

2016 FSHP Byway Annual Report (BAR) Form

Scenic Highway: Heritage Crossroads Heritage Highway

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Section 1: Completed Projects

Did your byway organization complete one or more projects in 2016?

Yes –

No

Completed Project #1

1. Project Name: Flagler County Creekside Festival

2. Category/Type (highlight one category that best describes the project):

- Physical or built** – scenic pull-out, landscaping, wayfinding signage, interpretive panels/kiosks, visitor center, etc.
- Planning** – CMP (now BMP) update, interpretive, marketing, wayfinding, master plan, etc.
- Organizational Development** – fundraising plan, strategic plan or retreat, accreditation, etc.
- Program** – cell phone app, website, beach cleanup, Adopt A Highway, Kids Ocean Day, etc.
- Marketing** – brochure, video, advertising, etc.

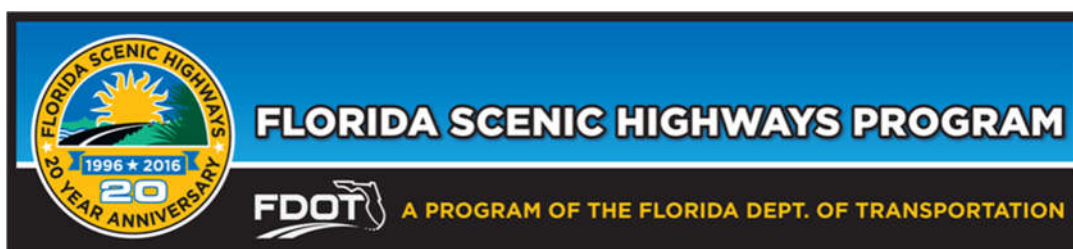
3. Project Budget

Project Budget:	
Government Grant(s) (federal, state, or local)	\$0
Private (individual donations, business sponsors, foundations, special events, membership)	\$0
Earned Income (merchandise sales, fees for programs, etc.)	\$650.00
In-kind value (only include if allowed as matching for grant)	\$0 (see Note 1)
Revenue Generated by Project (i.e., event registration fees, merchandise sales, etc., - not all projects generate revenue)	\$650.00
Total Revenue Raised for/by Project	\$650.00
- Total Cost of Project	\$0
Net Gain or Loss	\$650.00

Note 1: Approximately 200 hours of volunteer time was donated by the byway organization to ensure the success of this event. At \$20.00/hr. that is approximately \$4,000.

4. Project Dates:

- a. **Start Date** (can be prior to 2016): 07/2016 (start project planning)
- b. **Completion Date** (must be in 2016): 11/2016 (event date)



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5. Project Lead

Did the byway organization lead the project (obtained/helped obtain funding, managed project, etc.)?

No. The byway organization was a major partner to the Flagler Chamber of Commerce who served as the lead event sponsor.

If No, please indicate the project lead and describe the role the byway organization played:

The byway organization assisted in event organization. Additionally, the byway organization served as the lead partner responsible for recruiting/managing local heritage partners and historical re-enactors. The byway organization also oversaw the student historical poster board exhibits.

6. Description of the project (this description should include all information needed to develop a 2-3 paragraph article about the project):

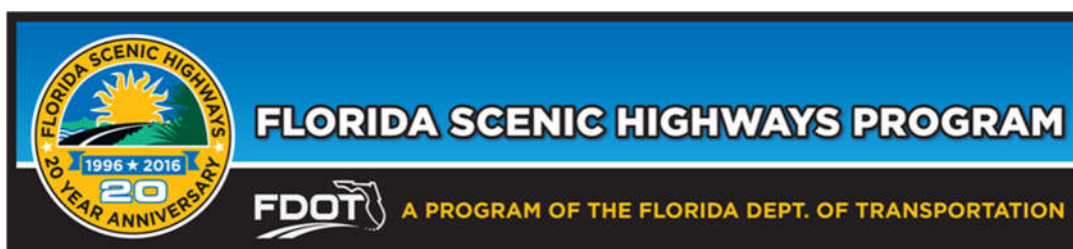
For 11 years, the annual Creekside Festival has invited Flagler County residents and guests to gather at Princess Place Preserve for a local tradition that celebrates the natural beauty of Northeast Florida. Held on the shores of Pellicer Creek, the Creekside Festival has become one of the region's most popular festivals, attracting more than 10,000 visitors each year. The event is a two-day festival with family friendly activities including live bluegrass music, historical demonstrations and exhibits, arts & crafts vendors, a photography contest, a kids' zone, pony rides, food vendors and much more, all in a picturesque natural setting.

Outdoor enthusiasts were able to explore nearby hiking trails, kayak and or fish in the salt marshes along the Matanzas River and Pellicer Creek. History buffs experienced the continued partnership with Heritage Crossroads Heritage Highway that brings historical demonstrators and exhibits to the festival, sharing stories of the area's rich heritage and giving Princess Place the historical recognition it deserves.

The byway organization served as a lead partner for the local heritage portion of the event with volunteers manning the booth for the duration of the event. The byway organization also coordinated youth activities that including a poster board session focused on historical resources found in Flagler County.

7. Lessons learned from the project: What worked well? What would you do differently? What elements were critical to success?

The byway organization has participated in this event for a number of years. It has become the primary event for the byway to get out in the community in an informal and relaxed manner to talk about Flagler history and the byway. Each year the event grows in size and stature. This year the event was delayed because of Hurricane Matthew. Lessons learned included the need for event planning and flexibility especially as a result of the hurricane that forced event rescheduling. This two day event requires a sufficient number of volunteers to set up/tear down the booth, man the booth for the two-day period and ensure that exhibitors are managed. The success of this effort falls on a small number of volunteers. The need to get as many volunteers as possible engaged in this effort is a lesson well learned.



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- 8. Project impact:** Please estimate return on investment if possible. What is known about the economic, quality of life, and/or environmental impacts of the project?

The return on investment is estimated at \$10,000. This approximation for the heritage component of the event is based on event entrance fees, donations received by the byway organization and education of 10,000+ visitors to the event who spent time learning about Flagler County history by talking to Heritage Crossroads volunteers, touring the Pellicer facility and reviewing the poster boards produced by the student participants. Event participants were also able to shop at many of the booths and eat at participating food vendors.

- 9. Byway goals addressed:** What planning goals are addressed by the project?

GOAL 4: Increase awareness of our unique regional history and appreciation for our rich environment through development and presentation of our corridor story to residents and tourists

- 10. Please list and describe the role of all project partners:** Major event/heritage sponsors included:

- Flagler County Chamber of Commerce/Event Sponsor
- Heritage Crossroads Heritage Highway/Local heritage component sponsor

Please email 3-5 high-resolution photos of each project that the FSHP has permission to include in Program publications.

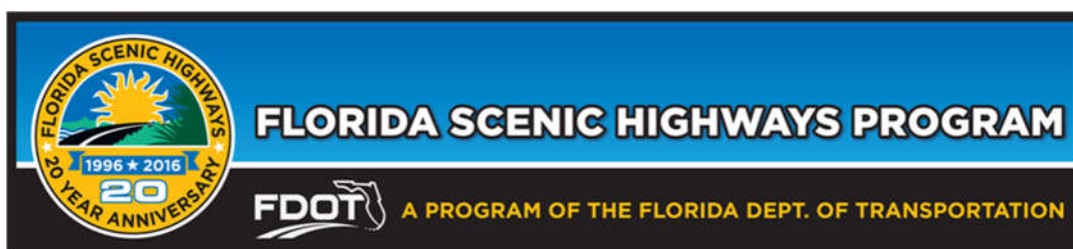
- *Poster Board Project 1.JPG*
- *Poster Board Project 2.JPG*
- *Poster Board Project 3 Sisco.JPG*

Completed Project #2

- 1. Project Name:** Heritage Crossroads 2017 Work Plan

- 2. Category/Type (highlight one category that best describes the project):**

- Physical or built** – scenic pull-out, landscaping, wayfinding signage, interpretive panels/kiosks, visitor center, etc.
- Planning** – CMP (now BMP) update, interpretive, marketing, wayfinding, master plan, etc.
- Organizational Development** – fundraising plan, strategic plan or retreat, accreditation, etc.
- Program** – cell phone app, website, beach cleanup, Adopt A Highway, Kids Ocean Day, etc.
- Marketing** – brochure, video, advertising, etc.



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3. Project Budget

Project Budget:	
Government Grant(s) (federal, state, or local)	\$0
Private (individual donations, business sponsors, foundations, special events, membership)	\$0
Earned Income (merchandise sales, fees for programs, etc.)	\$0
In-kind value (only include if allowed as matching for grant)	\$0 (see Note 2)
Revenue Generated by Project (i.e., event registration fees, merchandise sales, etc., - <i>not all projects generate revenue</i>)	\$0
Total Revenue Raised for/by Project	\$
- Total Cost of Project	\$0
Net Gain or Loss	\$0

Note 2: Board member time spent to fulfill this FSHP requirement was approximately 20hrs. At \$20.00/hr. that is approximately \$400.

4. Project Dates:

- a. **Start Date** (can be prior to 2016): 07/2016
- b. **Completion Date** (must be in 2016): 11/2016

5. Project Lead

Did the byway organization lead the project (obtained/helped obtain funding, managed project, etc.)? The Heritage Crossroads Board was the lead for this project.

6. Description of the project (this description should include all information needed to develop a 2-3 paragraph article about the project):

For 2016 the Florida Scenic Highways Program (FSHP) required that each byway organization develop a work plan for the upcoming year. This work plan was intended to help the byway organizations assess their plans for the upcoming calendar year. In developing this plan the Heritage Crossroads Board felt a need to first assess where their organization has been before establishing a plan of action for the upcoming year. As part of this exercise the Board reviewed its guiding statements (mission, vision, goals and objectives) to ensure they remained consistent with the Board's desires. Based on this review the Board then developed a work plan of key efforts for the upcoming year. This plan is designed to balance mission statement consistency, leadership, available volunteer time, budget, and production schedule.

7. Lessons learned from the project: What worked well? What would you do differently? What elements were critical to success?

Planning is important to a byway organization. It was valuable for board members to review our guiding statements (mission, goals, objectives etc.). This planning process helped remind us of why we are an organization, prioritize our work efforts and manage available resources.

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8. **Project impact:** Please estimate return on investment if possible. What is known about the economic, quality of life, and/or environmental impacts of the project?

It's difficult to assign an immediate cost benefit to planning efforts, but long term value is unlimited.

9. **Byway goals addressed:** What planning goals are addressed by the project?

GOAL 6: Maintain the administrative functions of the organization to ensure long term sustainability.

10. **Please list and describe the role of all project partners:**

- Heritage Crossroads Heritage Highway Board
- Byway Organization membership approval

Please email 3-5 high-resolution photos of each project that the FSHP has permission to include in Program publications.

- 2017 Work Plan Cover.JPG

Completed Project #3

11. **Project Name:** Bus Tours of Historic Flagler County

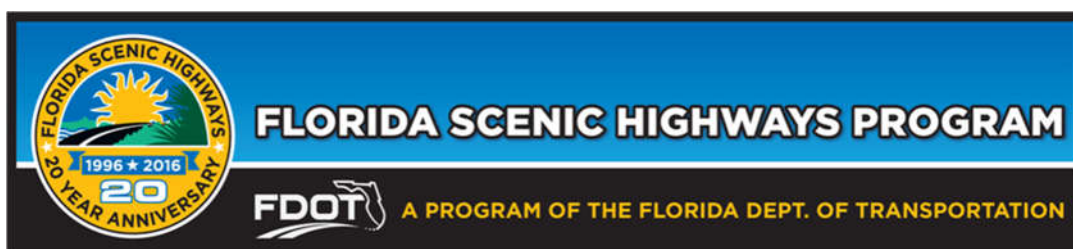
12. **Category/Type (highlight one category that best describes the project):**

- Physical or built** – scenic pull-out, landscaping, wayfinding signage, interpretive panels/kiosks, visitor center, etc.
- Planning** – CMP (now BMP) update, interpretive, marketing, wayfinding, master plan, etc.
- Organizational Development** – fundraising plan, strategic plan or retreat, accreditation, etc.
- Program** – cell phone app, website, beach cleanup, Adopt A Highway, Kids Ocean Day, etc.
- Marketing** – brochure, video, advertising, etc.

13. **Project Budget**

Project Budget:	
Government Grant(s) (federal, state, or local)	\$0
Private (individual donations, business sponsors, foundations, special events, membership)	\$0
Earned Income (merchandise sales, fees for programs, etc.)	\$
In-kind value (only include if allowed as matching for grant)	\$0
Revenue Generated by Project (i.e., event registration fees, merchandise sales, etc., - <i>not all projects generate revenue</i>)	\$600
Total Revenue Raised for/by Project	\$600
- Total Cost of Project	\$50 (see Note 3)
Net Gain or Loss	\$550/year

Note 3: project costs include printing charges for byway itinerary produced by byway organization and distributed to each tour participant.



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14. Project Dates:

- a. **Start Date (can be prior to 2016):** Monthly throughout the year
- b. **Completion Date (must be in 2016):** December 2016 (last tour)

15. Project Lead

Did the byway organization lead the project (obtained/helped obtain funding, managed project, etc.)?

No. The byway organization was a major partner to the Flagler County Historical Society who arranges and conducts the tours.

If No, please indicate the project lead and describe the role the byway organization played:

The Flagler County Historical Society is the lead organization for these historical tours. The Byway Organization provides the tour itineraries to the Historical Society for distribution to the tour participants.

16. Description of the project (this description should include all information needed to develop a 2-3 paragraph article about the project):

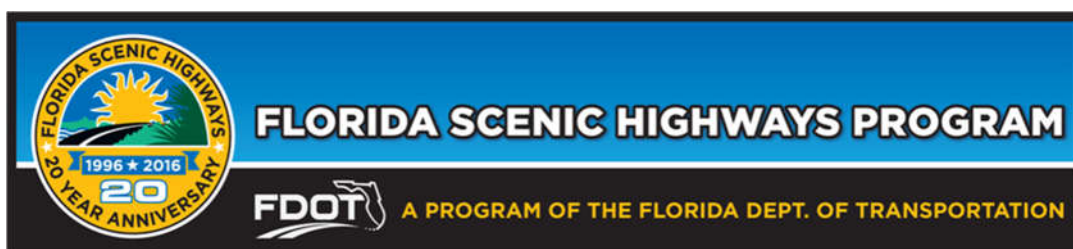
The Flagler Historical Society offers the community an opportunity to step back in time. The Society's tour through Flagler County consists of just over four hours and over 100 miles of travel through historic landmarks that explain the history of Flagler from the present day to as deep as the American Revolution in the eighteenth century.

Much of the tour traverses the Heritage Crossroads corridor and includes stops in Espanola, Bing's Landing, Flagler Beach, Korona, Masonic Cemetery and Old Kings Road.

The main purpose of the tours is to make the community aware that there was and still is history in Flagler County. The byway organization provides a trip itinerary for each participant. For its support the byway organization receives a contribution back from the Historical Society.

17. Lessons learned from the project: What worked well? What would you do differently? What elements were critical to success?

The Flagler Historical Society is a founding member of the Heritage Crossroads byway organization. This partnership has been a benefit to both organizations over the years. The lesson learned from this relationship has been that developing partnerships make it easier to succeed. Partnerships typically bring added resources and advocacy to a cause. Partnering typically lightens the load on all involved.



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18. Project impact: Please estimate return on investment if possible. What is known about the economic, quality of life, and/or environmental impacts of the project?

The return on investment to the community is estimated at \$4,000/yr. The Historical Society charges \$20/person and approximately 10 tours are conducted annually. Much of this revenue goes to the Society with a portion donated to the byway organization.

19. Byway goals addressed: What planning goals are addressed by the project?

GOAL 4: Increase awareness of our unique regional history and appreciation for our rich environment through development and presentation of our corridor story to residents and tourists.

20. Please list and describe the role of all project partners:

- Flagler County Historical Society (lead partner)
- Heritage Crossroads Heritage Highway

Please email 3-5 high-resolution photos of each project that the FSHP has permission to include in Program publications.

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Section 2: Other Accomplishments and Ongoing Projects

1. Please describe any other noteworthy accomplishments from 2016 not included in the Completed Projects section. Also discuss any ongoing projects that were not completed in 2016.

- **Bunnell Crossroads Memorial:** The City of Bunnell was recently awarded a Florida Recreation Development Assistance (FRDAP) grant (\$29,000) through the Florida Department of Environmental Protection to develop a small recreational area on a vacant, City owned parcel in downtown Bunnell. The byway organization has been working with this local government partner through 2016 to design the project and its components. The City received the FRDAP funding in the fall of 2017 and construction is anticipated to be complete by the end of 2017.
- **HC Brochure/Rack Card Update:** In 2016 the byway organization initiated the redesign of their byway brochure. The design/printing of a rack card format product is currently underway. As part of this effort all text and mapping for the new rack card was updated. Funding to print this document was originally anticipated to be through a Flagler County Government grant. Because of a reprioritization of available county funds the byway organization is now planning to use byway funds to pay for printing costs. The byway organization is also in discussions with the selected printer for reduced printing costs in trade allowing the printer to add his company name to the brochure.
- **Posted Signage for Old Brick Road:** This is a Garry Balogh legacy project intended to discourage the removal of bricks from the Old Brick Road (listed on the National Register of Historic Places & part of the byway). The byway organization worked with the Flagler County Board of County Commissioners to erect signage prohibiting the removal of bricks from the road bed. A ribbon cutting ceremony is scheduled for the spring 2017.



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Section 3: Previously Completed Projects and Byway Resources

1. Please describe the significant benefits or positive impacts from projects completed prior to 2016. Name the project and summarize any impacts or measures of success in all areas below that apply:

a. Economic:

b. **Quality of life**

Youth engagement as part of multiple byway efforts: Part of the byway organization's focus is educating the youth of the community on the regions heritage. As a professor at Daytona State College, byway chair Nancy Duke offered her history students the opportunity to learn about their community through "for credit" classroom assignments. Now in its second year as a byway initiative, several dozen Daytona State College students have visited the byway, listened to guest lecturers, performed historical research and given presentations through poster board sessions to the general public. The benefits to this type of opportunity are many. Students learn about the community they live in, byway members get to pass on their knowledge of the region's history to leaders of the future and the number of volunteers for historical/heritage advocacy grows.

c. Environmental:

d. Other:

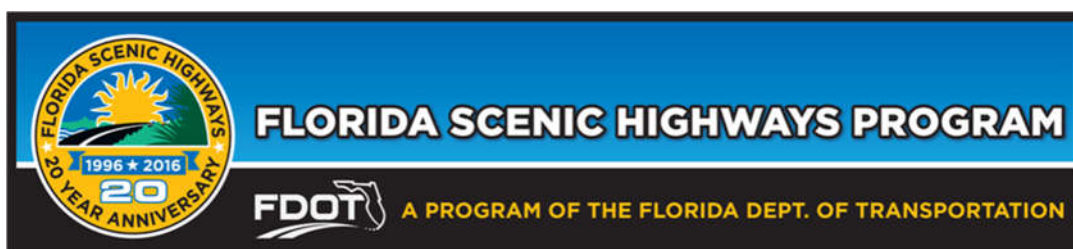
2. Please describe any damages or threats to resources (i.e., resources that contributed to the scenic highway designation) that occurred in 2016:

- The Florida Agricultural Museum is a founding partner to the Heritage Crossroads Byway organization. Located along the byway, the "Ag" Museum offers a glimpse into real Florida life from the 1800s. As with many not-for-profits, identifying funding to maintain programs and facilities continues to be a challenge. The "Ag" Museum currently is in the midst of a financial crisis that could impact their long term viability. The loss of this byway partner would have a direct impact on the byway organization and the community. Losing a resource that helps tells a portion of the byway story is difficult to replace. Recently there has been some discussion among elected officials about emergency funding to maintain portions of the facility, but a strong advocacy will be needed to keep the facility viable long term.

Section 4: Public Participation & Partnerships

1. Describe how byway stakeholders (residents, business owners, local government officials, and partners) were routinely updated about the scenic highway in 2016.

- The byway organization recently updated their monthly email contacts list. Newly elected officials have been added.
- Social media (web site, Facebook)
- Newsletter (we recently lost our editor, but regularly distributed newsletters through the early part of 2016)
- Public announcement of byway meetings
- Targeted distribution of the FSHP Annual Report



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2. Are there issues or concerns regarding the scenic highway in corridor communities?

None that we are aware of.

3. How are new byway organization members, leaders, and volunteers recruited?

- Word of mouth-We recently recruited a new organization secretary based on word of mouth
- Recently a local law firm began sending a representative to our meetings based on long term knowledge of the byway organization efforts

4. Is there evidence that more stakeholders are involved/interested in and/or aware of the scenic highway (more people receiving newsletter, attending meetings, volunteering, etc.)?

There is some evidence. We offered guest speakers at several of our byway organization meetings in 2016. Some speakers drew larger audiences than others. We have received inquiries about participation through the Heritage Crossroads Gmail account.

5. With how many stakeholders does the byway organization routinely communicate (meeting notices, newsletters, etc.)?

100

6. Describe how the byway organization assisted its partners in 2016.

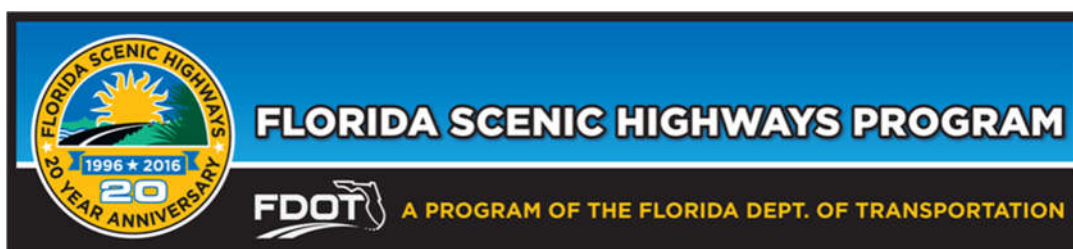
- **Flagler County Historical Society:** Partnering on monthly bus tours
- **Flagler Chamber of Commerce:** Participation in Creekside Festival
- **City of Bunnell:** partnering on the design of the Bunnell Crossroads Memorial
- **Flagler County School Board:** initiated efforts to support county elementary school teachers as they worked to upgrade the history book used in classrooms

Section 5: Funding

1. Does your byway organization have an annual budget? (highlight a response)

- Yes** – Please email as an attachment to wanda.maloney@floridascenichighways.com
- No – Please provide the following revenue information for 2016:

Government Grant(s) (federal, state, or local)	\$
Private (individual donations, business sponsors, foundations, special events, membership)	\$
Earned Income (merchandise sales, fees for programs, etc.)	\$950
In-kind value	\$5,500
Total Funding	\$6450



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2. Please describe your outstanding funding needs in the following categories:

- a. Project(s) or program(s) that lack funding:
- b. Total amount of funding needed (in dollars rounded to nearest \$100):
- c. Potential sources of funding identified:

1. **Reproduction of byway literature** (brochures, fact sheets, itinerary): The byway organization is currently using its own funds to update/reproduce these materials. The group is investigating a possible 2017 County Tourist Development grant option to address future needs. Funding need \$1,500.
2. **Flagler County Visitor Center:** The byway organization has partnered with the County BOCC to identify funding for the design/construction of a visitor center to be located at the Florida Agriculture Museum. Preliminary design has been completed. Funding to complete project permitting and construction has not yet been identified. Funding need \$1,000,000.

3. Please list potential funding sources being pursued (if not identified above).

We have no additional pursuits at this time

4. Please describe the organization's challenges to obtaining funding.

Competition for limited resources, availability of appropriate grant opportunities , grants development staffing capable of winning grants

5. Please describe your funding success stories from 2016. For example: a successful fundraising event or identifying a new source of funding.

As noted above, the byway organizations premier yearly fund raiser is the Creekside festival. \$600+ were raised by the byway volunteers during this 2 day event. General donations, sale of poetry and a 50/50 contest helped double revenue from previous years.

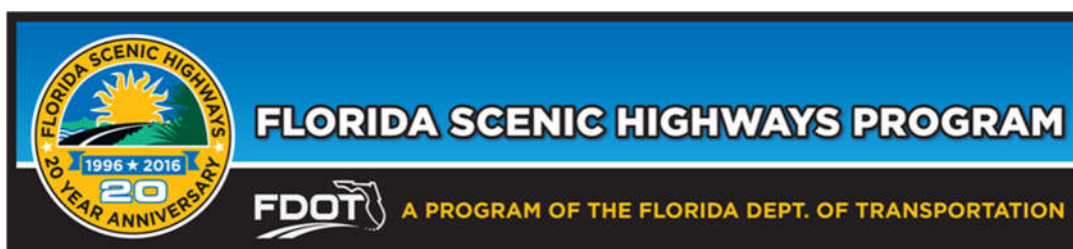
Section 6: Marketing

1. Describe the marketing methods used (website, brochure, festival booths, advertisements, social media, etc.) in 2016 for the scenic highway and the effectiveness of each.

Our social media sites need updating. Because of a limited number of volunteers at this time we are not as active as we would like in social media efforts. Our byway brochure gets extensive exposure in the community. We had a successful fall festival season. Our byway organization meetings are advertised in the local newspaper and through Sunshine Law notifications

2. What was the total amount spent on marketing? Minimal

3. What were the sources of funding for marketing? Donations and limited partner teaming



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4. Please list the social media accounts active for the byway along with the number of followers for each (Facebook, Twitter, YouTube, Pinterest, Instagram, etc.): Facebook
5. Describe any local tourism trends based on available data (number of tourists increasing, new local/regional economic impact data, etc.).

Based on current Flagler County BOCC Tourist Development Tax Collections figures the county has averaged an approximate 10% increase in tourist tax revenue yearly for the last 5 years. Over \$2,000,000 in tourist tax dollars was generated during FY 2015/16, the highest yearly figure for the period (FY 11/12 through FY 15/16).

6. Has the impact of the scenic highway on local tourism trends been identified in any way? If so, please describe. Not to date
7. Please describe how the byway organization is working with local tourism agencies.

Flagler County Government recently assumed control of the Tourism office of the Flagler Chamber of Commerce. As a partner to the byway, the county has always had a close partnership with the byway organization. Historically the byway organization has sought/received local TDC grant dollars to fund specific projects.

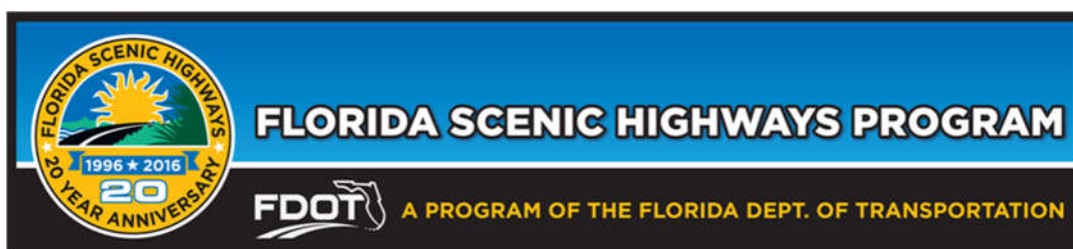
Section 7: Byway Organization

1. What is the organization's current structure (nonprofit, informal citizen group, etc.)? Not-for-Profit
2. In what organizational development activities did the byway organization engage this year (training, evaluation/assessment, accreditation, strategic planning, etc.)?
 - Participation in the statewide Grants Workshop provided by the FSHP (fall 2016)
 - Participation in the District V byway workshop (spring 2016)
 - FSHP Annual Work Plan development process (fall 2016)
3. What are the organization's greatest challenges (recruiting new members, getting the work done, obtaining funding, etc.)? Membership, successional leadership, funding

Section 8: Byway Management Plan (BMP)

1. In what year was your current BMP (or CMP) adopted? 2008
2. Based on FSHP Guidance Section 4, when does your byway organization anticipate the next BMP update will occur?

A strategic planning session was conducted by the Board in 2012 resulting in updated goals. The recently completed FSHP 2017 Work Plan effort allowed the board to review our mission, goals etc. and



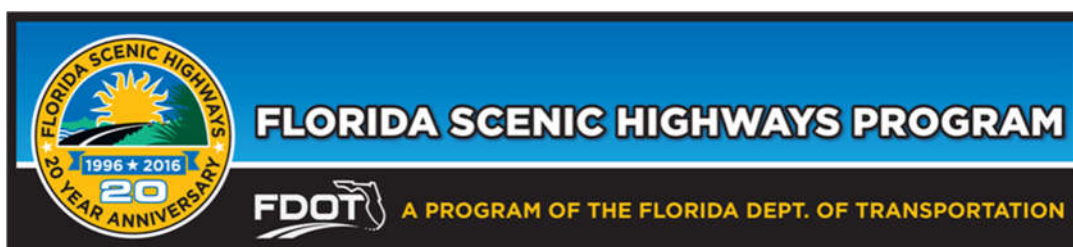
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confirm their continuing relevance. We anticipate no additional planning efforts until the next work plan effort in the fall of 2017.

3. **Does your byway organization have questions about or need help deciding when to update the BMP?** Not at this time

Section 9: Final Comments

1. **Please list any other significant accomplishments or activities that have not been captured in this report.** Heritage Crossroads has nothing additional to report at this time.



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Heritage Crossroads Heritage Highway

Consolidated Statement of Activities

FY 2016 Budget (with projection to FY 2017)

Revenues	FY 2016	FY 2017
H. Crossroads Themed Merchandise	\$50	\$100
Grants Received (BOCC grant)	\$0	\$1,500
Donations	\$200	\$300
Events Revenue	\$800	\$750
Expenses		
Post Office Box	\$80	\$80
Postage	\$20	\$20
Office Supplies	\$20	\$20
Licenses/Certifications (Corporate & Not-for-Profit)	\$75	\$75
Donations	\$0	\$50
Memberships (Chamber)	\$225	\$225
NET ASSETS	\$305	\$1,955
<i>Volunteer Time (@\$20/hr.)</i>	<i>\$5,500</i>	<i>\$6,250</i>

Heritage Crossroads Budget Analysis: January 18, 2017