.

MAKE THE CONNECTION WITH EXISTING FACILITIES

The Coast to Coast Trail is a long-term project with multiple jurisdictions involved in the implementation. The construction of the trail is not expected to be completed until after 2020 and many stakeholders would like to start promoting their sections of the trail now.

Key stakeholders should work in their areas to map safe, convenient routes that will connect where trails do not currently exist.

Connecting these gaps could be made by on-street biking routes, sidewalks, or transit routes. These routes should be utilized until the trail is fully constructed. This concept is similar to providing roadway detours when trails or roads are temporarily closed or require long term re-routing.

IMPLEMENTATION GUIDANCE: MAP INTERIM AND ALTERNATIVE ROUTES

Providing a safe connection between trail termini is a tactical means to temporarily close the gaps on the trail. This will enable communities to begin event planning to connect trails and provides for meaningful connections between places. Creating a map and informational sheet (cue sheet) for users will allow them to understand how to safely use the Coast to Coast System until all of the gaps have been closed.

LOW STRESS STREETS

Many areas contain low volume streets with lower speeds that may be suitable for biking or hiking over longer distances. When using these types of streets considerations should be given to if a sidewalk, bike lane, shared use markings, or other facilities are present, and signage to notify people who are driving to share the road. These streets may be the preference for some riders depending on the conditions of major streets that may have dangerous speeds and are unsuitable for biking. However, sometimes these routes are not accessible for users of all abilities as sidewalks or crosswalks may not be present or intermittent. Many communities are adopting Level of Traffic Stress as a measure of where people can safely walk or bike. In doing a level of traffic stress analysis, communities could identify routes for Coast to Coast Trail Users in the interim.

TRANSIT OR SHARED MOBILITY

Transit routes could provide closures over longer gaps or where unsafe conditions may be present for people biking or walking. These routes can help to bring users across large gaps or areas not currently traversable by trail. This could include areas with a large number of roadway or highway interchanges. Ridesharing services such as Uber and Lyft, or local carpooling services could also be considered as alternatives where transit is not present or infrequent.

SIDEWALKS

For those who chose to hike across the state, sidewalks are a great amenity to have temporarily identified as routes. However, sidewalks are

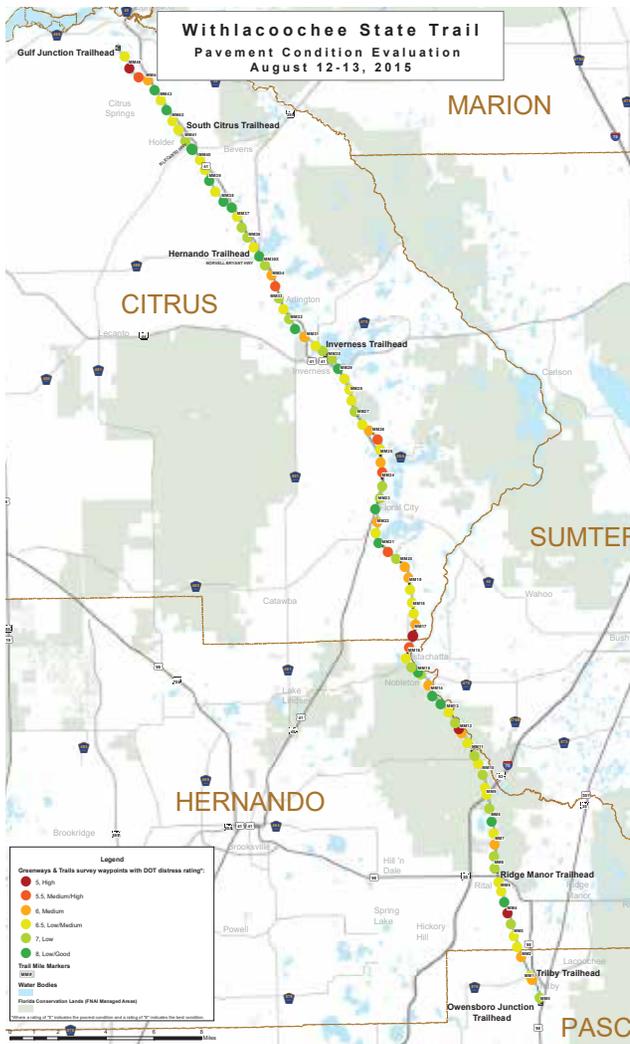
not always suitable facilities for biking and can be more dangerous than riding in the roadway depending on the context. Operating a bicycle on a sidewalk may be illegal in some areas along the Coast to Coast.

OPERATIONS & MAINTENANCE

The operations and maintenance of a trail is key to ensuring strategies identified in planning, design and construction provide a high-quality user experience. Trail management should be present in discussions about the planning and design of facilities. When management entities are not available to be present, leadership from higher levels of administration should be present to understand what future needs the trail will have.

DOCUMENT EXISTING CONDITIONS

The Coast to Coast Trail was 75% complete at time of inception, with some sections of trail being originally developed in the 1990s. Yet, a comprehensive inventory of conditions and expected repaving, widening, and other characteristics of the trail has not occurred. Mapping existing conditions and comparing with desired future conditions would give planning and engineering agencies a realistic understanding of the life-cycle of the trails and whether or not their level of service meets the current use and expected future growth of the trail.



Map of Pavement Conditions Evaluation; Courtesy of FDEP.

Additionally, funding resources available at the state are typically eligible to fund resurfacing projects for trails, so long as these projects meet the qualifications within the guidelines of the program. Typically, a facility should meet its designed life cycle to be considered for these programs.

EXAMPLE PROJECT: THE WITHLACOOCHEE STATE TRAIL, FLORIDA PARK SERVICE AND OFFICE OF GREENWAYS AND TRAILS

In 2015, the Office of Greenways and Trails and Florida Park Service conducted a pavement conditions analysis on the 46 mile Withlacoochee State Trail. This analysis surveyed the trail at various points to identify stressful areas for riders based off the conditions of the trail surface. The study team mapped the conditions of the pavement, identified areas of concern, and received high, medium, and low cost estimates for the to make repairs in various conditions.

Withlacoochee State Trail Pavement Condition Evaluation

MM #	PAVEMENT DISTRESS SEVERITY	PAVEMENT DISTRESS LEVEL
0.00		
0.20	Low	7
1.00	Medium	6
1.20	Low/Medium	6.5
2.00	Medium	6
2.50	Low/Medium	6.5
3.00	Low/Medium	6.5
3.50	Low	7
4.00	High	5
4.50	Low/Good	8

PAVEMENT DISTRESS DESCRIPTION	X-BIG NAME	PICTURES
Cracking on left side, holes on the right edge, small holes on pvtmt.		
Cracks across pvtmt, longitudinal cracking.		Pictures MM 4.0
Grading problem across path/flooding	Tribby Rd.	
Alligator cracking.		
Cracking under canopy of trees, algae, uneven longitudinally.		
Alligator cracking across trail under tree canopy approx. 75 ft.		Pictures MM 3.00
Fair condition, some asphalt holes.		
Low, cracking, severe cracking at MM 4.1		Pictures MM 4.00
One transv. crack overall good condition		Pictures MM 4.50

SEND UPDATES TO NATIONALLY RECOGNIZED PROMOTIONAL PARTNERS

This section will focus on websites known for getting information and maps of recreational trails. It will focus particularly on two often utilized websites, those of the Rails-to-Trails Conservancy and the Adventure Cycling Association.

The purpose of this exercise is to highlight local trails on Google Maps, Trail Link and the Adventure Cycling Association.

SUBMISSION GUIDANCE: WEBSITES TO UPDATE LOCAL TRAIL INFORMATION

The use of TrailLink.com, the Adventure Cycling Association, and other websites will help direct users towards local trails, and the overall coast to coast. Instructions for uploading trail updates have been placed in the Appendix. These instructions are guidance with to the following organizations.

RAILS TO TRAILS CONSERVANCY

The Rails to Trails Conservancy (RTC) mission is dedicated to “creating a nationwide network of trails from former rails lines and connecting corridors to build healthier places for healthier people.” By updating the online inventory through Traillink.com, users on google will have access to biking directions, and more information on local trails. The organization was created in 1986, and currently has 160,000 members and supporters. RTC has to date created 31,000 miles of trails nation-wide, with an additional 8,000 miles of future trails in the planning phases.

ADVENTURE CYCLING ASSOCIATION

The Adventure Cycling Association (ACA) web site, www.adventurecycling.org, is another excellent source for mapping and other information regarding bike routes. This site is focused more on long-distance trips, and has less of an emphasis on local off-road trails. Rather, its primary emphasis is on biking trips using roadways shared with motorized vehicles, although some off-road trails are included.

WAYFINDING PLAN

A typical wayfinding plan contains the vital elements to implement trail signage from start to finish, with placement of signs and markers by type and location. Entities must consider themselves responsible for the short and long term implementation of the Coast to Coast Trail wayfinding, unless a regional or statewide stakeholder is willing to implement a plan for the entire state or multiple jurisdictions.

The Urban-Rural Overlay identified a brand and conceptualized a number of various signs and markers for the trail.

A wayfinding plan adopted at the regional, county or city level will incorporate local branding of the jurisdictions within the area and the Coast to Coast brand.

Local and Coast to Coast Trail brands should complement one another, and be located on signs meeting current compliance with federal, state and local laws governing roadways and traffic control devices. Plans should also include a placement strategy for directional, confidence, mile markers, and gateways to ensure consistency and the appropriate number of signs. Finally, these signs should include interpretive and educational opportunities for local destinations and points of interest.



IMPLEMENTATION GUIDANCE: CONCEPTS FOR SHORT TERM CONFIDENCE MARKERS AND MILESTONES

Confidence markers give users a sense of direction and cities the opportunity to market districts or special places. These markers have been implemented in various forms throughout the country (see Razorback Greenway Example) but should avoid including mileage. This is due to the lack of an identified final route of the Coast to Coast Trail, and no survey to accurately identify mile marker location.



Potential locations for the placement of immediate Coast to Coast Trail Markers in the Pavement could include:

- Roadway crossings
- County or City boundaries;
- Trail intersections;
- Locations that require an “on-road route”;
- Locations that deviate from the natural straight-line of the trail.

On the Northwest Arkansas Razorback Greenway, a mile marker stencil was developed and painted at various points along the trail to represent location for users.

This helps local users identify their location on the trail, and gives long distance riders a sense of accomplishment. This strategy could be implemented on the Coast to Coast by creating a stencil using the brand concepts laid out in the Urban Rural Overlay study. Confidence markers should also be used in locations that may be confusing for users or cause disorientation, such as on-road routes, or unsigned bridge crossings.

It is recommended that the markers provide an eastward indicates sunrise and west indicates sunset, as symbolized Coast to Coast Trail Brand Mark.



Additional confidence marker (themed at Street Crossing). Provides guidance to users that they are still on the Razorback Greenway



Example confidence Marker (Mile and Direction) located on the Razorback Greenway, Arkansas

Milestone Markers such as those illustrated on the Razorback Greenway in Arkansas could be located along the Coast to Coast Trail and include wayfinding information, simply branding of districts, trail names, and roadway names for orientation and directional purposes. These markers, while considered a short-term strategy for orientation, may also have long term purposes in some locations, especially in areas where the trail is already complete and can be incorporated into the overall wayfinding system. The stakeholders along the Coast to Coast could develop markers, wayfinding or other indicators of place to give users guidance to their location on the trail.

The location of the milestone markers could include special places along the trail, such as “Highest Point on the Coast to Coast Trail” (in Brooksville immediately south of the intersection of S Broad Street (US 98) and S Main Street (28.5548° N, -82.3878° W) or other special places on the trail.

An example strategy for marker placement would be at the following percentage complete locations along the trail:

Location	Percent Complete
Downtown Dunedin Trailhead	10 / 90
Jay Starkey Wilderness Park Trailhead	20 / 80
Anderson Snow Park Trailhead	30 / 70
Wild Cow Prairie-Sumter	40 / 60
City of Mascotte	50 / 50
Chapin Station	60 / 40
I-4 Overpass-Lake Mary	70 / 30
Farmton Tract-Osteen	80 / 20
Max Brewer Mem. Bridge	90 / 10

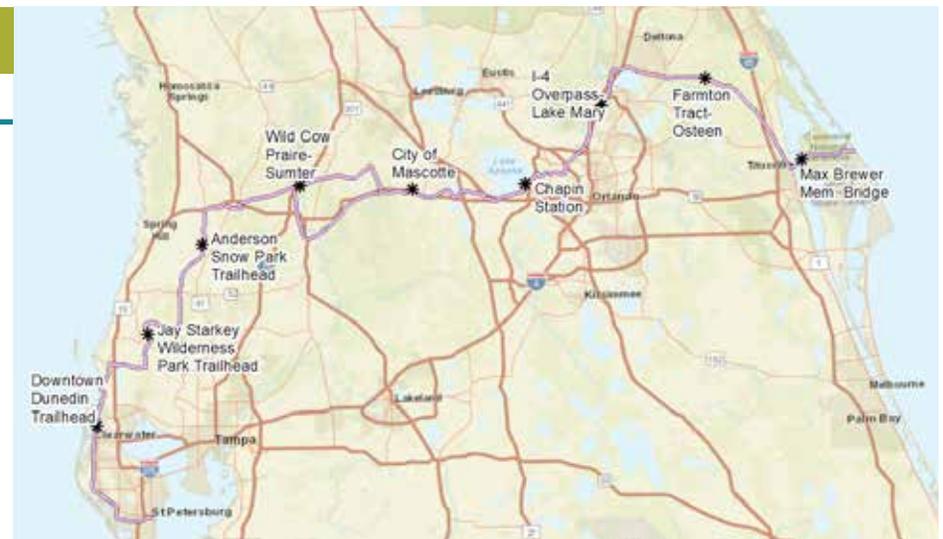
The incorporation of **Milestone Marks or Orientation Markers** should be implemented as short term markers along the trail until the trail is entirely constructed, which would then allow for actual mile markers to be utilized. These markers could also be utilized for long term installment, or removed as a more accurate location is determined. These markers would coincide with other wayfinding implemented along the trail.

The table representing percent complete stations identified completion markers every 25 miles to illustrate approximate distances by 10% along the trail. These do not have to be the final locations, but have been provided as a sample strategy for stakeholders to implement. The markers should provide bi-directional comparisons (see Coast to Coast Milestone Marker Concept).

As shown in the map and illustrations below, a marker would illustrate the percent completed and remaining to the “end” of the trail. For example, Jay Starkey Wilderness Park has been determined to be the approximate 20% mark traveling from east to west. Therefore, in a strategic location in the area, the marker would read 20/80. The same would be true in the area of Max Brewer Memorial Bridge which is only 25 Miles (10% of the trail) away from the Atlantic Ocean traveling from east to west. The map and table below provide the approximate location for these markers.

These percentages are approximations. In the event where a trailhead was located within 1.5 miles of the 10% mark, the need for a completion marker was identified. As the trail alignment is confirmed, these markers may be removed to provide actual mile markers along the path.

Example location of C2C Milestone Markers every 25 Miles.



LONG TERM STRATEGY: COMPLETE DEMARCATON OF THE COAST TO COAST TRAIL

Upon completion of the Coast to Coast, a bi-directional mile marker, wayfinding, and monument system should be implemented alongside local trail markers and wayfinding. To prevent “sign-clutter” where these co-location opportunities are not possible, it is recommended to have a simple post style marker or integrate the marker on the trail surface.

This strategy not only continues the “marketing” that would be implemented in the short term, but would provide all riders with the potential of tracking miles completed and remaining, and aid in potential emergency location assistance. As recommended in wayfinding strategies created in the Urban Rural Overlay Study, markers should be co-located with local trail markers and other wayfinding opportunities along the trail.



Example gateway features (top right) using basic paints and information about the Trail using the Brand Mark. This marker gives users confidence they have not left the trail, and provides a photo opportunity and a sense of accomplishment for users.

Marker / Signage Type	Recommended Uses	Conceptualize In
Thermoplastic Markers	Short Term: Accomplishment or Milestone Markers Long term: Mile Marker	Implementation Guidebook Urban-Rural Design Overlay
Directional Signs	Directions to Destinations Wayfinding for Trails	Urban-Rural Design Overlay
Area Map	Urban Trailheads Trail Destinations Small Town Trailheads	Urban-Rural Design Overlay
Monuments	Destinations	Urban-Rural Design Overlay

SAFETY PLAN

There are numerous ways into integrate safety into trail planning through signage options and coordination. Maintaining consistency for emergency response agencies across the trail and multiple jurisdictions may be difficult. To assist with this consistency, it was recommended in the Urban-Rural Overlay Study to implement USNG signage where possible. Information on USNG may be found at www.usngcenter.org. It has been noted that some jurisdictions have already implemented other safety medallion/georeferenced marker systems along their trails. While the aim is for consistency to ease confusion on the part of the trail user, the main goal is to provide accurate and efficient response to render aid to trail users, even in remote areas.

Consideration should be made to placing additional ELMs in any area where location determination would be problematic and result in a response delay. These markers can be co-located with other wayfinding, placed on the sides of the trail or as a medallion in the center of the trail. It is recommended that placement occur at least every 0.10 mile. Additionally, as multiple jurisdictions maintain parts of the C2C, it is important for gaps of ELMs to be corrected in order to provide continuous safety measures along the trail. Incorporating these ELMs and locations into an emergency services database is essential for emergency response.

While signage is a key component for 911 notification and detailing location along the trail, it is important to work with local emergency

response agencies along the trail and dispatchers to ensure understanding of the ELM, regardless of the system in place. Local law enforcement in Pinellas County assist on the Forward Pinellas (MPO) Bicycle Pedestrian Advisory Committee (BPAC) and also participates in Pinellas Trail Security Task Force (PTSFT). The PTSFT meets quarterly and is a collaboration of law enforcement agencies with jurisdictions along the Pinellas Trail, along with representatives from several Pinellas County departments, such as Risk Management, Safety & Emergency Services, Parks and Conservation Resources (PCR), Planning, and is open to the public. Trail managers are also a vital component to these types of collaborative committees. This could serve as a model for other counties along the trail to ensure the best response procedures are in place and extraction points are available and feasible.

Rural areas should provide additional “up-front” education for trail users at trailheads or key access points due to distance between access points and potential lack of cell coverage. As of this report, the gaps in cell coverage have been mapped throughout this project and serve as a starting point for local jurisdictions to begin discussion of potential solutions to either improve cell coverage in these areas, or provide other solutions. The solar powered emergency phones such the one from Peterson Air Force Base below, allows the user to simply push the bright red button on the box and they are immediately connected with a dispatcher. Having coordinates associated with these locations will allow for dispatch to easily identify the location of the caller.

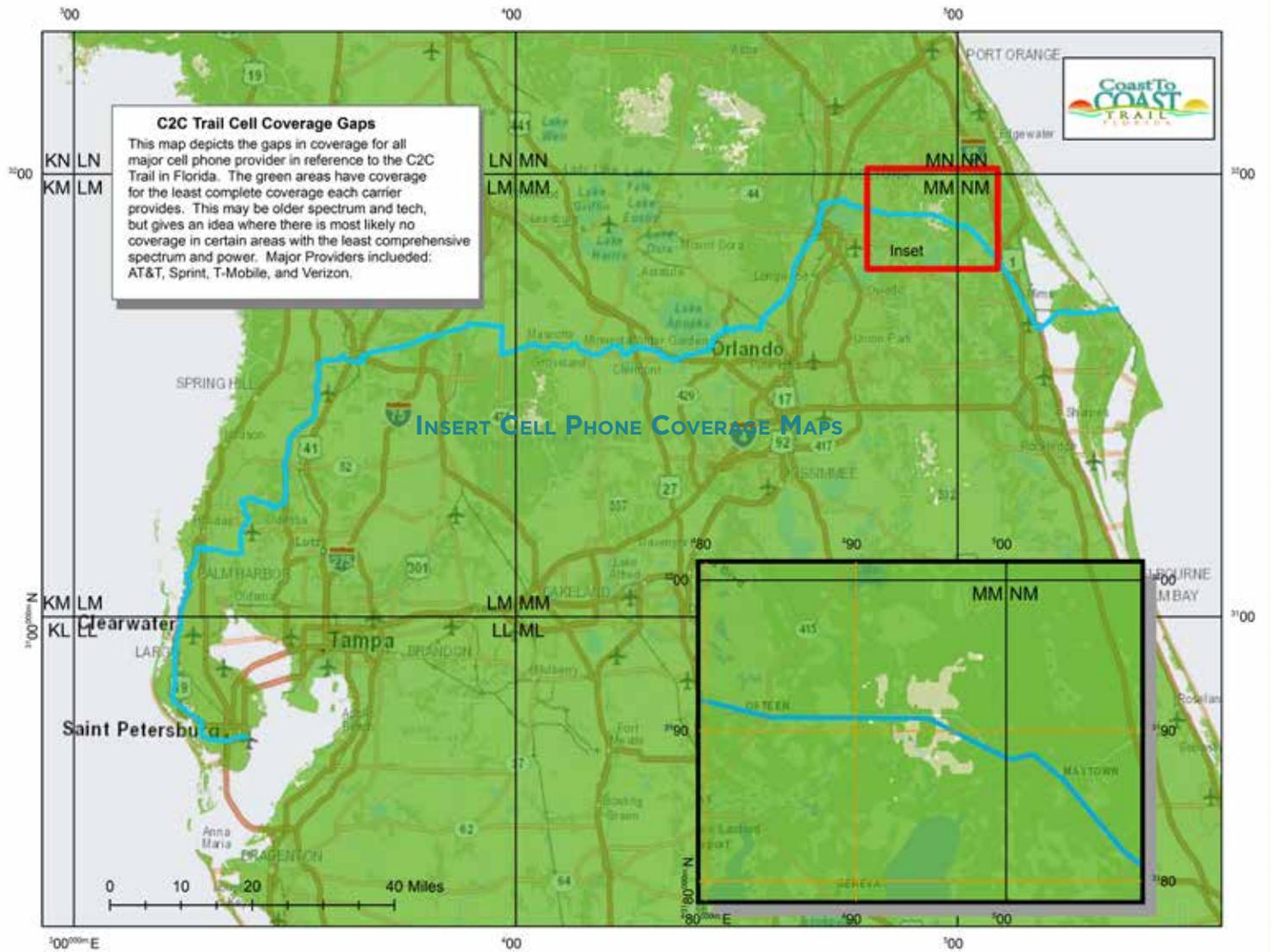




Emergency Call Solar Powered Station
Credit: Peterson Air Force Base



Rural, simple bike repair station Credit:
<http://forums.mtbr.com/alaska/bike-repair-stations-993294.html>





Above: Bike repair station with map and marketing. Credit: Huntco

Top right: Little Blue Trace Trail Emergency Call Solar Powered Station Credit: Markart, 2013

Bottom right: A Simple Solar Charging Station. Credit: Caperren



IMPLEMENTATION GUIDANCE: ELEMENTS OF A TRAIL SAFETY PLAN

The following should be topics of conversation between safety officials, local government planners, and other relevant parties:

- 1 Active collaboration between emergency response and trail managers
- 2 Training for local emergency response agencies
- 3 Development and sharing of extraction points, to include gate codes/keys, etc
- 4 Coordination with local agencies of trail events, activities and new trail openings
- 5 Inclusion of local response agencies on BPAC or other MPO committees
- 6 Public education and signage, especially in rural areas with no cell coverage
- 7 Rural area communication strategies and implementation
- 8 Emergency Management Coordination
- 9 Coincides with Wayfinding Plan
- 10 Identify potential locations for emergency phones in rural areas (solar charging)
- 11 Identify key areas of concerns

Additionally, providing water, bike repair and solar power phone charging stations at strategic locations, especially in rural areas, should be implemented in safety plans. These locations may also be ideal for emergency phones where there is no cell coverage. Solar stations can be simple or extravagant depending upon the potential usage and location.

ECONOMIC DEVELOPMENT & TOURISM

Economic development and tourism is an important component of the project. Investments in transportation systems have been shown to cause substantial economic impacts. It is estimated that long distance trails hold the promise that the longer the trail, the more people it will attract, the longer they will ride and the more they will spend.

TRAIL ORIENTED DEVELOPMENT

Trails in Florida have created a substantial recreation economy. In towns such as Ocala, Dunedin, Winter Garden, Deland, and other locations around the state have become known for their prominent trails. In addition to this, Trail Oriented Development (TrOD) is a similar concept to Transit Oriented Development. TrOD is a concept where a plethora of jobs, services and housing are located along trails via new development or redevelopment of existing sites. The trend reflects an overall desire for more active, safe, convenient, and affordable places to live without the need for an automobile. These systems encourage healthier lifestyles. Investments in trails, bike lanes and bicycle-sharing systems have high levels of return on investment.



Example of Trail Oriented Development, frontage facing the trail, prioritization of trail over other uses.

TrOD also must incorporate a vital land use element as a vital component in the local transportation system and a key community amenity. This includes lots sized appropriately for the development of housing, jobs, and services along the trail. Codes that encourage the frontage of buildings or entrances towards the trail rather than parking lots, and other elements common with Transit Oriented Development and Form Based Codes. It is recommended that jurisdictions along the trail review plans and policies to potential TrOD areas, and ensure their codes do not hinder this type of development

IMPLEMENTATION GUIDANCE: THE WINTER GARDEN COMPREHENSIVE PLAN 2010-2020

The Winter Garden Comprehensive Plan encourages development to provide access to and utilize different uses of the West Orange Trail. The policy listed below has encouraged housing and businesses fronting the West Orange Trail to have access directly from building to trail.

POLICY 1-2.3.11: WEST ORANGE TRAIL

All new developments adjacent to the West Orange Trail shall provide adequate buffers for the Trail as well as access to the Trail. These buffers shall block any negative effect of the proposed land use on the users of the Trail and may vary in size and/or intensity depending on the magnitude of the impacts of the proposed development. **All new adjacent residential developments must provide a direct connection to the trail.** Other policies relevant to this type of development are also available in the Winter Garden Comprehensive Plan 2010-2020.

LOCALLY MARKET THE COAST TO COAST TRAIL

Marketing the Coast to Coast Trail in each individual jurisdiction enables communities to highlight their character, desired user experience, and gives users a sense of what to expect when on the Trail. Marketing agencies should utilize a mixture of graphics provided through Coast to Coast Trail efforts in the past and example guidance below.

EXAMPLE ONLINE CONTENT: INTRODUCTORY COAST TO COAST TRAIL EXPERIENCES

The Coast to Coast Trail is a 250 mile, off road trail that offers lush outdoor adventure, unique cultural experiences, and the opportunity to see everything from Alligators to Outer Space! Ride up the Sun Coast along Gulf of Mexico and across the rolling hills of the Floridian Peninsula towards the Space Coast and see Rocket Launches from the Canaveral National Seashore.

EXAMPLE LOCAL CONTENT

The C2C in Pasco County offers everything you would want on your bike ride or hike across the state! This area has a lot to offer for your Coast to Coast Journey, whether you plan on just passing through and enjoying a local restaurant or taking a detour and exploring Dade City, New Port Richey, or other destinations along the trail. Pasco County offers miles of shoreline with great stand up paddling board, kayak and canoe rentals, while also offering renowned fishing charters for those who want to explore the Gulf. Pasco is also home to the Jay B. Starkey Wilderness Park, where the Coast to Coast brings you through a lush Pine Flatwoods Natural Community. This park offers camping, mountain biking, horseback riding, and

other family friendly outdoor activities can be found right on the Coast to Coast. Come play in Pasco on the Coast to Coast!

CREATE AND PUBLISH MARKETING MATERIALS AND PLANS

Many different entities are present throughout the corridor that market cities, counties, and special districts throughout Central Florida. These agencies need to collaborate internally to create County or Regional information for the Trail. This information should be disseminated in trailheads, major tourism attractions and lodging venues, airports, and other locations to strategically encourage visitors to come and ride on a Coast to Coast Trail.

IMPLEMENTATION GUIDANCE: UTILIZE MARKETING COLLATERAL

The Tampa Bay Regional Planning Council and East Central Regional Planning Council have created numerous pieces of marketing collateral to be used for the Coast to Coast Trail. This marketing collateral should be used openly and freely by agencies who are willing to market the trail. Information will be collected and disseminated between neighboring jurisdictions to ensure that the right amount of helpful information is on each piece of media. The material is available at www.C2CTrail.com in Adobe Formats. The collateral that was created for the Coast to Coast under this project was:

- A C2C Marketing Checklist
- Que Sheet (Ride Itinerary) Templates
- Rack Cards
- Tri-Fold Brochures

As materials are developed, stakeholders should consider creating themes for materials. These themes, could highlight the unique characteristics of areas on the C2C. Some applicable formats include, Historic Downtowns and Mainstreets, Antiquities and Naturalist settings on the Trail.

An excellent example of a marketing website can be found at <http://floridablackbearsenicbyway.org/>

IMPLEMENTATION GUIDANCE: THE COAST TO COAST TRAIL BRAND

The Coast to Coast already has a substantial understanding of a brand associated with the Trail Project. This brand needs to be expanded to include the following elements in marketing materials. Expansion of these concepts will enable communities to better understand the benefits of trails, and encourage tourism to new areas in the state.

- 1 ADVENTURE FOR ALL AGES**
Visitors and residents can explore Florida's cultural and natural heritage and see what people in automobiles will never see.
- 2 ENRICHMENT AND SOCIAL COHESIVENESS**
The trail celebrates important people, places, and stories that have made Florida's communities great.
- 3 BETTER HEALTH**
The trail encourages healthy and life extending outdoor activity. The right distance for all riders.
- 4 BICYCLE-RELATED TOURISM**
The trail invites visitors and revenue to communities across the state. Businesses may develop a mutually beneficial relationship with the C2C by promoting their goods and services as C2C amenities.
- 5 ENHANCES QUALITY OF LIFE**
The Coast to Coast Trail serves as an attraction for residents and businesses. Bicycle transportation is a key community component that supports active living, and a healthier population.

COMMUNITY ENGAGEMENT

It is widely recognized that volunteers are instrumental in the management of trails, trailheads, and other components that make trails successful such as events and marketing. Along the C2C, the level and types of official volunteer/citizen support organizations vary from county to county. However, sustaining volunteer programs may be arduous over the long run and an unsustainable management model for public facilities. Whatever volunteer program that is implemented, whatever it is called, there is tremendous power behind trail volunteers and advocates.

UTILIZE VOLUNTEER, COMMUNITY AND ADVOCACY GROUPS FOR TRAIL UPKEEP AND EVENTS

Just as no two communities are alike, community engagement opportunities and structures will differ across the corridor. Sustainability of programs is difficult, therefore, when seeking community engagement, creativity, persistence, and partnerships across sectors will be vital. Additionally, City, County and State structures and rules may prohibit or make certain tasks more easily accomplished in some areas over others.

A solidified volunteer program isn't the only avenue to volunteer activities. It is recommended that stakeholders reach out to other volunteer organizations to determine potential partnerships or opportunities that may be leveraged. Additionally, schools, scout programs, ROTC and other event style or one-time volunteer opportunities may be a spark to bring awareness to the volunteer opportunities and needs along the C2C.

EXAMPLE ORGANIZATION STRUCTURES AND PROJECTS: CITIZEN SUPPORT ORGANIZATIONS, ADOPT A TRAIL PROGRAMS AND PROJECTS

Some entities on the Trail have already established volunteer programs focused directly on trails while others have not yet reached that point of community involvement. **Volusia County's Adopt a Trail Program** focuses on helping to beautify the county's parks and trails, while the pending program **Adopt a Trail Program in Lake County** is focusing on a 1 mile stretch of trail. **Pinellas County's has developed a seasonal "Trail Auxiliary Rangers"** program focusing on semi-skilled work for minor maintenance, trail counting and other tasks. The **Rails-to-Trails of the Withlacoochee** is another volunteer group formed to develop, maintain, and promote the Withlacoochee State Trail. This group has gone through the formal processes of becoming a Citizen Support Organization to the FDEP Division of Recreation and Parks, and supports trail activities and events throughout the year.

Utilize community groups to foster trail centric activities. County programs such as **"Keep Brevard Beautiful"** serve as sources for special projects that support trails. For example, **Greater Titusville**, in collaboration with Keep Brevard Beautiful, is working on a beautification project, include art and landscaping, along multi-use trails to enhance the visitor experience. The first section of the project is located at Draa Park and should be completed early in 2017.

Advisory groups may be formed through parks and rec, the MPOs, or other avenues. The **SunCoast Trail Advisory Group** has been successful in helping to coordinate events that bring focus to the trails such as rides, runs and other events in coordination with parks and recreation staff.

Finally, corporate sponsors may also be willing to provide funding, service hours, or infrastructure to support the C2C. For example, the City of Clermont partnered with Chik-Fil-A for bench opportunities, donations were made by Cherry Tree Farm for trees and bushes along the trail. Additionally, inspired community or business members can donate to the South Lake Community Foundation Field of Interest Fund and the City of Clermont can access these funds in perpetuity for trail related activities and expenses.



5: APPENDICES

INSTRUCTIONS FOR RAILS TO TRAILS CONSERVANCY AND ADVENTURE CYCLING ASSOCIATION WEBSITE

RAILS TO TRAILS CONSERVANCY – WWW.TRAILLINK.COM

GETTING STARTED

On the Home page of the RTC web site, www.railtotrails.org, there is a great tool call TrailLinks, which can be viewed by clicking (the term click/clicking in this chapter shall refer to a left click of the mouse/laptop scroll area button.)



TrailLink Home/Search Page

Search Trails on the upper right hand corner of the Home screen. For those seeking quicker access to trail locations and information, simply bring up the program by typing www.traillink.com in your preferred Internet browser. Utilizing this page, one can bring up the general location information and maps, as well as trail user reviews.

TRAILFINDER MAIN TRAIL SEARCH PAGE

After following the instructions in the Introduction section, you should now be at the **TrailLink** home page. From here, enter the search criteria in either of the two (2) boxes under the Find a Trail heading. You can either search by city location or by trail name.



RTC Home Page

TRAILFINDER SEARCH RESULTS SCREEN

The Results screen showing trails in the **TrailLink** system near the trail name or the search location entered are then depicted. The user can then either click on the desired trail name on the left side of the screen, or click on the trail icon on the map, and then click on the trail name to bring up information on that particular trail.



TrailLink Search Results Screen

TRAILFINDER INFORMATION PAGE

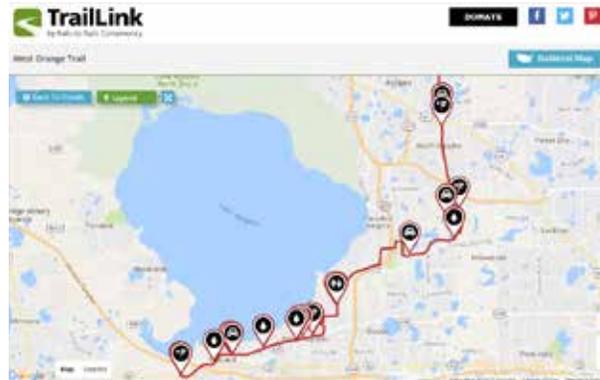
The TrailLink Information page for the trail selected now appears. Without any further user action, you can view trail facts such as location, length, surface conditions, and trail activities/amenities.



TrailLink Trail Information Page

VIEW TRAIL MAP

When the user clicks on the View Trail Map button immediately below the color graphic at the top of the page, a detailed color map of the trail appears. Information on the location and beginning/end of the trail; trailhead, parking and bathroom locations; places with drinking water available; and photos geocoded to their location on the trail are graphically depicted. The map may be printed for user utilization on the trail.



TrailLink Map Page



TrailLink's User Review of Trail

TRAILLINK REVIEW OF TRAIL PAGE

By clicking on the link showing the stars and a number on the Trail Links Information page, the TrailLink Trail Review page appears. This allows the user to view comments from previous trails users, as well as leave their own thoughts on their trail experience. Trail reviews can also be seen by scrolling to the bottom of the TrailLink's Information page mentioned above.

SUBMISSION GUIDANCE SUBMITTING A NEW TRAIL TO TRAILLINK

CRITERIA FOR TRAIL SUBMITTAL

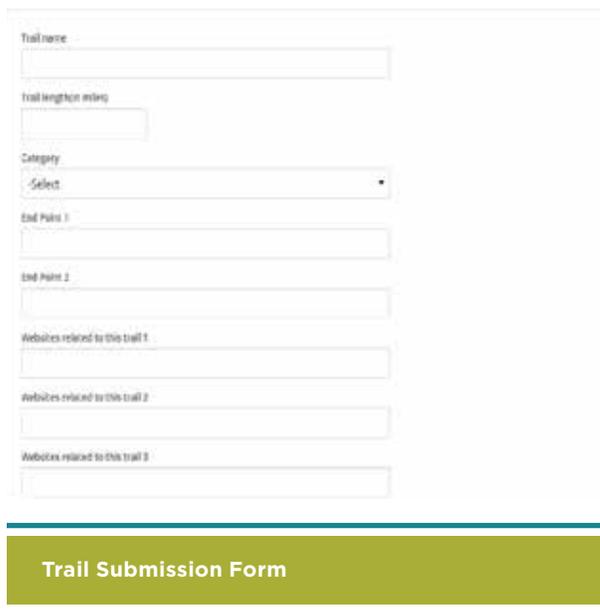
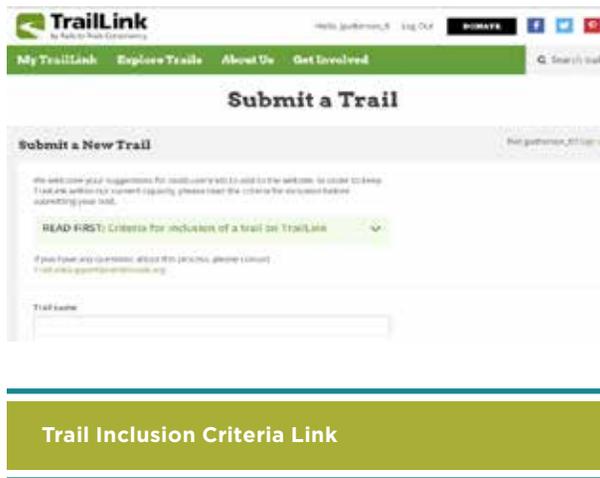
From the TrailLink home page, hover over the Get Involved link. From there, scroll down to Submit Trail and click the link. The Submitting a Trail page appears, including a link entitled "Read First: Criteria for Inclusion of a trail on TrailLink". You first want to look at the criteria before starting to apply for inclusion. The exact criteria for inclusion are as follows:

- **Open:** Trails must be open for public use to be listed on the site.
- **Length:** Minimum of 0.5 mile.
- **Usage:** We're looking for multi-use trails only that accommodate a variety of trail-goers; for example, hiking-only trails will not be accepted.
- **Physicality:** We're looking for off-road, on-the-ground trails, as opposed to on-road bike routes and conceptual walking tours.

- **Surface:** We prefer trails with a fully developed surface, rather than rough-hewn dirt footpaths or single-track mountain bike trails.
- **Connectivity:** We prefer linear trails that can be used for transportation and commuting in addition to recreation. We're looking for trails that connect people to schools, workplaces, shopping areas, etc., as opposed to loop trails contained entirely within a park.
- **Individuality:** We prefer trails that have a specific identifiable name and signage to that effect. If you're providing us with information on a trail system, please submit each individual trail within the system separately. In the event of any questions regarding meeting the criteria for the addition of a new trail to TrailLink, contact the Rail to Trails Conservancy at TrailLinkSupport@railstotrails.org.

For those wishing to view the requirements for including a trail outside of the TrailLink page, it can be accessed at this below link:

https://www.traillink.com/trailsearch/?mmloc=Orlando%2C%20FL&utm_source=railstotrails.org&utm_medium=experience-trails_search-tool&utm_campaign=RTCreferrals



TRAIL SUBMISSION PROCESS

After reading the criteria for inclusion of a trail, the user simply needs to scroll down below the criteria and enter the basic information in the area depicted. Data which needs to be submitted includes: the trail name; the length of the trail in miles; the nearest roadways serving as beginning and ending points for the trail; the choice of trail type from the drop down menu; providing a written description of the trail in the text box provided; and providing directions to the trail and parking for it in the text box provided. The applicant then clicks to check a box indicating acknowledgement of the conditions for including the trail. Finally, the Preview Trail button is clicked to begin the process of the trail's addition to TrailLink. The above process does not include a trail map being posted. To have one included, please follow the instructions below.

MAP SUBMISSION PROCESS

If the user wishes to include a map of the trail they are seeking to add to TrailLink, he/she needs to start at the TrailLinks Search Results Screen. The user needs to hover over the Get Involved link, and then scroll down and click the Submit Map link. You are now at the Submit Map page. The user can now submit necessary global positioning system (GPS) data they have gathered from field work along the trail. It is recommended that the user first read information on GPS data requirements by clicking on the GPS Standards for Trails link in green on the right side of the page.

This document is also available on the web at <https://www.traillink.com/>. After reading this document, refresh your screen to the previous one, and begin entering the data as outlined under the GPS standards. Any further questions regarding GIS data requirements may be addressed by e-mailing gpsadmin@railstotrails.org. After entering the required data, the user will click the Submit GPX Data button.



Submit a Map Screen



ACA Home Page

INSTRUCTIONS FOR THE ADVENTURE CYCLING ASSOCIATION

GETTING STARTED

The web site listed in the introduction brings you to the ACA home page. To access maps and information on bicycle routes, hover over the link entitled Routes and Maps at the top of the web page, and then navigate to and click U.S. Bicycle Route System. The screen depicted will appear. According to Wikipedia.com, the U.S. Bicycle Route System (USBRS) is being developed by the American Association of State Highway and Transportation Officials (ASSHTO). Started in 1978, this system currently has 11,563 miles of bicycle routes in 24 states. The ultimate goal is to have 50,000 miles of bicycle routes. Routes within the ASSHTO are assigned a route number and signage, similar to those used within the federal Interstate Highway system.

ACCESSING PREPARED MAPS OF THE USBRS

From the home page of the USBRS, hover over the Maps and Route Resources link on the right side of the screen and click U.S. Bicycle Route System. The user is now at the Maps and Route Resources page for the USBRS. Scroll down the screen to find information on the USBRS system in the state you are interested in. Click on that state to bring up its maps and information. The listing of the routes within the state will then appear. For our example, the State of Florida has been highlighted, the latest route new provided, and its routes with maps displayed. The user will click on the route they are interested in. The latest information on that route appears, as well as maps. For our trial purposes, we will be using USBR 90, so we will click on that route in blue under the state of Florida. The screen for USBR 90 now appears.

The user's computer is now linked to the Florida Department of Transportation (FDOT), and their page for information on USBR 90. The top of the page brings the user the latest news on the USBR system in the state of Florida. To see the map of USBR 90, the user will scroll down the page, and click the blue link titled USBR 90 Maps. A multi-page PDF of the different route segments through Florida will now appear. The user will press the up and down arrows to the left of the page number viewer to get to the map segment they wish to view.



U.S. Bicycle Route System Home Page



State Route Map Selection Page



Florida USBRS Information



Select USBR Route 90 Map

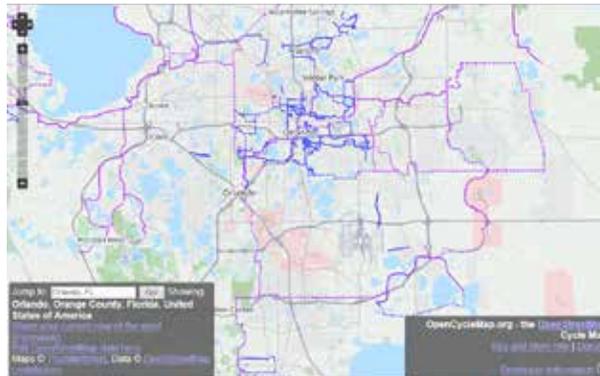
US BICYCLE ROUTE SYSTEM (USBRS) DESIGNATION PROCESS

PLANNING PHASE

It is first imperative to get your state's highway planning department involved in the process for having a route designated in the USBRS, as the department's approval is required. It is also important to have local grass roots groups, which may include members of trail advocacy groups, governments, trail users, businesses, and other interested citizens. An important document to have at the beginning of the process is the **Corridor and Route Criteria for U.S. Bike Route System**, which outlines the standards used in judging applications for USBRS route inclusion. This document can be found on the Adventure Cycling Organization web site at <http://www.adventurecycling.org/>. Planning done before the application process is essential, particularly time management, as the governing body of the USBRS, the AASHTO, only meets twice a year to consider new routes. More detailed information on the planning involved prior to application for including a route as part of the USBRS system may be found on-line at <https://www.adventurecycling.org>.



USBRS 90 Map



USBRS Interactive Map Zoomed In

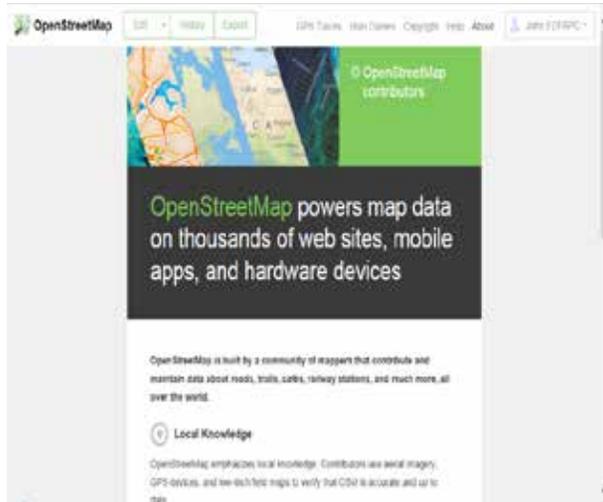
USING THE ADVENTURE CYCLING ASSOCIATION (ACA) INTERACTIVE MAP

GETTING STARTED

To bring up the interactive version of the USBRS map, start from the home page of the ACA. As you did to bring up the prepared maps, hover over Maps & Routes, and then scroll down and click U.S. Bicycle Route System. Under the heading of RIDE A U.S. BICYCLE ROUTE on the right side of the screen, you now click USBRS Interactive Map. The interactive map screen now appears. By clicking View Full Screen at the bottom of the page, the map takes up the full screen, and the map is now from a web source outside of the ACA, www.opencyclemap.org, which is a map created by bicyclist enthusiasts using the web site openstreetmap.org. The openstreetmap site allows users worldwide to place things such as bicycle trails on maps. The arrow keys can be used to move around the map, and the + and - signs can be clicked to zoom in. When the map is zoomed in, local trails not a part of the USBRS, which have been put in by users of openstreetmap.org, can be viewed as well. When in the full screen mode, the user can also enter a city in the box in the lower left hand corner next to the words Jump To, enter go, and the map zooms to that city and shows trails entered by the web sites users.



USBS Interactive Map



OpenStreetMap Main Page



OpenMapSource Beginners' Guide

ADDING A BICYCLE TRAIL/ROUTE TO OPENCYCLEMAP.ORG

To add bicycle trails to existing maps, you need to register at the web site www.openstreetmap.org. After registering and logging in, the main page appears. The user should then go to Help in the upper right hand corner. From the Getting Help page, the user should click Beginners' Guide. The instructions for entering new features such as bicycle trails on a map now appears.

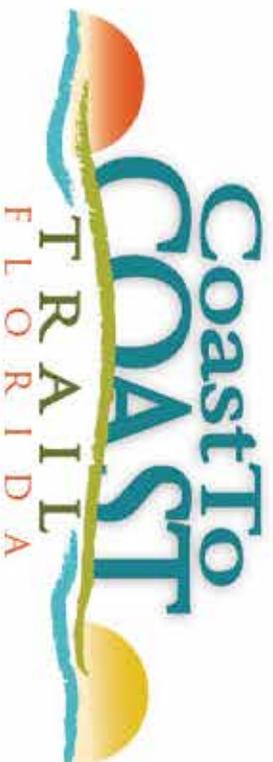


OpenMapSource Getting Help Screen

MARKETING TOOLKIT AND DRAFT C2C MOU

The Marketing Toolkit, explained in full detail throughout the Implementation Component of this document, details the necessity to utilize the materials developed for the Coast to Coast Trail. These materials will be stored on www.c2ctrail.com. The materials on the following pages include:

- A C2C Marketing Checklist
- Que Sheet (Ride Itinerary) Templates
- Rack Cards
- Tri-Fold Brochures



Weekly

- Post to Social Media
- Restock Printed Marketing Material at key venues
- Update Website Schedule + Potential Blog

Monthly

- Update Website Content
- Restock Printed Marketing Material at ALL venues

Annually

- Update Social Media Profile Information
- Update / Redesign / Reprint Marketing Material
- Identify + Implement New Marketing Campaigns
- Survey the public and sponsors
- Complete Impact Studies
- Photograph + document the trail!

Marketing Checklist



The Coast to Coast Trail (C2C) is a significant cross-state trail in Florida's statewide network of Greenways and Trails, spanning from the Gulf of Mexico to the Atlantic Ocean and traversing nine counties. The Trail will span approximately 250 miles when completed.



Sample 8-day Itinerary

8-Day Itinerary - Overview

Day 1: Friday 48 Miles: Destination to Destination

Day 2: Saturday 37 Mile: Destination to Destination

Day 3: Sunday 52 Miles: Destination to Destination

Day 4: Monday 32 Miles: Destination to Destination

Day 5: Tuesday Layover Day: local touring

Day 6: Wednesday 60 Miles: Destination to Destination

Day 7: Thursday 41 Miles: Destination to Destination

Day 8: Friday 17 Miles: Destination to Destination



Day 1: Friday 48 Miles: Destination to Destination

Part 1: Destination to Destination - XX miles

Largely showcase trail to Osteen followed by quiet, deeply rural road most of the way to Oak Hill

Food: C2C Diner, Seafood Restarant

Map 1: <https://goo.gl/maps/UwMh>

Map 2: <https://goo.gl/maps/gt>

Part 2: Destination to Destination - XX miles

A long but relatively un-busy 4-lane, pave-shouldered section of US 1 before the Titusville Trail just north of downtown

Food: Crossroads

Overnight: XX Campground, XX Inn

Map 1: <https://goo.gl/maps/mSL>

Map 2: <https://goo.gl/maps/IZk>

Day 2: Saturday 37 Mile: Destination to Destination

Part 1: Destination to Destination - XX miles

Largely showcase trail to Osteen followed by quiet, deeply rural road most of the way to Oak Hill

Food: C2C Diner, Seafood Restarant

Map 1: <https://goo.gl/maps/UwMh>

Map 2: <https://goo.gl/maps/gt>

Part 2: Destination to Destination - XX miles

A long but relatively un-busy 4-lane, pave-shouldered section of US 1 before the Titusville Trail just north of downtown

Food: Crossroads

Overnight: XX Campground, XX Inn

Map 1: <https://goo.gl/maps/mSL>

Map 2: <https://goo.gl/maps/IZk>

Day 3: Sunday 52 Miles: Destination to Destination

Part 1: Destination to Destination - XX miles

Largely showcase trail to Osteen followed by quiet, deeply rural road most of the way to Oak Hill

Food: C2C Diner, Seafood Restarant

Map 1: <https://goo.gl/maps/UwMh>

Map 2: <https://goo.gl/maps/gt>

Part 2: Destination to Destination - XX miles

A long but relatively un-busy 4-lane, pave-shouldered section of US 1 before the Titusville Trail just north of downtown

Food: Crossroads

Overnight: XX Campground, XX Inn

Map 1: <https://goo.gl/maps/mSL>

Map 2: <https://goo.gl/maps/IZk>

Day 4: Monday 32 Miles: Destination to Destination

Part 1: Destination to Destination - XX miles

Largely showcase trail to Osteen followed by quiet, deeply rural road most of the way to Oak Hill

Food: C2C Diner, Seafood Restarant

Map 1: <https://goo.gl/maps/UwMh>

Map 2: <https://goo.gl/maps/gt>

Part 2: Destination to Destination - XX miles

A long but relatively un-busy 4-lane, pave-shouldered section of US 1 before the Titusville Trail just north of downtown

Food: Crossroads

Overnight: XX Campground, XX Inn

Map 1: <https://goo.gl/maps/mSL>

Map 2: <https://goo.gl/maps/IZk>



Day 5: Tuesday Layover Day: local touring

Part 1: Destination to Destination - XX miles

Largely showcase trail to Osteen followed by quiet, deeply rural road most of the way to Oak Hill

Food: C2C Diner, Seafood Restarant

Map 1: <https://goo.gl/maps/UwMh>

Map 2: <https://goo.gl/maps/gt>

Part 2: Destination to Destination - XX miles

A long but relatively un-busy 4-lane, pave-shouldered section of US 1 before the Titusville Trail just north of downtown

Food: Crossroads

Overnight: XX Campground, XX Inn

Map 1: <https://goo.gl/maps/mSL>

Map 2: <https://goo.gl/maps/IZk>

Day 6: Wednesday 60 Miles: Destination to Destination

Part 1: Destination to Destination - XX miles

Largely showcase trail to Osteen followed by quiet, deeply rural road most of the way to Oak Hill

Food: C2C Diner, Seafood Restarant

Map 1: <https://goo.gl/maps/UwMh>

Map 2: <https://goo.gl/maps/gt>

Part 2: Destination to Destination - XX miles

A long but relatively un-busy 4-lane, pave-shouldered section of US 1 before the Titusville Trail just north of downtown

Food: Crossroads

Overnight: XX Campground, XX Inn

Map 1: <https://goo.gl/maps/mSL>

Map 2: <https://goo.gl/maps/IZk>

Day 7: Thursday 41 Miles: Destination to Destination

Part 1: Destination to Destination - XX miles

Largely showcase trail to Osteen followed by quiet, deeply rural road most of the way to Oak Hill

Food: C2C Diner, Seafood Restarant

Map 1: <https://goo.gl/maps/UwMh>

Map 2: <https://goo.gl/maps/gt>

Part 2: Destination to Destination - XX miles

A long but relatively un-busy 4-lane, pave-shouldered section of US 1 before the Titusville Trail just north of downtown

Food: Crossroads

Overnight: XX Campground, XX Inn

Map 1: <https://goo.gl/maps/mSL>

Map 2: <https://goo.gl/maps/IZk>

Day 8: Friday 17 Miles: Destination to Destination

Part 1: Destination to Destination - XX miles

Largely showcase trail to Osteen followed by quiet, deeply rural road most of the way to Oak Hill

Food: C2C Diner, Seafood Restarant

Map 1: <https://goo.gl/maps/UwMh>

Map 2: <https://goo.gl/maps/gt>

Part 2: Destination to Destination - XX miles

A long but relatively un-busy 4-lane, pave-shouldered section of US 1 before the Titusville Trail just north of downtown

Food: Crossroads

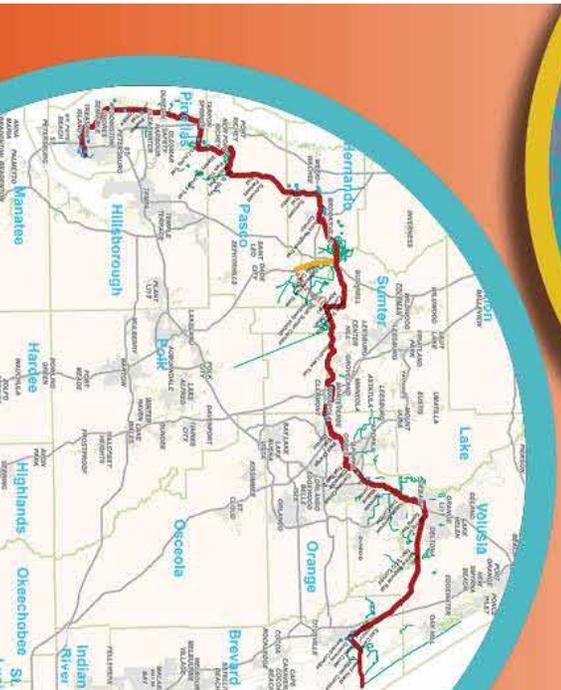
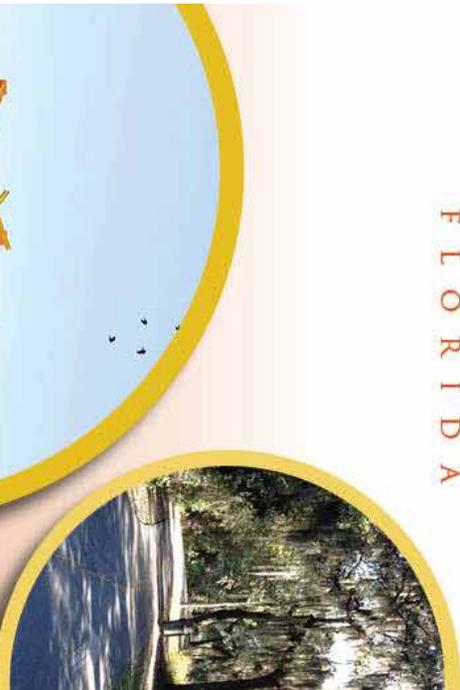
Overnight: XX Campground, XX Inn

Map 1: <https://goo.gl/maps/mSL>

Map 2: <https://goo.gl/maps/IZk>



Coast To COAST TRAIL FLORIDA



The Coast to Coast Trail (C2C) is a significant cross-state trail in Florida's statewide network of Greenways and Trails, spanning from the **Gulf of Mexico** to the **Atlantic Ocean** and traversing nine counties. The Trail will span approximately **250 miles** when completed.



Ride from sunrise to sunset through pristine environments and great places.

Plan your Trip, use:



www.c2ctrail.com

TEMPLATE
MEMORANDUM OF UNDERSTANDING
FOR PARTICIPATION IN PLANNING
FOR THE FLORIDA COAST TO COAST TRAIL LEADERSHIP TEAM

Preamble

The (Temporary Name) Coast to Coast Leadership Team is a team of local governments and agencies seeking to build and promote a 250 mile multi-use trail across the State of Florida from the Gulf of Mexico in Pinellas County to the Atlantic Ocean in Brevard County, Florida. This trail will seek to enhance ecotourism dollars for local communities, while preserving the native landscape and offering wellness benefits for users. This document shall serve to facilitate the involvement of local and state governmental agencies or other organizations in the planning, developing and marketing of the Florida Coast to Coast Trail.

The Agency/Organizations, hereinafter PARTIES, to this Memorandum of Understanding (Agreement) are _____ and _____ . By signature of the authorized designee for each government/organization, the PARTIES agree to comply with the terms of this Memorandum.

I. PURPOSE

The PARTIES hereto assure each other that they will participate in meetings and other activities necessary for the planning and development of the Coast to Coast Trail.

II. OBLIGATIONS AND ACTIVITIES

- a. Party A shall have the primary responsibility for planning meetings and/or public events necessary for the Leadership Team as it pertains to the planning, development and marketing of the Coast to Coast Trail.
- b. Party B agrees to participate in the meetings and other public events necessary for the planning, development and marketing of the Coast to Coast Trail.
- c. Party B agrees to work on any tasks voluntarily accepted as determined by the Leadership Team and facilitated by Party A.
- d. PARTIES agrees not to use or disclose information related to the Coast to Coast Trail other than as permitted or required by law, or as provided in this AGREEMENT.

III. TIME FRAME

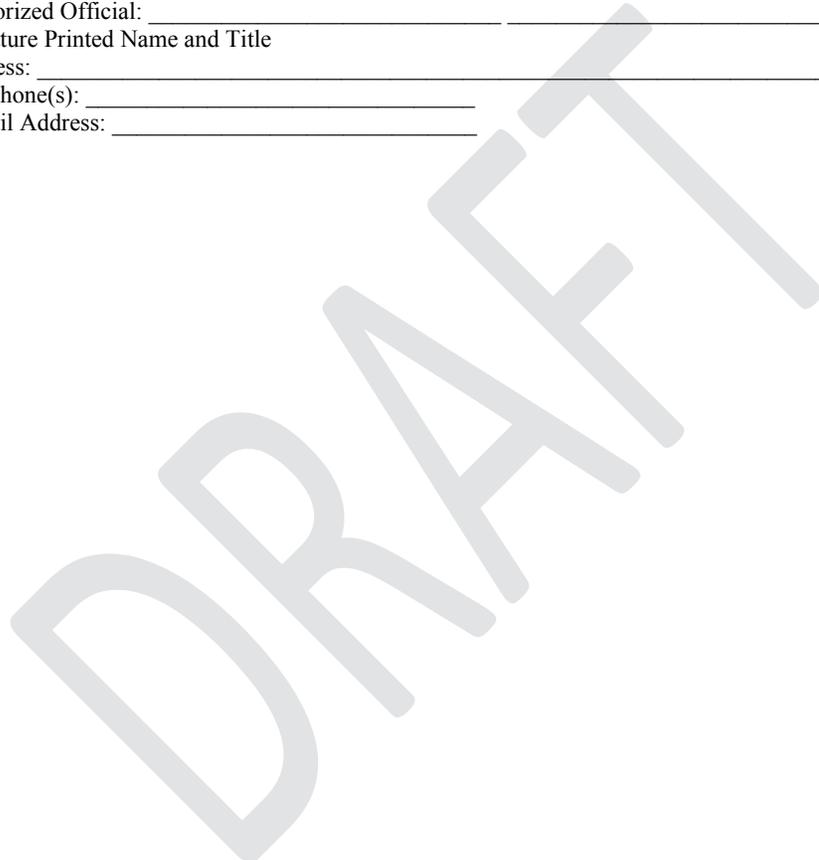
This AGREEMENT will commence upon the signature of the last party to this Agreement, and will dissolve at the earliest of 5 years, or the termination in writing by either party.

AGENCY A

Authorized Official: _____
Signature Printed Name and Title _____
Address: _____
Telephone(s): _____
E-Mail Address: _____

AGENCY B

Authorized Official: _____
Signature Printed Name and Title _____
Address: _____
Telephone(s): _____
E-Mail Address: _____





The Coast to Coast Trail (C2C) is a significant cross-state trail in Florida's statewide network of Greenways and Trails, spanning from the **Gulf of Mexico** to the **Atlantic Ocean** and traversing nine counties. The Trail will span approximately **250 miles** when completed.

Plan your Trip, use:



www.c2ctrail.com

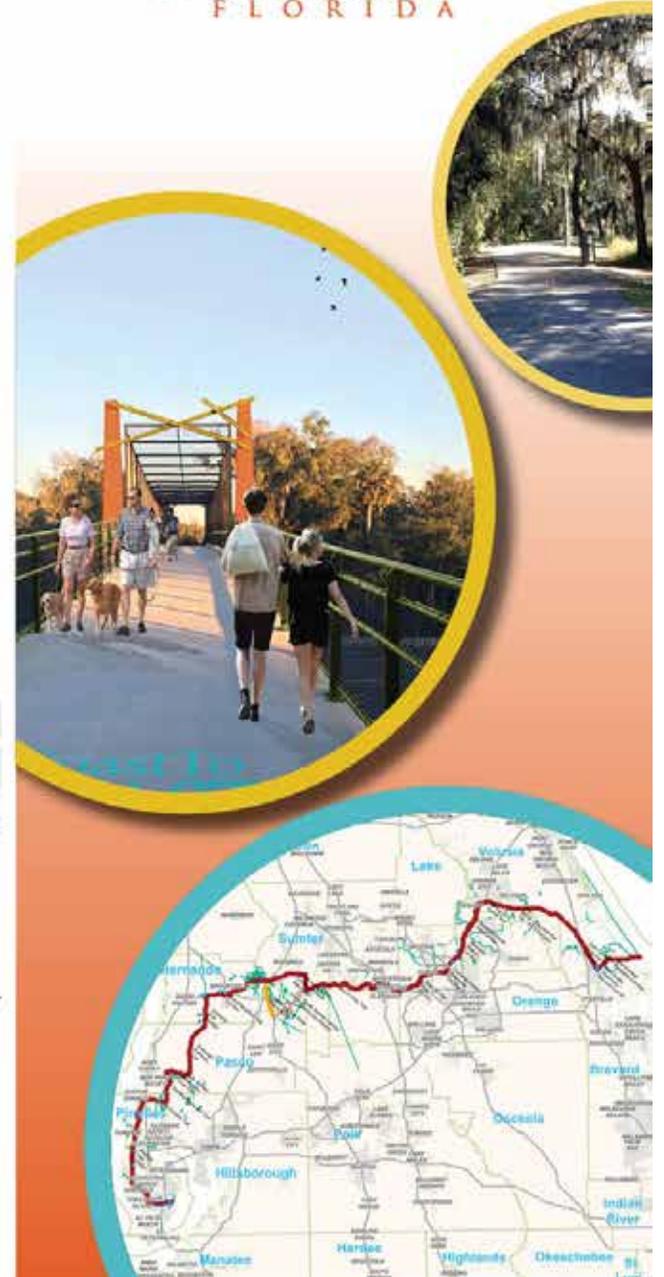
Trail Managers:



Ride from sunrise to sunset through pristine environments and great places.



Following the path:

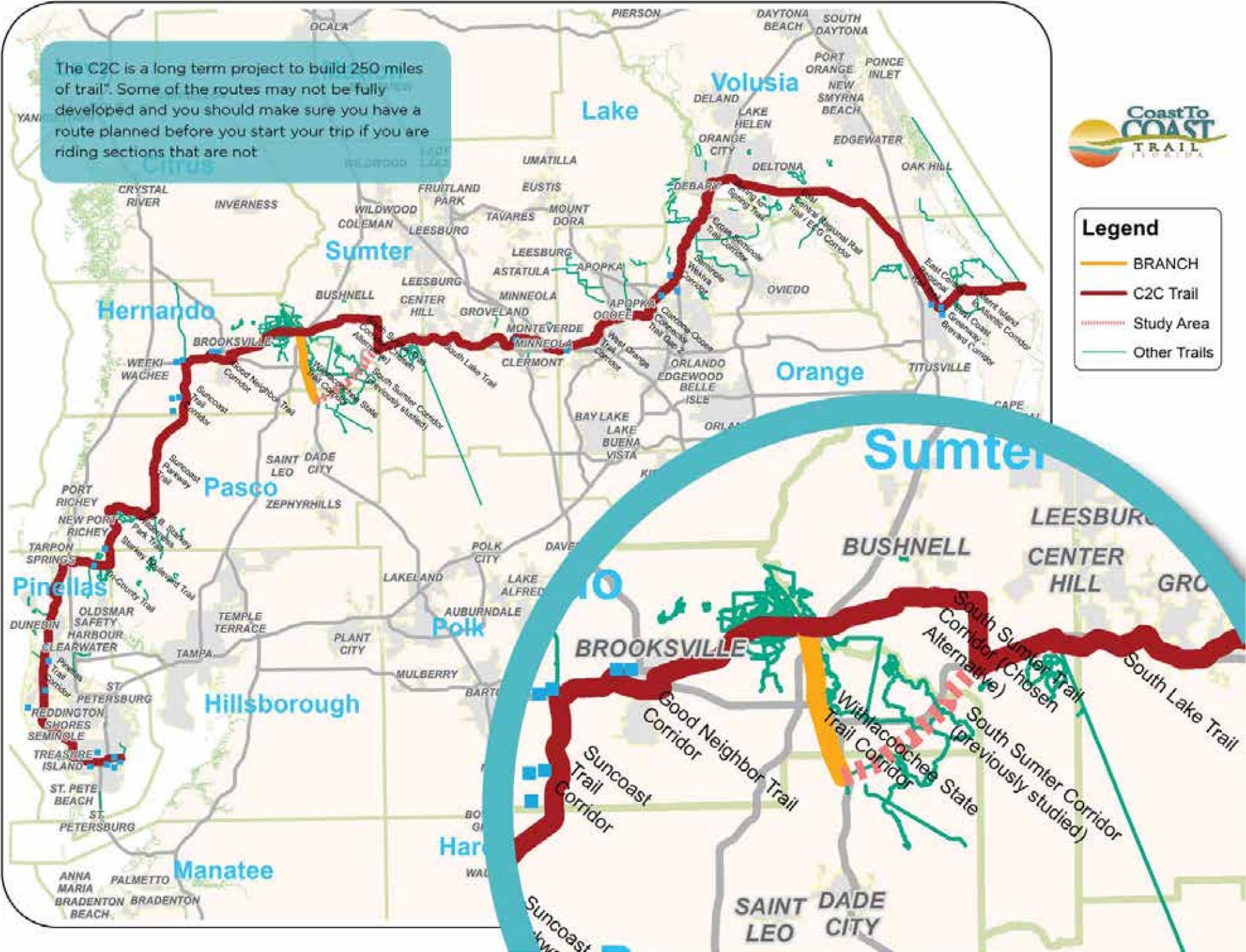


The C2C is a long term project to build 250 miles of trail. Some of the routes may not be fully developed and you should make sure you have a route planned before you start your trip if you are riding sections that are not



Legend

- BRANCH
- C2C Trail
- Study Area
- Other Trails



REFERENCES

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

[HTTP://WWW.POPCENTER.ORG/TOOLS/CPTED/PDFs/NCPC.PDF](http://www.popcenter.org/tools/cpted/pdfs/ncpc.pdf)

FORWARD PINELLAS WEBSITE - PINELLAS TRAIL SECURITY TASK FORCE (PTSTF)

[HTTP://FORWARDPINELLAS.ORG/ABOUT-US/ADVISORY-COMMITTEES/PINELLAS-TRAIL-SECURITY-TASK-FORCE-PTSTF/](http://forwardpinellas.org/about-us/advisory-committees/pinellas-trail-security-task-force-ptstf/)

FLORIDA GREENWAYS AND TRAILS WEBSITE

[HTTP://FLORIDAGREENWAYSANDTRAILS.COM/](http://floridagreenwaysandtrails.com/)

FLORIDA DEPARTMENT OF TRANSPORTATION WEBSITE

[HTTP://FDOT.GOV/](http://fdot.gov/)

THE CITY OF WINTER GARDEN - COMPREHENSIVE PLAN 2010-2020

[HTTP://WWW.CWGDN.COM/FILES/PLANNING-AND-ZONING/COMP _ PLAN _ 2020.PDF](http://www.cwgdn.com/files/planning-and-zoning/COMP_PLAN_2020.pdf)

