



Heritage
Crossroads
Heritage Highway
2023 Annual Work Plan



November 2022

The Florida Scenic Highways Program requires that each byway develop an annual work plan (plan). The intent of this requirement is to help byway organizations establish a plan of action for the upcoming year. To comply with this requirement, the Heritage Crossroads Board developed the following document. The Board believes it to be realistic and take into consideration the human and financial resources of the organization. This Annual Work Plan 2023 has two parts:

1. Assess current byway organization status
2. Establish a 2023 Work Plan

Byway Background

In 2004, community advocates including county and local government representatives, Flagler County Historical Society, local business leaders and others 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 history and heritage and providing an economic development tool for the region. In 2008, 98 miles of Flagler County roads were designated 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 and preservation of the region's heritage and historical resources.

As part of its advocacy role, the organization has successfully partnered with other local groups to accomplish community-based projects that are consistent with its mission. In fact, many of the organization's recent successes have been through its ongoing partnership with Daytona State College through their highly successful Service-Learning Program for young adults and the Flagler County Historical Society.





Figure 1: Heritage Crossroads Heritage Highway Location Map

Guiding Principles

The organization recently began an update of their byway management plan. While final approval may not be until early 2023, the organization reviewed their mission, vision and defining values as part of this effort and byway leadership confirmed they remain committed to these guiding principles as originally established by the organizations founders in 2008.

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 history/heritage, the natural beauty of the region, and growth.
- Maintaining strong partnerships with other community advocacy groups having similar interests.

Goals & Objectives

The current Goals & Objectives of the organization are as follows:

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

Objective 1: *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.

Objective 2: *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.

Objective 3: *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.

Objective 4: *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.

Objective 5: *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.

Strategy 2: Create a dialogue with the responsible agencies regarding ways the byway organization can support their goals.

Strategy 3: Provide opportunities for the resources to be featured in the Heritage Crossroads marketing materials.

Objective 6: *Initiate discussions on how this designation can enhance the awareness and/or promotion of their resources.*

Strategy 1: Identify and document contributing resources not currently managed by a public agency.

Strategy 2: 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.

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

Objective 1: *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 user safety on the corridor.

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

Objective 2: *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 address 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 access to all resources is safe and provides a quality visitor experience.

Objective 3: *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.

Strategy 4: Participate in regional/state scenic highways program forums

Objective 4: *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 (printed/digital) that identify and advertise these specialty interests "tours."

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

Objective 1: *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.

Objective 2: *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.

GOAL 4: 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.

Objective 1: *Maintain a Website and social media presence*

- Strategy 1:* Establish an operating policy.
- Strategy 2:* Identify a social media coordinator and volunteers capable of overseeing the website maintenance and management of social media presence.
- Strategy 3:* Maintain digital connectivity between the website, Byway social media tools and regional and statewide partners.
- Strategy 4:* Create/provide an interactive location map and key corridor information for the Heritage Crossroads website and link it to the FDOT website.
- Strategy 5:* 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 6:* Use the FDOT provided Visit Florida membership to market the Byway (see Goal 5)

Objective 2: *Develop a Heritage Crossroads corridor education program.*

- Strategy 1:* Develop interpretive pamphlets and digital media that address the following areas: overall corridor, history, recreational opportunities, natural assets and special interest “loops.” Develop and distribute marketing materials.
- 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.

Objective 3: *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.

Objective 4: *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

Objective 5: *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.

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

Objective 1: *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.
- Strategy 6:* Support FSHP efforts to document “Return on Mission”

Objective 2: *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.

Objective 3: Seek out and engage partners with like missions.

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

Objective 1: *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.

Objective 2: *Identify strategies to increase byway organization membership.*

- Strategy 1:* Initiate a dialogue that ties organizational value to community economics
- Strategy 2:* Implement a recruitment/retention program.
- Strategy 3:* Use social media outlets like NextDoor to broadcast byway information and recruit volunteers.

Recent Accomplishments

Part of the Board's assessment included documenting recent accomplishments. While the pandemic continued to hinder efforts, the organization and its partners continued to advance a mission of education and resource preservation.

The Board believes that past accomplishments 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. Provided advocacy support to partner organizations including the Flagler County Historical Society (FCHS), Florida Agriculture Museum and Ft Fulton Historic Trust
2. Continued to distribute an annual update newsletter to stakeholders
3. Weathered Hurricane Ian – damage assessment underway
4. Completed visioning efforts associated with the 2022 National Scenic Byways Program grant cycle including submittal of a Letter of Intent (LOI) - although the organization's proposed project was not selected to advance by FDOT.
5. Maintain not-for-profit status
6. Attended the FSHP state workshop and served as a guest speaker talking on the topic of volunteer recruitment
7. Provide website updates to Program office
8. Maintain an active Facebook page
9. Featured in 25th Anniversary FSHP Annual Report
10. Supported the FCHS's efforts to rehabilitate the Deen Doll House
11. Supported the FCHS and American Association of University Woman (AAUW) in their efforts to research, relocate and rehabilitate the Seventh Day Adventist Church.
12. Provided County Commissioner Sullivan progress updates on the efforts of the organization and its partners
13. Continued to maintain the organization's long-term "Service Learning" partnership with Daytona State College
14. Received a series of high resolution photos of the corridor from the FSHP for future promotional efforts
15. Byway Board member Bill Ryan continues to conduct Zoom presentations of Flagler County history in partnership with the South Georgia Regional Library System
16. Maintains its representation in the Flagler County Cultural Council
17. Completed all annual FSHP reporting
18. Completed all yearly non-profit/Corporate reporting
19. Maintained organization meeting schedule thru COVID including several in-person meetings

2022 Work Plan in Review

The following table reviews the status of our 2022 Work Plan. Even with lingering pandemic conditions, the organization was still able to advance projects consistent with its overall mission.

Heritage Crossroads Heritage Highway 2022 Work Plan in Review

| Program/Project | Goal(s) & Objective(s) | Lead | Estimated Date of Completion | Status |
|-------------------------------------------------------------------------------------------------|------------------------|--------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Conduct an <i>Art Along the Byway</i> Event | Goal 4 | Nancy Duke | Spring 2023 | <i>Not accomplished as a result of COVID concerns and lack of volunteers</i> |
| Implement Service-Learning projects in partnership with Daytona State College | Goal 3 & 4 | Nancy Duke | July 2023 | <i>Accomplished. This program serves as a cornerstone of the byway mission to educate the community on region's story</i> |
| Maintain a Social Media Outreach Program | Goal 4 | Social Media Coordinator | Ongoing | <i>Accomplished but still a work in progress. Social media Likes & Shares continue to increase reflecting a growing interest in the organization and its mission.</i> |
| Conduct a general membership meeting (virtual) | Goal 3 & 6 | Nancy Duke | July 2023 | <i>While not accomplished in 2022 a return to in-person general membership meetings remains a priority.</i> |
| Monitor National Scenic Byways grant opportunities to support byway efforts | Goal 6 | Nancy Duke | Ongoing | <i>The byway organization was active in seeking a 2022 NSB grant – unfortunately our proposed project was not selected by FDOT to be advanced to FHAW for funding consideration.</i> |
| Initiate a member recruitment/retention plan | Goal 6 | Nancy Duke | Summer 2023 | <i>This effort remains a priority – and a work in progress.</i> |
| Develop a Member Database and Member Renewal System | Goal 6 | Nancy Duke | Fall 2023 | <i>Not accomplished because of a lack of volunteer support.</i> |
| Work with byway partners to develop Roadside Chat focused podcasts | Goal 3 & 4 | Board | Ongoing | <i>Bill Ryan and his partnerships with the FCHS and South Georgia Library System was successful in creating a series of podcasts and videos focused on northeast Florida history.</i> |
| Develop a byway navigational app | Goal 4 | Board | December 2023 | <i>Not completed as a result of limited funding.</i> |
| Monitor local government efforts to establish a regional visitor center for west Flagler County | Goal 4 & 6 | Board | Ongoing | <i>This remains a priority for the organization.</i> |
| Participation in Regional Community Events | Goal 4 | Board | Ongoing | <i>Completed</i> |
| FDOT Annual Reporting | Goal 6 | Board | February/November | <i>Completed</i> |
| Provide elected officials updates as needed | Goal 3 & 4 | Nancy Duke | Ongoing | <i>Commissioner Sullivan is engaged in the byway community</i> |
| Participate in Florida Scenic Highway Program sponsored events | Goal 4 | Board | Ongoing | <i>Participated in/presented at the FSHP workshop</i> |

Heritage Crossroads Heritage Highway 2022 Work Plan in Review

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|-----------------------------------------------------------------------------------------------------------------------|-------------|------------|---------------|-------------------------------------------------------------------------------------------------------------------------|
| Partner with Flagler Historical Society and Ag Museum on projects that are consistent with the organization's mission | Goal 3 & 4 | Board | Ongoing | <i>Accomplished</i> |
| Maintain an up to date/functional byway website | Goal 4 | Nancy Duke | Ongoing | <i>While an up-to-date website is a priority - A lack of funding impacted our ability to address this item in 2022.</i> |
| Develop a Historic Cemetery Recognition Program | Goals 1 & 4 | Nancy Duke | December 2023 | <i>This effort remains a work in progress and will be a focus in 2023</i> |
| Maintain a Volunteer Hours Tracking System | Goal 6 | Board | Ongoing | <i>Completed</i> |
| Maintain Not-for-Profit Corporation Status | Goal 6 | Board | April 2023 | <i>Completed</i> |

2023 Annual Work Plan

As noted above, before the organization 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 region.

In developing their 2023 Work Plan, the organization was careful to identify actions that provide continuity and carry forward past successes. All items in this 2023 Work Plan are consistent with the byway organization's long-term focus.

Heritage Crossroads Heritage Highway Annual Work Plan (2023)

| Program/Project | Goal(s) & Objective(s) | Lead | Estimated Date of Completion | Funding Source(s) |
|-----------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------|------------------------------|-----------------------------------------------------------|
| Conduct an <i>Art Along the Byway</i> Event | Goal 4 | Nancy Duke | Fall 2023 | Volunteer |
| Implement Service-Learning projects in partnership with Daytona State College | Goal 3 & 4 | Nancy Duke | Ongoing | Service Learning – student volunteers |
| Maintain a Social Media Outreach Program | Goal 4 | Social Media Coordinator | Ongoing | Volunteer |
| Conduct a general membership meeting (virtual) | Goal 3 & 6 | Nancy Duke | Fall 2023 | Volunteer |
| Monitor National Scenic Byways grant opportunities to support byway efforts | Goal 6 | Nancy Duke | Ongoing | Volunteer with local government partnerships |
| Initiate a member recruitment/retention plan | Goal 6 | Nancy Duke | Summer 2023 | Volunteer |
| Develop a Member Database and Member Renewal System | Goal 6 | Nancy Duke | Fall 2023 | Volunteer |
| Work with byway partners to develop Roadside Chat focused podcasts | Goal 3 & 4 | Board | Ongoing | Volunteer in partnership with FDOT and key byway partners |
| Develop a byway navigational app | Goal 4 | Board | December 2023 | Volunteer |
| Monitor local government efforts to establish a regional visitor center for west Flagler County | Goal 4 & 6 | Board | Ongoing | Volunteer |
| Participation in Regional Community Events | Goal 4 | Board | Ongoing | Volunteer |
| FDOT Annual Reporting | Goal 6 | Board | February/November 2023 | Volunteer |
| Provide elected officials updates as needed | Goal 3 & 4 | Nancy Duke | Ongoing | Volunteer |
| Participate in Florida Scenic Highway Program sponsored events | Goal 4 | Board | Ongoing | Volunteer |
| Partner with Flagler Historical Society and Ag Museum on projects that are consistent with the organization's mission | Goal 3 & 4 | Board | Ongoing | Volunteer |

Heritage Crossroads Heritage Highway Annual Work Plan (2023)

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| Maintain an up to date/functional byway website | Goal 4 | Nancy Duke | Ongoing | Volunteer |
| Develop a Historic Cemetery Recognition Program | Goals 1 & 4 | Nancy Duke | December 2023 | Volunteer |
| Maintain a Volunteer Hours Tracking System | Goal 6 | Board | Ongoing | Volunteer |
| Maintain Not-for-Profit Corporation Status | Goal 6 | Board | April 2023 | Volunteer |
| <i>Conduct a Board Retreat</i> | Goal 6 | Board | Fall 2023 | Volunteer |



Contact Information

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www.HeritageCrossroadsHighway.org/