

2017 FSHP Byway Annual Report (BAR) Form

Scenic Highway: Heritage Crossroads

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Section 1: Completed Projects

Did your byway organization complete one or more projects in 2017?

Yes – If more than one project was completed in 2017, make a blank copy of Section 1 starting at “Completed Project #1.” Paste this blank copy into the report below Project #1 and change the project number for each subsequent completed project.

No

Completed Project #1

1. Project Name: Flagler County 100-Year Centennial Celebration

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 Cost and Sources of Funding:	
Government Grant(s) (federal, state, or local)	\$
Private (individual donations, business sponsors, foundations, special events, membership)	\$
Earned Income (merchandise sales, fees for programs, etc.)	\$
In-kind value (only include if allowed as matching for grant)	\$800.00
Total Cost of Project	\$800.00
Revenue Generated by Project (i.e., event registration fees, merchandise sales, etc., - <i>not all projects generate revenue</i>)	\$0
Net Gain or Loss	\$?

IRS Volunteer Rate: \$24.14/hr.

4. Project Dates:

- a. Start Date (can be prior to 2017): 1/2017



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b. **Completion Date** (must be in 2017): 4/2017

5. Project Lead

Did the byway organization lead the project (obtained/helped obtain funding, managed project, etc.)? Yes or No (highlight a response)

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

The Flagler County Board of County Commissioners (BOCC)/Centennial Committee was the lead organization for this year long event that culminated with a Centennial Celebration on April 29th.

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

2017 marked the 100th anniversary of Flagler County's incorporation. Governor Sidney J. Catts signed legislation into law on April 28, 1917 paving the way for the creation of Flagler County from what had been an area of St Johns County and some of Volusia County.

During 2017 the Flagler BOCC sponsored a series of events to celebrate the County's centennial. All residents and municipalities were invited to participate in this year-long celebration to honor the past and educate future generations on the County's rich culture and heritage.

The Heritage Crossroads Byway Organization along with many of its partner organizations including the Flagler County Historical Society and the Florida Agriculture Museum participated in many of the sponsored events held during the year. The byway organization and its partners all took partook in the day long celebration on April 29th at the County building in Bunnell. Byway volunteers manned an information table that provided information on the Florida Scenic Highways Program (FSHP), Central Florida byways and Heritage Crossroads specific materials. Volunteers collected visitor's contact information, gave away FSHP promotional items, and byway bookmarks that FDOT/District 5 helped produce.

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

The informational materials that were offered provided detailed information on the FSHP and byway. Byway maps allowed visitors to better understand the designated corridor and its resources. Promotional materials offered helped draw visitors to the booth. The bookmarks provided by FDOT were a real hit with the younger crowd.

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?

This event was more of an opportunity to educate the community on the FSHP and the Heritage Crossroads Byway than it was a fund-raising event. The overall event drew an estimated 2,000 people. Many of the attendees purchased food and drink but little can be tied to byway metrics. Byway



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volunteer staff time has been estimated at 30 hours including event planning and day of event participation. This translates in into \$800 of in-kind donation of volunteer time.

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

Participation in this event is consistent with Goal 4/Community Education. Additionally, this event is consistent with the Byway organization's 2017 Work Plan

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

- Flagler County BOCC: Event sponsor
- Byway Organization: Event participant
- Flagler County Historical Society
- Florida Agriculture Museum
- FDOT: design and print of Heritage Crossroads bookmarks distributed on the day of the event

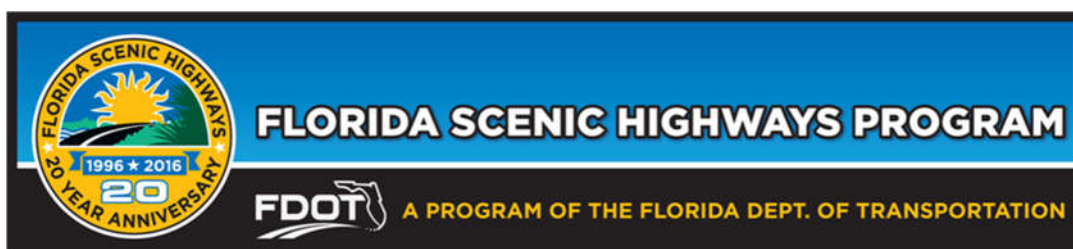
*Please email 3-5 high-resolution **photos** of each project that the FSHP has permission to include in Program publications.*

Section 2: Other Accomplishments and Ongoing Projects

1. Please describe any other noteworthy accomplishments from 2017 not included in the Completed Projects section. Also discuss any ongoing projects that were not completed in 2017.

Accomplishments:

- **Met with County Commissioner Sullivan:** Byway leadership participated in a one-on-one briefing with newly elected Commissioner David Sullivan in April. During the 2-hour session Byway Chair Nancy Duke and the DSHC introduced the Commissioner to the FSHP & Heritage Crossroads Heritage Highway. Commissioner Sullivan has been assigned as a Commissioner liaison to historical and cultural issues in Flagler County.
- **Bus Tour of Flagler County:** The Flagler County Historical Society offers a monthly bus tour of Flagler County and its rich history and culture. This tour is a partnership between the Society, County and the byway organization. In October, members of the HC Board, FDOT staff and Commissioner Sullivan participated in the tour, much of which includes the byway corridor. Three goals of byway participation included; introducing newly elected Flagler County Commissioner Sullivan to the history of Flagler County, complete a 2017 Work Plan goal of the DSHC to field review each of the District Five designated byways and ensure that byway leadership has exposure to their entire byway.
- **Welcome to FDOT Secretary Dew:** Upon Governor Scott's announcement of the appointment of Mr. Dew as the new Secretary of FDOT, the HC Board sent a welcome letter and package that included information on the FSHP and Heritage Crossroads.
- **Participation in District Five Byway Forum:** Several representatives from the Board participated in the day-long District Five Byway Forum on March 9th. Nancy Duke gave a presentation on "Service Learning" requirements at Daytona State College and how the byway has used this requirement to support community heritage projects



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- **Volunteer Recruitment:** As with many community organizations, HC has a need for additional volunteers. Working in partnership with Flagler County Volunteer Services, the byway organization developed a job description and advertised for a volunteer on the FCVS web site.
- **Update Membership Database:** Because of a lack of volunteers, the Byway organization had not updated their member database for several years. As a result, there were many dated contacts in the database. Working in partnership with Flagler Volunteer Services, the byway organization developed a job description and advertised for a volunteer. Shortly after the advertisement was posted on the FCVS website a volunteer made contact and expressed a willingness to assist in updating the database.
- **Byway Rack Card Printing:** During 2017, the Byway organization updated their byway brochure to become a rack card. With FDOT's assistance, information presented was updated. The Byway organization then used available organization funds to print the new card.
- **Byway Signing Plan:** The Byway Organization worked with FDOT to update their FSHP signing along the byway. By project completion, new/replacement signage based on FDOT requirements had been installed as needed. Because of this task, the byway and FDOT also have an updated signing plan that documents sign locations.
- **Maintain Not-for-Profit Status:** The Byway Organization maintains its state incorporation status along with state/federal not-for-profit status.
- **Historical Society Donation:** The Byway Organization received several donations from the Flagler County Historical Society during the year. These donations are the result of the ongoing bus tour partnership between the Society and Byway.
- **Visit Florida:** The Byway Organization has taken advantage of Visit Florida's free membership offer through 3/31/18. Based on this membership the byway is currently investigating Visit Florida grant opportunities not available to those that are not members. Additionally, the byway organization is working with its partner the Florida Ag Museum to apply for assistance under the Targeted Marketing Support Program for Rural/Agricultural Businesses.

Ongoing Projects:

- **Bunnell Crossroads:** The Byway Organization is working closely with the City of Bunnell and Flagler County to develop a small parcel in downtown Bunnell. The City received a FDEP/FRDAP grant to assist in redeveloping this City-owned parcel into a passive recreational green space. The Byway organization is involved in developing options for inclusion in the site.
- **Service Learning:** The Byway Chair is currently overseeing a group of Daytona State College students who are learning about Flagler County's agriculture heritage. The students are working at the Florida Agriculture Museum, a major byway partner, to lead tours that discuss the County's agriculture heritage, beginning in 2017 and continuing throughout 2018. This project is a partnership between the Byway, Daytona State College and the Florida Agriculture Museum.
- **First Friday/Flagler Beach:** Board member, Stan Drescher, participates in the monthly First Friday event on Flagler Beach. He distributes byway informational materials, collects donations and writes poems for interested visitors (all proceeds go to the byway organization)

Section 3: Previously Completed Projects and Byway Resources



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1. Please describe the significant benefits or positive impacts from projects completed prior to 2017. Name the project and summarize any impacts or measures of success in all areas below that apply:
 - a. Economic: Flagler County tourism revenue hit record levels in 2016 to the county's Tourist Development Office.
 - b. **Quality of life:** Service Learning projects have helped to teach the youth of Flagler County about the history of the community that they live in, and to foster an appreciation and stewardship for future generations.
 - c. Environmental: FDOT fast response to Hurricane Matthew impacts and long term solutions along the coast are appreciated.
 - d. **Other:** Continue to update Byway Informational Materials

2. Please describe any damages or threats to resources (i.e., resources that contributed to the scenic highway designation) that occurred in 2017:

Hurricane Irma caused significant damage in Flagler County. Flooding in many areas remains today. Several byway resources and partner facilities (Florida Ag Museum, Flagler County Historical Society and Flagler Beach Historical Society) received damage. Repairs will be slow to complete. Based on a recent field review few FSHP signs were damaged during the storm.

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 2017.

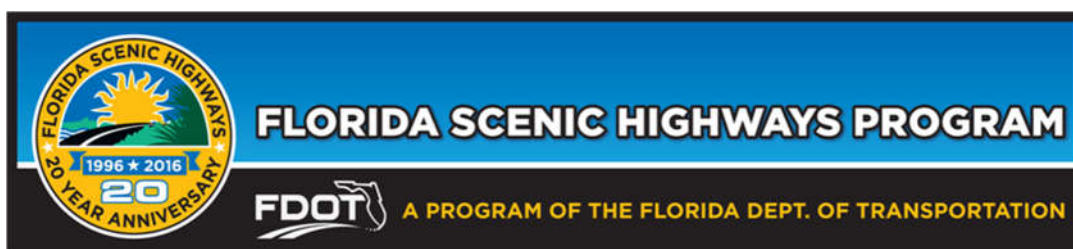
During 2017 the Byway Organization updated their member database. This database now contains approximately 100 stakeholders including residents, business owners, local government/elected officials. Additionally, the byway collects contact information during events they participate in. This contact information is added to the member database. This database is used to provide organization updates on meetings and events the group is participating in.

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

No issues that we are aware of at this time.

3. How are new byway organization members, leaders, and volunteers recruited?
 - Word of mouth
 - Flagler County Volunteer Services: During 2017, the byway organization partnered with FCVS to advertise for volunteer assistance. A volunteer was recruited through this partnership. This volunteer assisted the byway in updating their member database.
 - DSHC rotary presentations
 - **Byway outreach through events and partnerships**

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.)?



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Although there appears to be increased interest in Flagler County history and culture the number of volunteers has increased only minimally. This seems to be the case with our partners also. “Volunteerism” in the community seems stagnant. Unfortunately, The community is still recovering from two back to back annual catastrophic hurricanes (Matt & Irma).

5. With how many stakeholders does the byway organization routinely communicate (meeting notices, newsletters, etc.)?
 - 100 (approximately)
 - Our social media outlets (web site/Facebook) reach additional stakeholders. Our Facebook site has 75 followers. Instagram has over 100 followers.

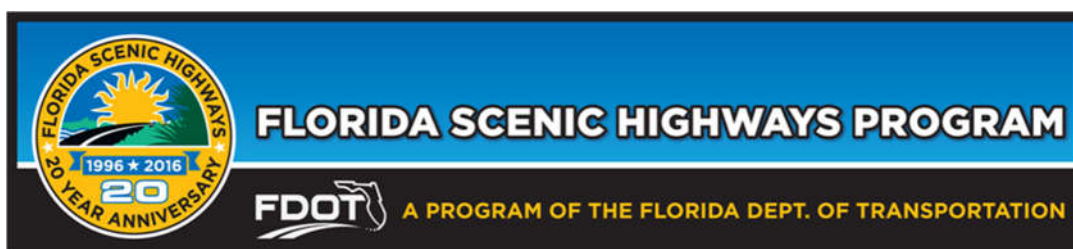
6. Describe how the byway organization assisted its partners in 2017.
 - **Flagler County Historical Society:** The byway organization supplies tour information for the Society’s monthly bus tours
 - **Florida Ag Museum:** The Byway’s Service Learning Program is currently supplying Daytona State College students to the museum. These students are assisting with museum operations
 - **City of Bunnell/Flagler County Board of County Commissioners:** The byway organization is working with the City Manager and County engineering staff to design and construct the Bunnell Crossroads memorial project in Downtown Bunnell. This is an Florida department of Environmental Protection funded community development grant. Byway Board member John Seibel has served as project coordinator working to bring together technical staff from both local governments to complete this effort.
 - **Flagler County Board of County Commissioners:** The Byway organization participated in the County’s Centennial celebration. Additionally, the byway was in the leadership role for the installation of the Old Brick Road brick paver protection project.

Section 5: Funding

1. Does your byway organization have an annual budget? (highlight a response) (see attached budget)
 - **Yes** – Please email as an attachment to wanda.maloney@floridascenichighways.com
 - **No** – Please provide the following revenue information for 2017:

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

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



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- a. Project(s) or program(s) that lack funding: Funding is being sought to reprint byway informational materials. Additional community funding will be necessary to complete the Bunnell Crossroads project
 - b. Total amount of funding needed (in dollars rounded to nearest \$100): \$15,000
 - c. Potential sources of funding identified: The Byway organization is currently assessing several grant opportunities but most funding will be based on in-kind volunteer support. The Byway organization will partner with the City of Bunnell to locate additional funding for future phases of the Bunnell Crossroads project.
3. Please list potential funding sources being pursued (if not identified above).
 4. Please describe the organization's challenges to obtaining funding. Availability of time to research grant opportunities and availability of volunteer resources trained in grants preparation.

Availability of volunteers to focus on fund raising efforts.
 5. Please describe your funding success stories from 2017. For example: a successful fundraising event or identifying a new source of funding.

The Daytona State College Service Learning program has been a godsend for the Byway community. The college students receive learning credit for completing service projects in the community. Over the last 3 years approximately 25 students have participated in this service program and as a result the byway community received approx. \$18,000 in in-kind support.

Section 6: Marketing

1. Describe the marketing methods used (website, brochure, festival booths, advertisements, social media, etc.) in 2017 for the scenic highway and *the effectiveness of each*.
 - **Social Media:** Although we have several social media tools available, they have become dated and therefore minimally effective. At this time, we have no social media coordinator to lead this effort. As a result, these tools have minimal current marketing value. The organization will attempt to upgrade and take better advantage of these tools in 2018.
 - **Printed materials:** Currently our printed materials provide the bulk of our marketing exposure. These materials are distributed at all community events. Brochures, trip itineraries and other marketing materials are placed at key partner locations in Flagler County. We plan to leverage and take advantage of the multiple marketing opportunities offered by Visit Florida as part of our current membership.
 - **Community events:** The byway organization participated in 2 community events this year. The Flagler Beach/First Friday and County Centennial events provided significant exposure for the Byway Organization.
2. What was the total amount spent on marketing?

The Byway Organization budgeted \$200 to produce the Byway Rack Card. FDOT supported this effort in addition to the production of Byway "book marks" distributed at the Centennial event.



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3. What were the sources of funding for marketing?

Byway organization general revenue budget funding. FDOT has provided significant technical support to help update our marketing materials.

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.):

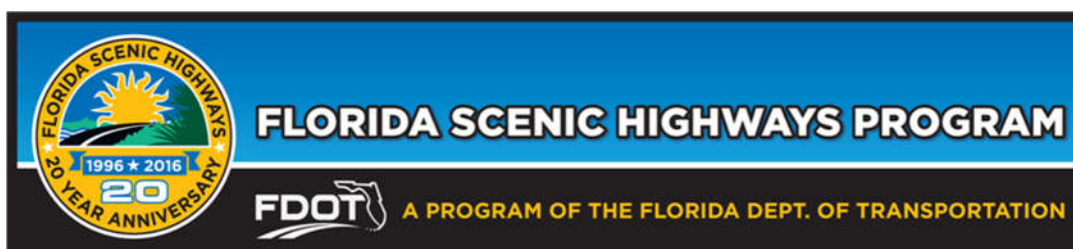
- Web site
- Facebook

5. Describe any local tourism trends based on available data (number of tourists increasing, new local/regional economic impact data, etc.).

Florida welcomed 106.6 million overnight visitors during the 2015 calendar year. This continues a trend of increasing number of visitors every year to the state. According to Visit Florida's visitor profile research a growing number of these visitors are focused on experiencing Florida's history and culture (Visit Florida 2011-2015 survey results). This is of particular importance to Heritage Crossroads because nearly 20% (Visit Florida) of all visitors to the state choose NE Florida as their destination point for these history/cultural experiences. At the local level, Flagler County tourism revenue hit record levels in 2016 (most recent year available) according to the county's Tourist Development Office. The county finished the 2016 fiscal year 9 percent ahead of its previous record-setting year (2015) putting tax revenue collections over \$2 million for the year. Again, this is significant to the Byway organization because many of the most heavily visited heritage/cultural sites in Flagler County are located along the byway. Both the Florida Ag Museum and Princess Place have experienced increases in visitors over the last several years. Additionally, The Flagler Historical Society's monthly historical bus tour maintains a long waiting list to take the 4-hour tour. Lastly, the Flagler County Chamber sponsored Creekside Festival that highlights Flagler County history and culture has increased in popularity over the past several years.

Not all of these local tourism trends are directly attributable to the Byway organization but most are attributable to our byway partners and they reflect a growing trend that visitors come to Florida want a "real" Florida experience including exposure to its history and culture. The byway organization and its partners have contributed to this increase in Flagler County's popularity. Supporting byway partners like the Ag Museum and the Historical Society tours with volunteers and informational materials make the visitor experience more educational. Additionally, Bill Ryan, Flagler County Historian, and his series of books on local history help increase interest.

The Byway Organization is aware that the FSHP is working to develop specific dollars estimate for the value of a byway designation. At this point the facts are a bit circumstantial but it's clear that visitors enjoy the historical/cultural opportunities they experience along the byway and interest continues to grow. Locally, our DSHC has tasked a team with the University of Florida to conduct an economic analysis of the Scenic Sumter Heritage Byway to show that the byways do in fact contribute to the



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economic development in the community by analyzing 3 parts- ROI, Return on Mission (ROM), and participant surveys at events.

6. Has the impact of the scenic highway on local tourism trends been identified in any way? If so, please describe.

According to the County TDC Executive Director, no economic analysis has been completed recently that can specifically document the impact of a designated scenic highway on local tourism. We understand the FSHP is currently analyzing tourism trends associated with a scenic highway. Once available, this information will be invaluable to the byway organization as we attempt to educate our local leaders on the contribution that a designated scenic highway makes to the local economy. See above what our DSHC is doing in District 5.

7. Please describe how the byway organization is working with local tourism agencies.

The Flagler County Chamber of Commerce and the Tourist Development Council are long term partners to the byway organization. Representatives from the Chamber regularly participate in byway functions and the byway organization is a long-term partner to Chamber events like the Creekside Festival. Leadership of the TDC, County Commissioner Nate McLaughlin, is a frequent speaker at byway meetings. The Chamber displays byway materials in their offices and the Byway has a good track record of receiving grants to support development of byway informational materials.

Section 7: Byway Organization

1. What is the organization's current structure (nonprofit, informal citizen group, etc.)?
Not for Profit entity-501c3
2. In what organizational development activities did the byway organization engage this year (training, evaluation/assessment, accreditation, strategic planning, etc.)?
 - Participation in District Five Byway Forum
 - Participation in Statewide learning sessions
 - Updated the Heritage Crossroads Board Manual
 - Produced 2018 Work Plan
 - Day-long tour of the byway
 - Production of the 2017 Annual Report
3. What are the organization's greatest challenges (recruiting new members, getting the work done, obtaining funding, etc.)?

Volunteer recruitment is the most significant challenge faced by our organization. Second is documenting the value of the byway organization.

Section 8: Byway Management Plan (BMP)

1. In what year was your current BMP (or CMP) adopted?



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2. Based on FSHP Guidance Section 4, when does your byway organization anticipate the next BMP update will occur?

Based on the current FSHP Guidance Manual there have been no significant organizational changes requiring a CMP update. We review our mission/vision and update our goals & objectives on a yearly basis as part of the Byway Annual Work Plan update cycle.

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.

In general, our biggest hurdles are 'proving our value' via an economic report, sustainable funding, grant writing skill set, and membership retention. The byway continues to request the FSHP to provide training opportunities that support these initiatives.