

Heritage Crossroads Miles of History Heritage Highway

Annual Work Plan - 2019



November 2018

Introduction

The Florida Scenic Highways Program requires that each byway develop an annual work plan (plan) for the upcoming year. The intent of this requirement is to help the byway organizations establish a plan of action for the upcoming calendar year. To comply with this requirement, the Heritage Crossroads Board developed the following document that is realistic and takes into consideration the human and financial resources of the organization. This Annual Work Plan 2019 has two parts;

1. Assess current byway organization status
2. Establish a 2019 Work Plan

Current Status

Byway Background

In 2004, community advocates including county and local government representatives, Flagler County Historical Society and other community leaders came together to discuss the historic significance and natural beauty of Flagler County. These local partners recognized the importance of a scenic highway designation as a method of telling the story of Flagler County's heritage and providing an economic development tool for the region. In 2008, 98 miles of Flagler County roads were designated as a Florida Scenic Highway, Florida's first heritage highway (**Figure 1**). Since that time, Heritage Crossroads, Inc. has worked diligently to implement its mission of community education, resource enhancement and protection of the region's heritage resources.

In addition to its role as an advocate for the region's heritage, the organization has had success in partnering with other local advocacy groups to accomplish several community projects that are consistent with its mission.

Guiding Principles

As part of the Work Plan (Plan) development process, the Board first reviewed their Mission Statement and defining values to ensure that they still accurately reflected the organizations focus. This review determined that these two statements, as presented here still reasonably meet the organizations desires.



Figure 1: Heritage Crossroads Heritage Highway Location Map

Mission

The mission of Heritage Crossroads is to highlight the historic resources of Florida's first Heritage Highway by promoting, enhancing and preserving the unique character of these resources and their place in Florida's history. Through education and interpretation we will enhance the experience of visitors and the community's appreciation of the region's heritage.

Defining Values

- Appreciation for the history of Flagler County
- Building a vibrant local economy
- Respect for the founding families of the region
- Desire to ensure that future generations understand their roots
- Appreciation for the balance between community heritage and the natural beauty of the region
- Maintaining strong partnerships with other community advocacy groups having similar interests

Goals & Objectives

The Board reviewed their current Goals & Objectives to ensure that their priorities and day-to-day efforts are consistent with these statements. This review resulted in minor edits to its goals and objectives to better reflect the organization's current direction and to edit items completed. As part of this review, the Board also assessed the status of each statement and noted that many are currently being worked on.

1. GOAL: Resource Protection – Protect, preserve, maintain and enhance the historic, natural and scenic resources of the corridor.
Underway

- a. **Objective:** *Support the establishment of Canopy Tree Protection and Heritage Oak Tree Protection ordinances with local governments along the corridor.*

Strategy 1: Meet with local officials to express the importance of protection ordinances.

Strategy 2: Identify local ordinances currently in place, collect

sample ordinances in other communities, and if applicable, help draft language for ordinances for areas along the corridor with significant tree canopy.

Strategy 3: Partner with other local advocacy groups and partner to support passage of these ordinances.

- b. **Objective:** *Support the protection of areas along the corridor with significant native vegetation.*

Strategy 1: Promote sensible land management, exotics control education and the value of native vegetation for property owners along the corridor.

Strategy 2: Support the elimination of exotics and the use of native species along the corridor.

- c. **Objective:** *Support efforts to obtain and/or support existing historic designations for significant resources along the corridor*

Strategy 1: Assist in identifying/developing significance statements for key resources with focus on their contribution to regional/local heritage.

Strategy 2: Participate on advisory/management boards that work to ensure the recognition and long-term protection of significant resources and their contribution to the region's history.

- d. **Objective:** *Monitor outdoor advertising and signage activities along the corridor.*

Strategy 1: Support the Florida Department of Transportation (FDOT) and local government's signage and outdoor advertising controls.

Strategy 2: Support local grant programs that provide incentives to businesses to replace or reduce sign clutter.

- e. **Objective:** *Help establish a database of historic, scenic and recreation destination points along the corridor and identify the appropriate repositories for this information.*

Strategy 1: Identify and document contributing resources already managed by county, state or federal programs.

1. Create a dialogue with the responsible agencies regarding ways the byway organization can support their goals.

2. Provide opportunities for the resources to be featured in the Heritage Crossroads marketing materials.
3. Initiate discussions on how this designation can enhance the awareness and/or promotion of their resources.

Strategy 2: Identify and document contributing resources not currently managed by a public agency.

1. Identify buildings and sites of historic/heritage significance: (e.g., oldest house in town, first bank, first post office, school, gas stations, cemeteries).

Strategy 3: Identify and document resources along the corridor that afford access to the unique amenities of the Heritage Crossroads corridor. Support efforts for enhanced accessibility.

Strategy 4: Include identified resources on Heritage Crossroads website and other organization resource materials for general access to all interested parties.

2. GOAL: Provide safe access to our historic, scenic, and recreational intrinsic resources that will encourage their use while preserving their beauty for future generations. Underway

- a. **Objective:** *Support enhanced highway safety and encourage the consideration of context sensitive engineering solutions.*

Strategy 1: Partner with FDOT, Flagler, Volusia, St. Johns Counties and the local agencies to identify and support the implementation of responsible solutions for traffic and pedestrian safety along the corridor.

Strategy 2: Support innovative solutions that support an enhanced visitor experience.

- b. **Objective:** *Identify needs for historic informational signage along the corridor.*

Strategy 1: Review existing information signage and historic markers and partner with local historic societies to identify additional informational needs.

Strategy 2: Identify funding opportunities and potential grant programs to implement historic markers.

Strategy 3: Work with appropriate agencies to ensure that all

historic signage along the corridor is safely accessible and provides a quality visitor experience.

- c. **Objective:** *Partner with adjacent scenic/heritage highways for connectivity and maximization of resources.*

Strategy 1: Invite adjacent scenic/heritage highway groups to participate in byway organization meetings & events.

Strategy 2: Attend adjacent scenic/heritage highway meetings for cooperative efforts and opportunities to learn from others' experiences.

Strategy 3: Review and monitor the approved Work Plans of adjacent scenic/heritage highway advocacy groups to ensure regional consistency.

- d. **Objective:** *Develop and implement "tours" within the corridor network that might be attractive to specialty interest groups.*

Strategy 1: Work with local specialty interest advocacy groups and tourist authorities to identify segments of the corridor or "tours" which would attract/encourage their groups to visit the corridor.

Strategy 2: Develop informational tools that identify and advertise these specialty interests "tours."

3. **GOAL: Promote responsible regional commercial and residential development, and tourism by partnering with local governments, individuals and community organizations. Underway**

- a. **Objective:** *Support the inclusion of corridor protection elements in the Comprehensive Plans for all local jurisdictions.*

Strategy 1: Work with local government staff and the Planning Commission(s) to identify current comprehensive plan elements that support the Heritage Crossroads and document additional needs.

- b. **Objective:** *Advocate and monitor intergovernmental coordination between all governmental entities having jurisdiction within the corridor.*

Strategy 1: Encourage effective intergovernmental coordination.

Strategy 2: Support Maintenance Agreements between FDOT

and the local governments that result in enhanced visitor experience.

Strategy 3: Provide a forum for the coordination of local government efforts related to the corridor.

Strategy 4: Monitor implementation of the Flagler County Master Plan particularly parts of the plan that help accomplish the byway organizations mission.

4. GOAL: Education – Increase awareness of our unique regional history and appreciation for our rich natural environment through the development and presentation of our corridor story to residents and tourists alike. *Underway*

a. **Objective:** *Ensure the accuracy of corridor information on byway internet/social media outlets.*

Strategy 1: Develop and incorporate information for byway social media sites and byway organization website.

Strategy 2: Create/provide an interactive location map and key corridor information for the Heritage Crossroads website and link it to the FDOT website.

Strategy 3: Advocate for “welcome center-like” facilities along the corridor that can offer/make available corridor information for the regional scenic byways/highways and enhance the byway visitor experience.

Strategy 4: Develop and distribute marketing materials.

Strategy 5: Use the FDOT provided Visit Florida membership to market the Byway (see Goal 5)

b. **Objective:** *Develop a Heritage Crossroads corridor education program.*

Strategy 1: Develop interpretive pamphlets covering the following areas: overall corridor, history, recreational opportunities, natural assets and special interest “loops.”

Strategy 2: Establish and maintain a speaker’s bureau.

Strategy 3: Update the corridor video and other informational materials, as needed, and make available to interested parties.

c. **Objective:** *Promote the location and features of the corridor with notations on local and regional maps.*

Strategy 1: Research feasibility and access to mapping and

publications and coordinate the inclusion of corridor information.

- d. **Objective:** *Ensure local officials are aware of the byway organization's efforts.*

Strategy 1: Conduct a yearly elected official update.

Strategy 2: Ensure that elected officials are notified of byway organization meetings and events

- e. **Objective:** *Establish a "Friends of the Corridor" database list of interested parties willing to support the goals of the organization.*

Strategy 1: Identify opportunities for these "Friends" to support the goals of the corridor.

5. GOAL: *Economic Development and Tourism – Aesthetically enhance, improve and beautify the Heritage Crossroads corridor.*
Underway

- a. **Objective:** *Establish the Heritage Crossroads corridor as a destination point.*

Strategy 1: Promote the Heritage Crossroads corridor through regional Convention Visitor Bureau and local Chambers (publications, presentations and meetings).

Strategy 2: Tie/link the corridor website to Chamber/City/State websites.

Strategy 3: Develop corridor brochure(s) and distribute to local/regional tourist centers.

Strategy 4: Take advantage of available Visit Florida resources to further the goals of the organization.

Strategy 5: Support improvements that enhance the visitor experience.

- b. **Objective:** *Identify and take advantage of pre-existing opportunities to maintain, enhance, improve and beautify the corridor.*

Strategy 1: Work with local Planning Boards to encourage consistent design standards along the corridor.

Strategy 2: Work with local governments, Garden Clubs and FDOT to identify landscaping opportunities, help develop landscape concepts, and help gather community support for these improvements.

Strategy 3: Support consistent code compliance efforts.

c. **Objective:** Seek out and engage partners with like missions

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

a. **Objective:** *Ensure that the byway organization continues as an ongoing and effective sponsor and advocate for the Heritage Highway designation.*

Strategy 1: Implement the byway organization and Operating Policies as adopted and manage effectively by meeting a minimum of six times a year.

Strategy 2: Develop an Annual Report and Work Plan documenting progress made in implementing the byway management plan.

Strategy 3: Seek out long-term funding strategies (partnerships with private interests, grants or government support) so that the byway organization continues to function efficiently and accomplishes its established goals .

Strategy 4: Seek out new members and encourage participation in organization events.

Strategy 5: Maintain all corporate certifications

b. **Objective:** *Identify strategies to increase byway organization membership.*

Strategy 1: Initiate a dialogue with the responsible party to identify the value of byway support to the long term economic success regarding how the byway organization can support their goals.

Strategy 2: Provide opportunities for the resources to be featured in the Heritage Crossroads marketing materials.

Strategy 3: Initiate discussion on how this designation can enhance the awareness and/or promotion of their resources.

Recent Accomplishments

Part of the Board's assessment of their status was to document recent accomplishments. The Board believes that past accomplishments will help establish future actions. The following accomplishments are part of a larger implementation strategy that is consistent with the organizations long term focus (Mission, Vision, Goals, and Work Plan).

1. Heritage Crossroads Park –working closely with the City of Bunnell and Flagler County to complete their community betterment project.
2. Began the development of updating the byway organization membership list.
3. Presented at the 2018 D5 Byways Workshop on the Service Learning programs established by the Daytona State College, in partnership with the byway organization, Florida Agricultural Museum and the Flagler County Historical Society.
4. Established membership with Visit Florida for Hurricane Relief*
5. Established membership with Visit Florida for 2018-19 through partnership with the program office.
6. Participated in monthly Flagler Beach First Friday events to promote the byway.
7. Supporting partner on the Flagler Historical Society's Flagler History Tours.
8. Participated in Flagler Agricultural Museum Event in April 2018*
9. Conducted briefing sessions with Flagler County Commissioner David Sullivan.
10. Participated in advanced planning for development of a visitor center at the Agriculture Museum
11. Continued to participate in the Service Learning Program, a partnership with Daytona State College History Department.
12. Working to establish a volunteer partnership with the American Association of Retired Persons (AARP).
13. Participated in the Board-member lead District Coordinator Introduction to the Byway Bus Tour.
14. Began coordinating with AARP for the SCSEP partnership.
15. Reissuance of the byway brochure.
16. Worked with FDOT to update the Byway Signing Plan*
17. Completed all program requirements including Work Plan, Annual Reports, IRS filing, corporation status renewal, and Florida Department of Agriculture Solicitation of Contributions renewal.
18. Strengthened partnership with Florida Agricultural Museum through joint planning and partnering efforts.
19. Nomination of one of the Board members for the Garry Balogh Inspiring Excellence Award.
20. Respond to program surveys (i.e., the visitor experience survey).
21. Developed and produced Byway Board Manual.

2018 Work Plan in Review

The following table reviews the status of our 2018 work plan. Most items in the plan were either accomplished or are underway. Those noted as not completed are the result of a lack of available volunteer support to complete the task.

Heritage Crossroads Heritage Highway 2018 Work Plan in Review

| Program/Project | Goal(s) & Objective(s) | Lead | Estimated Date of Completion |
|---|------------------------|---------------|---|
| Heritage Crossroads Park / City of Bunnell Project | Goal 3 & 5 | John Seibel | Project is underway. Groundbreaking held November 2018. |
| Participation in Regional Community Events | Goal 3 | Board | Ongoing |
| Update Program Office on Byway Events on a quarterly basis | Goal 3 | Board | Quarterly |
| Youth History Engagement in Partnership with the Flagler County Schools System | Goal 4 | Nancy Duke | Ongoing |
| Upgrades to Byway Social Media Outlets | Goal 4 & 5 | Sandy Reffitt | Volunteer shortage |
| Reprinting of Byway Marketing Materials | Goal 4 | Board | Completed |
| Install Byway Materials at Hewitt's Sawmill Kiosk | Goal 4 | Nancy Duke | Fall 2019 |
| Review the Heritage Crossroads Page on FSHP Website for consistency | Goal 4 | Board | Completed |
| Monthly Guest Speaker Series | Goal 4 | Board | Ongoing |
| FDOT Annual Reporting | Goal 6 | Board | Completed |
| Maintain Not-for-Profit Corporation Status and Issue Not-for-Profit Annual Report | Goal 6 | Board | Completed |
| Develop tracking tool to be updated monthly to track accomplishments throughout the year | Goal 6 | Sandy Reffitt | Completed |
| Participate in Florida Scenic Highway Program Events | Goal 4 | Board | Completed |
| Develop Enhanced Member Database and Member Renewal System | Goal 6 | Board | Fall 2019 |
| Initiate Volunteer Hours Tracking System | Goal 6 | Board | Ongoing |
| Develop a Historic Cemetery Recognition Program | Goal 4 | Nancy Duke | December 2018 |

2019 Annual Work Plan

As noted above, before the Board felt comfortable developing a work plan for the upcoming year they needed to assess where they had been. This assessment showed an organization that remains consistent with its original focus to be an advocate for the history and heritage of the communities that it touches.

In developing their 2019 Work Plan, the organization was careful to identify actions that provide continuity and carry forward past successes. All items in this 2019 Work Plan are consistent with the byway organization's long-term focus.

Heritage Crossroads Heritage Highway Annual Work Plan (2019)

| Program/Project | Goal(s) & Objective(s) | Lead | Estimated Date of Completion | Funding Source(s) |
|--|-----------------------------------|-------------|-------------------------------------|--|
| Heritage Crossroads Park / City of Bunnell Project, participate in Groundbreaking | Goal 3 & 5 | Board | Spring 2019 | In-kind donation of volunteer time |
| Participation in Regional Community Events | Goal 3 | Board | Ongoing | In-kind donation of volunteer time |
| Update Program Office on Byway Events on a quarterly basis | Goal 3 | Board | Quarterly | In-kind donation of volunteer time |
| Youth History Engagement in Partnership with the Flagler County Schools System | Goal 4 | Nancy Duke | Ongoing | In-kind donation of volunteer time |
| Reprinting of Byway Marketing Materials | Goal 4 | Board | Fall 2019 | In-kind donation of volunteer time/TDC Marketing Grant |
| Install Byway Materials at Hewitt's Sawmill Kiosk | Goal 4 | Nancy Duke | Fall 2019 | In-kind donation of volunteer time |
| Establish a volunteer support partnership with AARP | Goal 4 | Board | Summer 2019 | In-kind donation of volunteer time |
| Monthly Guest Speaker Series | Goal 4 | Board | Ongoing | In-kind donation of volunteer time |
| FDOT Annual Reporting | Goal 6 | Board | March/November 2019 | In-kind donation of volunteer time |
| Maintain Not-for-Profit Corporation Status and Issue Not-for-Profit Annual Report | Goal 6 | Board | April 2019 | Corporation status fee; paid by donation |
| Participate in Florida Scenic Highway Program Events | Goal 4 | Board | Ongoing | In-kind donation of volunteer time |
| Develop Enhanced Member Database and Member Renewal System | Goal 6 | Board | Fall 2019 | In-kind donation of volunteer time |
| Maintain a Volunteer Hours Tracking System | Goal 6 | Board | Ongoing | In-kind donation of volunteer time |
| Develop a Historic Cemetery Recognition Program | Goal 4 | Nancy Duke | December 2019 | In-kind donation and grants |



Contact Information

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www.HeritageCrossroads.org/