

Chapter 2.0 Vision, Mission, Goals and Strategies

2.1 Corridor Vision

A Corridor Vision provides inspiration and direction and should answer the question “How shall we look in the future?” The Corridor Vision serves as the “what” statement of the Byway or a statement about the possibilities for the future of the Byway, reflecting on the corridor’s unique and quality characteristics. The public is encouraged to think many years into the future and think about what travelers along the HTURB would say about the corridor and its resources. The Corridor Vision of the Harriet Tubman Underground Railroad Byway was developed to be consistent with the vision of the America’s Byways Program, whose overarching vision is “to create a distinctive collection of American roads, their stories and treasured places.”

HTURB Corridor Vision

The Harriet Tubman Underground Railroad Byway serves as a cohesive pathway through Delaware offering travelers access to accurate and educational information and interpretation of the Harriet Tubman and Underground Railroad story. The establishment of the Byway has aided in the discovery, restoration, and interpretation of significant sites related to the Underground Railroad story and the many conductors comprising this pathway to freedom. The corridor provides safe and well-marked access that effectively promotes and preserves historic sites found along the Byway. The Byway organization is also working to link the Harriet Tubman Underground Railroad Byway in Delaware with the Byway in Maryland in the hopes of one day having an established contiguous corridor that includes the states of Pennsylvania and New York, and routes along the Underground Railroad in Canada.

Byway improvements have been developed in a manner sensitive to the area’s context while ensuring safe travelling habits and providing outstanding traveler amenities. Marketed nationally and internationally through tourism programs, the Harriet Tubman Underground Railroad Byway has a strong tourism-base that enables economic sustainability for many communities along the corridor and beyond.

2.2 Mission Statement

The Mission Statement reflects the “how” – how the Byway organization, its supporters and partners will achieve the overarching Corridor Vision.

HTURB Mission Statement

Through research, partnerships, funding and promotion of the corridor story, we will work collaboratively with the community to protect, preserve and enhance the unique and sensitive resources, visitor facilities, and quality-of-life along the Byway.

By fostering a sense of pride and stewardship the story of Harriet Tubman and the Underground Railroad will live on through the efforts of the Byway organization and affiliated stakeholders for future generations to experience and enjoy.

2.3 Goals and Strategies

Goals and strategies are integral to the long-term implementation and sustainability of the HTURB. The Steering Committee and other vested stakeholders are responsible to ensure that these Goals and Strategies are placed into action and achieved. The Vision, Goals and strategies were gathered during extensive community outreach conducted in 2010 – 2012 along the Byway corridor. Involvement and input was sought from as many individuals as possible through the process of Steering Committee meetings, Focus Group meetings, and public workshops.

“Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience and the passion to reach for the stars and change the world.”

Harriet Tubman

The intent of these goals and strategies is to achieve and implement the Corridor Vision. This chapter should be a living document that will be revised and refined over time as goals are achieved and new goals are envisioned. The goals and strategies are not in chronological order, nor are they in order of priority.

Goal Category #1

Byway Organization, Funding and Partnerships

Goal 1.0

Provide a sustainable and effective Byway Organizational structure including funding, partnerships and Bylaws.

Strategies

- 1.1 Coordinate with other Harriet Tubman Underground Railroad Byway organizations, such as the Maryland Harriet Tubman Underground Railroad Byway entity; National Park Service Harriet Tubman National Historic Sites, the Harriet Tubman Maryland State Park, Delaware Division of Historical and Cultural Affairs, National Underground Railroad Network to Freedom Program; the Underground Railroad Coalition of

- Delaware; tourism offices and bureaus; local land use planning offices and agencies and other essential groups to ensure collaboration and effective cross-promotion.
- 1.2 Collaborate with other Delaware Byways and adjoining state Byway programs.
 - 1.3 Develop a partnership with grassroots leaders in Sussex County and explore the possibility of expanding the Byway into Sussex County in the future.
 - 1.4 Secure dedicated and sustainable Byway funding.
 - 1.5 Form a Funding Task Force whose mission will include sustainable funding for Byway efforts and operation.
 - 1.6 Assist and encourage the development of HTURB segments in Pennsylvania, New Jersey, New York and Canada.
 - 1.7 Develop a partnership with grassroots leaders and develop research strategies to identify sites for a cooperative Sussex County Scenic Byway focused on African American Heritage and the Underground Railroad.

Goal Category #2

Research, Education and Interpretation

Goal 2.0

Continue to research Harriet Tubman and the Underground Railroad story and significant sites, and enhance the interpretation and educational opportunities regarding the corridor and the associated corridor story.

Strategies

- 2.1 Work with local residents to capture, log and archive stories of the Harriet Tubman Underground Railroad Byway corridor and its communities.
- 2.2 Work with the Delaware Department of Education, universities and colleges, local School Boards and educational institutions to develop curriculum for students on the historical role of the Harriet Tubman Underground Railroad Byway corridor and its historical events and figures.
- 2.3 Develop a hospitality training series targeted at local corridor businesses.
- 2.4 Create an Interpretive Plan that outlines existing interpretation along the Byway and identifies specific methods that foster interpretation of the corridor's resources.
- 2.5 Develop and install interpretive signage and facilities (kiosks, Welcome Centers, interpretive panels, etc.) throughout the corridor that convey the Harriet Tubman Underground Railroad Byway history and corridor stories. This action should be the implementation of the Interpretive Plan noted in Strategy 2.4.
- 2.6 Create "Real Experience" tours and opportunities that allow travelers a hands-on perspective of the corridor story.
- 2.7 Provide re-enactments at key locations that share and educate travelers about the corridor story.
- 2.8 Interpret significant locations along the Byway as determined by the Byway organizational entity. This activity can occur separately from the Interpretation Plan and the implementation of the Interpretive Plan noted in Strategies 2.4 and 2.5.
- 2.9 Develop a Tour Guide Certification Training Program for local residents interested in giving tours and creating their own tour guide business. This Tour Guide Certification Training Program could be approved by the HTURB Byway Organization.
- 2.10 Develop and audio tour.

- 2.11 Foster a collaborative research environment to encourage information sharing and the development of new research into the authentic stories related to the Underground Railroad in Delaware. Encourage collaboration with others outside of Delaware to augment the understanding of the individual freedom seekers and the larger Underground Railroad networks.
- 2.12 The Byway entity should encourage the continued designation of properties identified with Underground Railroad history.

Goal Category #3

Byway Promotion and Marketing

Goal 3.0

Promote the Harriet Tubman Underground Railroad Byway through a variety of effective mediums as a destination for travelers of all ages, interests, and target markets.

Strategies

- 3.1 National and international promotion - Promote the story of Harriet Tubman Underground Railroad Byway corridor through various means of marketing nationally and internationally.
- 3.2 Develop and promote bus/group tours and driving/walking tours along the corridor.
- 3.3 Increase the promotion of area festivals and events through direct marketing and promotional pieces, and increase the number of events and festivals offered along the Byway.
- 3.4 Integrate the corridor related waterways and share in their role of the corridor story.
- 3.5 Enhance the promotion of significant resources/sites along the Byway as sought after by the Steering Committee and affiliated Byway partners.
- 3.6 Develop a strong Harriet Tubman Underground Railroad Byway presence on the internet through existing or new websites, both nationally and internationally.
- 3.7 Utilize modern technology and mediums (site specific podcasts, Facebook, YouTube, etc.) to promote and market the Byway.
- 3.8 Work with the local business community to create more tourist amenities (lodging, restrooms, dining, shopping) along the Byway.
- 3.9 Market and promote the Harriet Tubman Underground Railroad Byway in local communities (school programs), nationally, and internationally in multiple languages.
- 3.10 Design and produce collateral materials (brochures, maps, guidebooks, and travel itineraries) that promote the Harriet Tubman Underground Railroad Byway and place them in strategic markets/tourism locations and on digital devices (apps, tablets, websites, etc.) for both national and international promotion.
- 3.11 Expand partnerships with Chambers of Commerce, tourism agencies/entities, and other tourism outlets.
- 3.12 Seek out grant funding opportunities that provide funding for promotion.
- 3.13 Work with Visit Delaware to build a strong partnership.
- 3.14 Promote the brand/image being used for the Byway across state lines into Pennsylvania and surrounding areas.
- 3.15 Develop a "Voice for the Byway" as a recognizable ambassador and image/brand for the Byway.

Goal Category #4**Preservation, Restoration and Maintenance of the Intrinsic Resources***Goal 4.0*

Preserve, restore and maintain the valuable intrinsic resources found and documented along the Harriet Tubman Underground Railroad Byway corridor.

Strategies

- 4.1 Create a Sustainability Maintenance Plan to provide direction and a plan for the long-term preservation and protection of the corridor's intrinsic resources.
- 4.2 Provide proper ownership structure and restoration plans for Brecknock Park.
- 4.3 Enhance working relationships with resource management agencies and property owners along the corridor to aid in the preservation, restoration, promotion and enhancement of the intrinsic resources.
- 4.4 Work with the National Park Service (NPS), Historical Societies and the National Trust for Historic Preservation to encourage the preservation of structures and sites.
- 4.5 Create a Scenic Overlay District along the corridor, or sections of the corridor, that would incorporate simple and practical standards for signs, setbacks, building height and size, lot size, parking, landscaping, fencing and any other items that the community and Stakeholders would like to incorporate.
- 4.6 Utilize existing Zoning Overlay Districts to enhance and preserve the corridor's many significant sites and communities.
- 4.7 Work with local utility companies and governments to minimize overhead utility lines.
- 4.8 Develop corridor Design Guidelines and Criteria for buildings, signage (premise signing), and streetscaping that local governments and private development/property owners could apply to their site plans and/or site plan reviews.
- 4.9 Create a Stewardship Program/Alliance that is oriented around the preservation and maintenance of the corridor's resources. This Program or Alliance should determine the "carrying capacity" of the resource sites to avoid future degradation or impacts.
- 4.10 Develop educational material for local communities (for use in school programs) and visitors that aims to teach about resource protection, care and value of intrinsic resources.
- 4.11 Assist Byway communities with the preservation of their quality-of-life characteristics.
- 4.12 Utilize aesthetic treatment and design manuals to improve and enhance the aesthetics and character of the corridor. For example, the *Delaware Context Sensitive Solutions Manual for Byways* offers guidance and suggestions for improvement and implementation specific to Byways. The following site provides further information and manuals to assist in this effort <http://deldot.gov/information/business/drc/index.shtml>.
- 4.13 Obtain Network to Freedom designation for the Delaware section of the HTURB.

Goal Category #5

Directional Signage and Wayfinding

Goal 5.0

Create an integrated wayfinding signage system that easily navigates the traveler's experience along the Harriet Tubman Underground Railroad Byway corridor. Expand educational opportunities for travelers through the use of directional signage and wayfinding techniques.

Strategies

- 5.1 Seek to create an easily identifiable Harriet Tubman Underground Railroad Byway corridor signage/wayfinding design system (location, size, style, color schemes) in conjunction with DelDOT and the Underground Railroad Coalition that provides a simple, easy to follow route for travelers.
- 5.2 Assess existing signage and wayfinding policies, rules and regulations along the corridor.
- 5.3 Develop and install signage throughout the corridor that conveys the Harriet Tubman Underground Railroad Byway corridor story.
- 5.4 Explore and utilize methods to ensure that signage is durable, meets all codes and standards, and is not easily stolen or damaged.
- 5.5 Develop a short and long-term funding plan to support the design and installation of new wayfinding/signage including maintenance plans.
- 5.6 Create a Signage Design Guide that promotes design concepts to property owners, businesses and government entities for consistent and cohesive signage along the corridor.
- 5.7 Develop a traveler-friendly Byway map that will easily direct the traveler along the Byway and provide locations for significant points-of-interest.

Goal Category #6

Safety, Accessibility and Beautification Improvements

Goal 6.0

Create improvements to the Harriet Tubman Underground Railroad Byway that attract growing and sustained interest and visitation by the public.

Strategies

- 6.1 Work with local governments to encourage changes to local code enforcement policies and ordinances that enhance highway beautification, landscaping and safety.
- 6.2 Develop a tree/native plant protection program or guidebook that educates local governments, property owners, and visitors about the benefits of roadside landscaping/trees, woodland lots, and tree canopy protections. This guidebook or program should be developed with a theme specific and unique to segments of the corridor to add interest to the corridor.
- 6.3 Work with the pedestrian and bicycling community, local governments, and DelDOT to enhance the walking and cycling environment and safety conditions along the corridor.
- 6.4 Enhance the multi-modal and alternative transportation offerings for travelers along the Byway (ex. transit, shuttles, bicycle, pedestrian, etc.)
- 6.5 Develop and implement a trolley in logical locations along the corridor as sought after by the Byway organization (ex. Odessa Commons).

- 6.6 Enhance the landscaping and safety at existing tourist amenities along the corridor to increase use and aesthetic appeal.
- 6.7 Develop new tourist sites/amenities such as bike routes, walking trails and rest areas along the Harriet Tubman Underground Railroad Byway corridor that fit the historic character of the corridor. Coordination with the statewide trail and pathways plan is encouraged.
- 6.8 Seek grants and other funding sources to fund corridor improvements, such as private and corporate donors, Federal Funding, local government sponsors, or statewide programs such as the Transportation Enhancement Program.
- 6.9 Work with the Delaware Department of Transportation (DelDOT) to encourage Context Sensitive Design and solutions for all improvements within the public right-of-way including scenic pull-off areas.
- 6.10 Coordinate with the Coastal Zone Act Program to ensure that all landscape improvements are in-line with the policies and protection efforts established.
- 6.11 Review locations along the Byway that have issues or conflict points regarding safety and accessibility (ex. intersection of U.S. Highway 13 and County Road 299 in Odessa, DE and the u-turn along the Byway in the Camden area).